Chairperson and Committee Members
STRATEGY AND POLICY COMMITTEE

24 NOVEMBER 2016

Meeting Status: **Public**

Purpose of Report: For Information

POLICY WORK PROGRAMME UPDATE

PURPOSE OF REPORT

1   This report presents the three year Policy Work Programme for your information. The Policy Work Programme will be reviewed by this Committee early in the triennium within the context of the full Council Work Programme.

DELEGATION

2   The Committee has the delegation to consider this matter under Section B.1 of the Governance Structure and Delegations '*This Committee will deal with all strategy and policy decision-making that is not the responsibility of the Council. Key responsibilities will include:*

- *Setting and approving the policy and strategy work programme'.*

BACKGROUND

Policy context

3   Over time, the Council has developed a large number of strategies, policies and plans, and there continues to be significant pressure to increase this number. The pressure to create more policies comes from the devolving of decision making by Central Government and the pace of change in the community, including social and economic drivers such as the Expressway.

4   It became clear that a more considered approach to policy creation was needed. A programme of work is well underway to support this more sustainable, programmed and prioritised approach. This work has included the adoption of a Strategic Framework, provided for your information as Appendix One, and a three year Council Policy Work Programme provided overleaf. In addition, a monitoring process has been put in place and tools are being developed to support practice improvement.

5   The development of policies is resource hungry. The adopted Policy Work Programme is considered manageable and was developed with capacity constraints in mind. Constraints exist at the community, political and organisational levels, in particular the capacity to support good dialogue and engagement.

6   Further information on the development of the Policy Work Programme is provided in the report SP-16-1846 Policy Work Programme, which was before the Environment and Community Development Committee on 21 April 2016. The full report is provided as Appendix Three. Background on the review of bylaws is available in the report SP-15-1705 Status of Council Bylaws, which was before the Audit and Risk Subcommittee on 29 September 2015.

Current Policy Work Programme

7   The Policy Work Programme is provided below, with indicative timing for those without a legally mandated timeframe. The policy items which are driven by legislation and have a legally mandated timeframe are listed first, with those which the council has some discretion over listed next. Discretion is largely limited to the timing of these items and their priority. A brief update on progress has been inserted into the table as well. Further information about the purpose of each of the policy items in the table below is provided with an explanation of why they are a priority in Appendix 2.

Policy Work Programme

Topic	Driver	Timing	Update
Bylaws - Legislation			
Alcohol in Public Places	Legislation	By 2018	Timing may be aligned with the development of a Local Alcohol Policy
Cemeteries (incl. natural burials)	Legislation	Complete	Complete
Fire Prevention Bylaw	Legislation	On hold	Awaiting implications of the Fire & Emergency NZ Bill
Other incl. Trade Waste, Dog and Dog Policy, Beach etc.	Legislation	2017 onwards	The Trade Waste Bylaw is at the research stage
Public places (Trading, Freedom Camping Policy)	Legislation	2016/17	Under development, to be completed by July 2017
Other Legislative Requirements			
Annual Plans / Long Term Plans	Legislation	Annual	Annual
Proposed District Plan	Legislation	Hearings underway	Hearings continue
Priority Buildings Policy	Legislation	2016/17	Awaiting MBIE guidance
Regional Waste Minimisation Plan	Legislation	2016/17	In process, to be completed by June 2017
High Priority			
Community Facilities Strategy	Priority set by Council	2016/17	Underway, at the Stakeholder Engagement Phase
Engagement and Communications Strategy	Priority set by Council	Completed	Completed
Local Alcohol Policy	Priority set by Council	2016/17	Research underway
Storm water Management Strategy	Priority set by Council	2018	Not yet underway

Towards a Sustainable Transport System 2008 – review	Priority set by Council	2016/17	Research and project set up underway
Community Futures	Priority set by Council	2015/18	Work with the Waikanae Beach Community underway
Environmental Strategy	Priority set by Council	2016/17	Scoping and research underway
ED development strategies	Priority set by Council	2014/16	Visitor Attraction and Events Plan complete

8   As mentioned, the Policy Work Programme will be reviewed within the first year of this triennium in line with the Long Term Plan processes.

CONSIDERATIONS

Legal considerations

9   Legal advice was sought to confirm the timeframes for the review of policies which have a legal driver.

Financial considerations

10   There were no immediate financial implications from the adoption of the Policy Work Programme.

Tāngata whenua considerations

11   The importance of the partnership with Tāngata Whenua is reflected in the Strategic Policy Framework.

SIGNIFICANCE AND ENGAGEMENT

12   The Significance and Engagement Policy has informed the development of the Strategic Framework. This matter has a low degree of significance. The degree of significance for each policy project will be identified as each policy project is scoped.

Consultation already undertaken

13   The Policy Work Programme was developed in collaboration with Councillors late in the previous triennium and it was agreed that the Programme would be reviewed early in the 2016-2019 triennium. Engagement and consultation planning will be undertaken for each policy project as appropriate.

Engagement planning

14   Consultation planning for each item in the Policy Work Programme will be informed by the Significance and Engagement Policy.

RECOMMENDATION

15   That the Committee note the Policy Work Programme 2016-2018 included in within this report (SP-16-018).

16   That the Committee note that the Policy Work Programme 2016-2018 will be reviewed within the first year of the 2016-2019 triennium and further information will be provided.

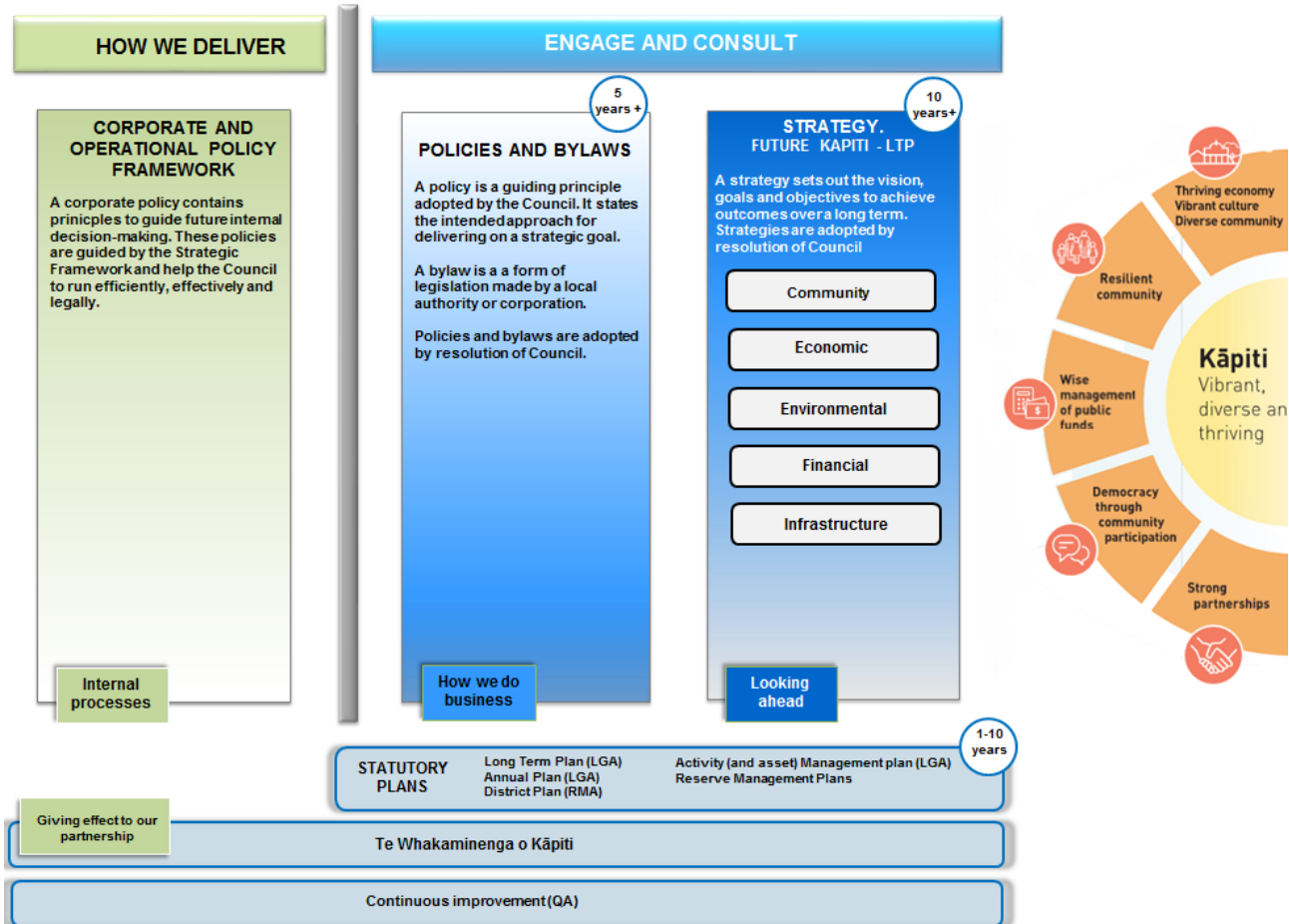| **Report prepared by**	**Approved for submission**	**Approved for submission**
Sam Hutcheson	Max Pedersen	Kevin Black
Principal Policy Advisor	**Group Manager Community Services**	**Acting Group Manager Strategy and Planning**

ATTACHMENTS

Appendix 1   Strategic Policy Framework
Appendix 2   Policy Items
Appendix 3   SP-16-1846 Policy Work Programme Report

Appendix 1

STRATEGIC POLICY FRAMEWORK

Appendix 2

Policy Items

Name	Purpose	Why it is a priority
Community facilities strategy	To provide a strategic framework to guide the council's decisions on investing in community facilities over the next 20+ years. The proposed scope includes: facilities owned and managed by council; facilities owned or operated by a third party which have an on-going funding relationship with council and provide public access to the facility; facilities owned by council and leased by other parties; council owned land, and detailed development planning for Otaraua Park	The key drivers are to ensure existing facilities are fit for purpose, address gaps or duplication in provision and needs for community facilities, and meet future demand arising from population growth and changing user expectations
Community Futures	Collaborative work to develop a vision for Waikanae Beach, Paekākāriki, and Ōtaki. Will provide evidence for possible plan changes	This project helps communities adjust and make the best of the change brought by the Roads of National Significance (RoNS). The first community project is Waikanae Beach which does not have a local outcomes statement. While Ōtaki and Paekākāriki have existing local outcome statements, these statements become less relevant over time. The community futures projects for Ōtaki and Paekākāriki will help these communities adjust as they revisit their visions

Economic development strategies (Business attraction, and Māori development strategy)	Action Plans arising from the Economic Development Strategy	Under the Economic Development Strategy, there are two sub-strategies requiring work (the Business Attraction and Māori Development Strategy). Economic development is about building healthy economies in order to have healthy communities. Good economic development can: improve household income; improve GDP growth; improve the liveability of the district; create local employment, and attract business and visitors
Engagement & Communications Strategy	Articulating strategic direction for communications and engagement activity that helps achieve the council's vision of a vibrant, diverse and thriving district	Complete
Environmental Strategy	To provide an overarching high level statement on the council's approach to environmental management	Environmental management is a core business of council and the council has legislative responsibilities for the environment. Council activities have significant impacts on the environment. This strategy will also improve overall coordination and clarity about how the council assists environmental groups and improve interaction with government and non-government agencies
Local Alcohol Policy	The purpose of the Local Alcohol Policy (LAP) is to reduce alcohol-related harm. Preparatory work includes research and exploring the possibility of setting up an alcohol accord with licensees and agencies to work together to promote a safer community	A LAP will provide a policy framework for individual decisions on alcohol licensing. Currently, the District Licensing Committee is experiencing difficulties addressing cumulative effects and other issues within the confines of per-application decision-making

Review of the 2008 Stormwater management strategy	Review the prioritisation of storm water management investment	This review will respond to the changes in projections due to climate change (storm events, levels of service), as well as respond to legislative drivers (e.g. fresh water discharges), the recent flooding, and development management impacts. It will also allow for alignment with the new GWRC Regional Plan and the Whaitua process for managing water resources
Review of the 2008 Towards a sustainable transport system	New transport hierarchy required by NZTA by 2018	This review needs to occur so as to align with the NZTA mandatory One Network Classification, it will also allow for a considered response to the impacts for the network from the expressways, and potential changes in modes of travel and transport and funding

Appendix Three
SP-16-1846

Mayor and Councillors
COUNCIL

21 APRIL 2016

Meeting Status: **Public**

Purpose of Report: For Decision

POLICY WORK PROGRAMME

PURPOSE OF REPORT

17 This report presents the proposed three year organisational Policy Work Programme for adoption.

DELEGATION

18 The Council has the authority to make decisions on this matter.

BACKGROUND

Policy context

19 Over time, the Council has developed a large number of strategies, policies and plans. A stocktake was undertaken last year. More than ninety strategies, policies and plans were identified as existing, under development, or potentially in need of development. Although this stocktake provided only a snapshot in time, it is clear that working with and on this large number is not practical or sustainable for the Council.

Pressure to increase the number of policies and review existing policies

20 In addition, there continues to be pressures to create new policies. There are a number of drivers which contribute to this, including:

- Central government continues to create new legislation which devolves responsibility to local councils for policies, which creates a significant amount of additional work. A recent example is the Local Approved Products (Psychoactive Substances) Policy.

- The increased pace of change in the community, due in large part to the Expressway.

- Other economic and social drivers.

21 This level of change means that existing policies need to be reviewed more often to remain relevant, and that, combined with increasing demand for new policy initiatives, requires the Council to take a sustainable, programmed and prioritised approach.

Strategic Policy Framework and Approach

22 To address this need, a Strategic Policy Framework, provided as Appendix 1, has been developed as a tool to provide a more cohesive strategic direction. Using a framework provides significant benefits to the organisation as it:

- Provides a bridge between the council outcomes and activities, linking the wider Organisational Work Programme firmly to the vision of a vibrant, diverse and thriving Kāpiti. It emphasises the importance of the iwi partnership and situates this partnership within the framework.

- Will increase effectiveness, and help support the overall Organisational Work Programme. It seeks to simplify the multiplicity of strategies, policies and plans and the connections between them. The framework defines 'strategies', 'policies' etc. to encourage standardisation. It also identifies the division between 'how we deliver' and when we 'engage and consult'.

- Identifies lifecycles for new documents and those already in existence.

23 Informed by this framework, a rolling schedule of reviews will ensure that all strategies, policies, plans and bylaws are monitored, reviewed as necessary, and retired as appropriate. Further tools are being developed to support improved practice and standardisation, monitoring and evaluation. The framework will be used to reduce the number of policy documents over time.

24 This work builds on the work on the review of bylaws outlined in the report SP-15-1705, entitled Status of Council Bylaws, which was before the Audit and Risk Subcommittee on 29 September 2015.

CONSIDERATIONS

Process to identify the policy priorities

25 The Policy Work Programme recommends that a maximum of three to four strategy, policy, plan and bylaw initiatives is manageable each year, on top of other engagement and consultation processes required by legislation. This equates to progressing twelve prioritised strategies, policies or plans to be worked on over the next three years, on top of those dictated by legislation, such as bylaws.

26 A considered approach to the Policy Work Programme is required as there are capacity constraints at all levels for engagement; including:

- The capacity of the community to engage, without creating consultation fatigue or confusion.

- The political capacity to lead and represent the community on top of the wider Organisational Work Programme, the unexpected, and the constraints of the election cycle.

- The capacity of the organisation to undertake this labour intensive work within a full Organisational Work Programme.

27 We must also ensure that there is capacity to deal with potential new policy demands, such as Easter Trading.

28 A collaborative development approach was undertaken with Councillors, using a stringent prioritisation process, to develop the Policy Work Programme. The

process has determined the critical few that must be done to support our strategic direction, as outlined in the LTP, and to make sure we meet legislative requirements.

Recommended Policy Items

29   The Policy Work Programme is outlined below with indicative timing for those without a legally mandated timeframe. The policy items which are driven by legislation and have a legally mandated timeframe are listed first, with those which the council has some discretion over listed next. Discretion is largely limited to the timing of these items and their priority.

Policy Work Programme

Topic	Mandate	Timing
Bylaws - Legislation		
Alcohol in Public Places	Legislation	By 2018
Cemeteries (incl. natural burials)	Legislation	In development
Fire Prevention	Legislation	In development
Other incl. Trade Waste, Dog and Dog Policy, Beach etc.	Legislation	2017 onwards
Public places (Trading, Freedom Camping Policy)	Legislation	2016/17
Other Legislative Requirements		
Annual Plans / Long Term Plans	Legislation	Annual
Proposed District Plan	Legislation	Hearings underway
Priority Buildings Policy	Legislation	2016/17
Regional Waste Minimisation Plan	Legislation	2016/17
High Priority		
Community Facilities Strategy	LTP	2016/17
Engagement and Communications Strategy	LTP	Completed
Local Alcohol Policy	Legislation	2016/17
Storm water Management Strategy	LTP	2018
Towards a Sustainable Transport System 2008 – review	LTP	2016/17

Community Futures	LTP	2015/18
Environmental Strategy	LTP	2016/17
ED development strategies	LTP	2014/16

30 Further information about the purpose of each of the policy items in the table above is provided with an explanation of why they are a priority in Appendix 2.

31 The new Council will review the Policy Work Programme at the beginning of the next triennium. The programme will also be reviewed in line with the Annual Plan and Long Term Plan processes.

Legal considerations

32 Legal advice was sought to confirm the timeframes for the review of policies which have a legal driver.

Financial considerations

33 There are no immediate financial implications from the adoption of the Policy Work Programme.

Tāngata whenua considerations

34 The importance of the partnership with Tāngata Whenua is reflected in the Strategic Policy Framework.

SIGNIFICANCE AND ENGAGEMENT

Degree of significance

35 The Significance and Engagement Policy has informed the development of the Strategic Framework. This matter has a low degree of significance. The degree of significance for each policy project will be identified as each policy project is scoped.

Consultation already undertaken

36 The Policy Work Programme has been developed in collaboration with Councillors. Engagement and consultation planning will be undertaken for each policy project as appropriate.

Engagement planning

37 Consultation planning for each item in the Policy Work Programme will be informed by the Significance and Engagement Policy.

RECOMMENDATIONS

38 That the Council adopt the Policy Work Programme 2016-2018 recommended in SP-16-1846.

Report prepared by **Approved for submission** **Approved for submission**

Sam Hutcheson Kevin Currie Stephen McArthur

Principal Policy Advisor **Group Manager** **Group Manager**
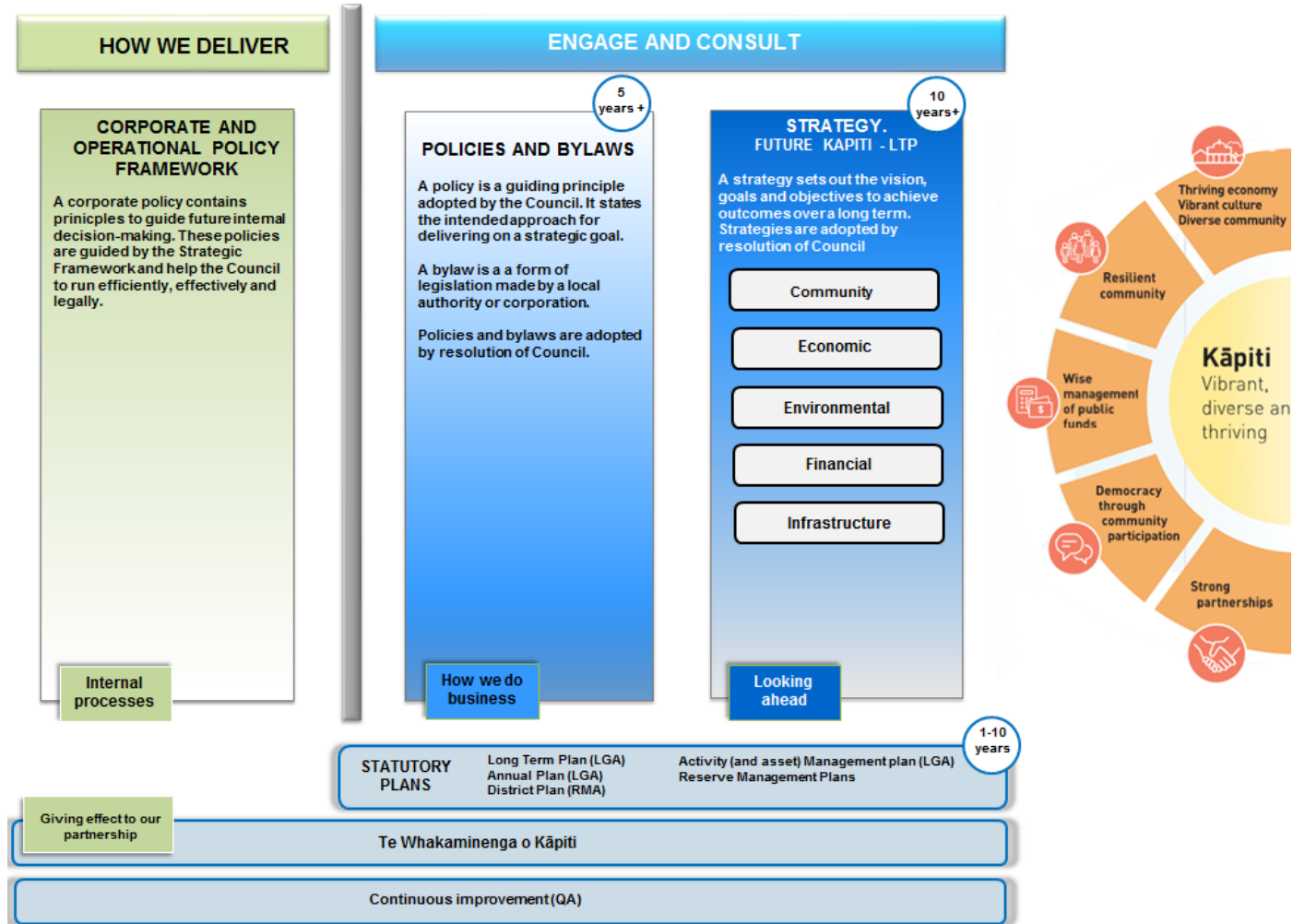**Regulatory Services** **Strategy and Planning**

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STRATEGIC POLICY FRAMEWORK

HOW WE DELIVER

ENGAGE AND CONSULT

CORPORATE AND OPERATIONAL POLICY FRAMEWORK

A corporate policy contains prinicples to guide future internal decision-making. These policies are guided by the Strategic Framework and help the Council to run efficiently, effectively and legally.

Internal processes

5 years +

POLICIES AND BYLAWS

A policy is a guiding principle adopted by the Council. It states the intended approach for delivering on a strategic goal.

A bylaw is a a form of legislation made by a local authority or corporation.

Policies and bylaws are adopted by resolution of Council.

How we do business

10 years+

STRATEGY.
FUTURE KAPITI - LTP

A strategy sets out the vision, goals and objectives to achieve outcomes over a long term. Strategies are adopted by resolution of Council

Community

Economic

Environmental

Financial

Infrastructure

Looking ahead

Thriving economy Vibrant culture Diverse community

Resilient community

Wise management of public funds

Democracy through community participation

Strong partnerships

Kāpiti
Vibrant, diverse an thriving

1-10 years

STATUTORY PLANS

Long Term Plan (LGA)
Annual Plan (LGA)
District Plan (RMA)

Activity (and asset) Management plan (LGA)
Reserve Management Plans

Giving effect to our partnership

Te Whakaminenga o Kāpiti

Continuous improvement (QA)

Appendix 2

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Engagement & Communications Strategy	Articulating strategic direction for communications and engagement activity that helps achieve the council's vision of a vibrant, diverse and thriving district	Improving engagement and communication is a core focus areas for this council. Excellent engagement and communication supports the Organisational Work Programme
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SP-16-1846

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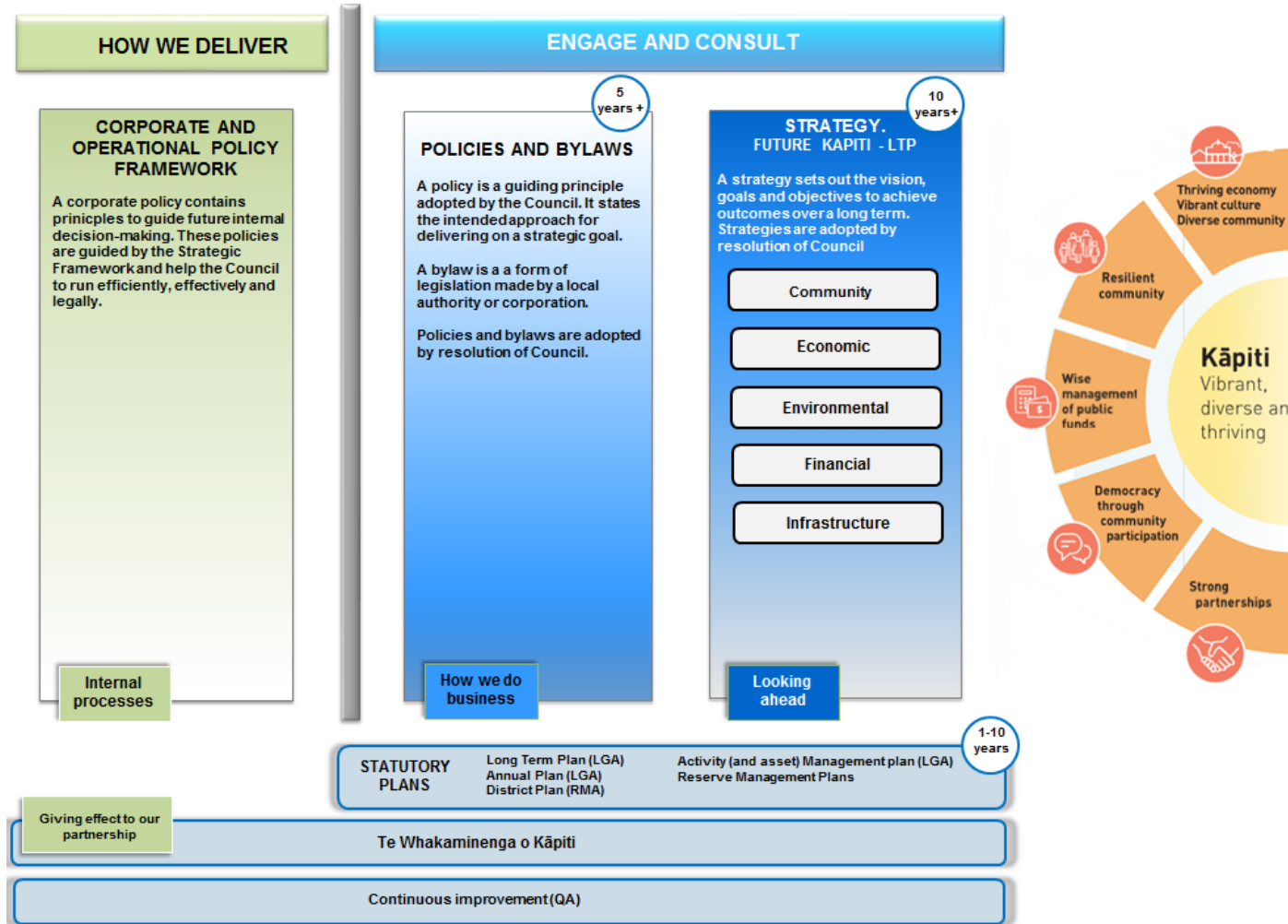| **Report prepared by**	**Approved for submission**	**Approved for submission**
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