

9 YEAR PLAN 2025-34 PROCESS

Department: Civic

EXECUTIVE SUMMARY

- 1 This report provides Council with an overview of the process for developing the 9 year plan 2025 -34 (the Plan).

RECOMMENDATIONS

That the Council:

- a) **Notes** the 9 year plan 2025-34 Process report.

BACKGROUND

- 2 At its meeting on 27 February 2024, Council made the decision to complete an Annual Plan for the 2024/25 year, followed by the completion of a 9 year plan for the period 2025 – 34.
- 3 Section 93(6) of the Local Government Act 2002 (the Act) provides that the purpose of the Plan is to:
 - a) describe the Council's activities;
 - b) describe the community outcomes for Dunedin;
 - c) provide integrated decision-making and co-ordination of resources;
 - d) provide a long-term focus for the decisions and activities of the Council; and
 - e) provide a basis for accountability of the local authority to the community.
- 4 Schedule 10 of the Act specifies the minimum information and content that must be included in the Plan as follows:
 - Community outcomes;
 - Groups of activities (including capital expenditure, levels of service and funding impact statements);
 - Statement on any variations between proposals outlined in the Plan and our assessment of water and sanitary services, and waste management and minimisation plans;

- Council controlled organisations (including activities provided and key performance targets);
 - Statement on the development of Māori capacity to contribute to decision making processes;
 - Financial Strategy;
 - Infrastructure Strategy;
 - Revenue and Financing Policy;
 - Significance and Engagement Policy;
 - Forecast financial statements (including balancing of budget, rating information and reserve funds); and
 - Significant forecasting assumptions.
- 5 Council is also required under section 93(B) of the Act to develop a Consultation Document, to provide an effective base for public participation in the Council's decision making processes relating to the content of the Plan.
- 6 The final Plan and Consultation Document must contain a report from the Auditor General.

DISCUSSION

- 7 Work has commenced on the development of the 9 year plan. A project management structure has been put in place that supports the development of the Plan, engagement with Council, and the decision-making processes of Council.
- 8 Council's role includes providing the strategic direction for the Plan, making decisions on all key components of the Plan, approving the consultation document, and adopting the final plan.
- 9 The project management structure consists of a steering group and six operational groups. The operational groups will lead and facilitate the development of key deliverables for the Plan. Additional detail on the project management structure and the Plan deliverables is provided in Attachment A.
- 10 Factors influencing the development of the Plan include the Strategic Framework refresh, a decision on Aurora, the future of 3 waters and the Grants Review.
- 11 In addition to the work of the operational groups, possible reports and/or workshops relating to the Plan have been identified, and these are listed at Attachment B. These primarily come from resolutions passed and requests from council. The list is extensive and will require significant resource to address all the matters raised.
- 12 A Forward Work Programme for the 9 year plan is currently being developed and a draft version has been included with this report at Attachment C. It will be in the agenda of future Council meetings. It will provide a monthly update of progress on the development of the Plan and associated reports and workshops.

- 13 Timing of work is challenging. Along with the development of the Plan, other priorities include the completion of the 2023/24 Annual Report by 30 October 2024, and the development of a Water Services Delivery Plan.
- 14 An extensive series of workshops and briefings with Councillors is planned which will include budget reviews and briefings on many of the matters outlined in the attached list of reports and possible workshops.
- 15 Reports on 9 year plan matters will be brought to Council on a regular basis, seeking decisions on the development of key components of the Plan, and providing updates on progress. A 9 year plan Council meeting will be scheduled for late January, where activities and budgets are to be presented to Council for its consideration.
- 16 A high level timetable for the 9 year plan project is as follows:

Timing	Task
August to December 2024	Various reports for approval as the 9 year plan develops, including: <ul style="list-style-type: none"> • Policy updates • Engagement plans • Significant forecasting assumptions • Option reports Workshops on key components of the Plan.
December 2024 – early February 2025	Develop Consultation Document
Late January 2025	Council meeting to consider: <ul style="list-style-type: none"> • Budgets • Option reports • Financial and Infrastructure strategies
February 2025	Council approval of consultation document
March / April 2025	Engagement and submission period
May 2025	Hearings and deliberations
June 2025	Adoption of the 9 year plan

OPTIONS

- 17 There are no options.

NEXT STEPS

- 18 A series of workshops will be held to provide briefings on all key components of the Plan.
- 19 Reports on 9 year plan matters will be brought to Council on a regular basis, seeking decisions on the development of key components of the Plan.

Signatories

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Authoriser:	Sandy Graham - Chief Executive Officer

Attachments

	Title	Page
A	Project structure and deliverables	
B	Possible Reports and/or Workshops	
C	9 Year Plan Draft Forward Work Programme	

SUMMARY OF CONSIDERATIONS

Fit with purpose of Local Government

The 9 year plan enables democratic local decision making and action by, and on behalf of communities, and promotes the social, economic, environmental and cultural well-being of communities in the present and for the future.

Fit with strategic framework

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Environment Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Arts and Culture Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
3 Waters Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Future Development Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Integrated Transport Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Parks and Recreation Strategy	✓	<input type="checkbox"/>	<input type="checkbox"/>
Other strategic projects/policies/plans	✓	<input type="checkbox"/>	<input type="checkbox"/>

The 9 year plan contributes to all of the objectives and priorities of the strategic framework as it describes the Council's activities and community outcomes. It provides for decision making and coordination of the Council's resources, and is a basis for community accountability.

Māori Impact Statement

The 9 year plan provides a mechanism for Māori to contribute to local decision making. The DCC works with Māori to ensure there is a process for Māori collaboration across the 9 year plan work programme.

Sustainability

Major issues and implications for sustainability relating to the capital expenditure programme are discussed and considered in the Infrastructure Strategy and the Financial Strategy, as part of the 9 year plan 2025-34.

LTP/Annual Plan / Financial Strategy /Infrastructure Strategy

These considerations are the subject of the report.

Financial considerations

As this is an update report, there are no financial considerations.

Significance

As this is an update report, this report is of low significance in terms of the Council's Significance and Engagement Policy.

Engagement – external

There has been no external engagement to date.

Engagement - internal

Internal engagement has been undertaken on the development of the project plan and establishing the management structure and focus groups.

SUMMARY OF CONSIDERATIONS

Risks: Legal / Health and Safety etc.

Council is legislatively required to adopt the 9 year plan by 30 June 2025.

Conflict of Interest

There are no known conflicts of interest.

Community Boards

Community Boards will be engaged with as part of the development of the 9 year plan.

9 year plan 2025-34 project management structure

Structure	Membership	Key deliverables
Governance	Council	Provide direction for the 9 year plan. Make decisions on the content of the 9 year plan. Approve the Consultation Document. Adopt the 9 year plan.
Steering Group	Executive Leadership Team (ELT)	Provides overall accountability, oversight and direction.
Operational Groups	Steering Group lead(s) Manager support	Lead development of key deliverables.
Support Team	EA's for each ELT member	Administrative assistance.
Project Management	Special Projects Lead Corporate Planner	Project management Updates to ELT and Council Linkages between focus groups

9 year plan 2025-34 Operational Group deliverables

Operational Group	Key Deliverables
Engagement	Consultation document and 9 year plan document <ul style="list-style-type: none"> - Writing, design, and branding - Web content Pre and formal engagement <ul style="list-style-type: none"> - Early engagement - Community engagement – formal - Significance and Engagement Policy Submissions processing and hearings management
Finance	Budgets <ul style="list-style-type: none"> - Operating and capital - Fees and charges - Forecast financial statements

Operational Group	Key Deliverables
	Investments, policies, and strategies <ul style="list-style-type: none"> - Financial Strategy - Investment Plan - Revenue and Financing, Rates Remission and Development Contribution policies - Waipori Fund SIPO review DCHL review <ul style="list-style-type: none"> - DCHL / DVML / DSPL / DRL
Grants Review	Recommendations for future grant funding <ul style="list-style-type: none"> - Outcomes to achieve - Review of Grants Management Policy - Community engagement
Infrastructure Strategy / Asset Management	Infrastructure Strategy – Transport and 3 Waters Up to date Asset Management Plans Statements of Variation – water and sanitary services, and Waste Minimisation Management Plan
Levels of Service	Groups of Activities Levels of Service, measures and targets
Strategic Support	Strategic overview <ul style="list-style-type: none"> - Strategic framework refresh - Zero carbon - Climate change - Growth - Māori partnerships Significant forecasting assumptions Community outcomes Reform review City profile

Reports and/or Possible Workshops for the 9 year plan 2025-34

Area of Council	Other Matters
City Development	<ol style="list-style-type: none"> 1. Heritage Action Plan - investment and implementation 2. Building incentives and vacant inner city space 3. Centres upgrade – options for various centres
Creative Partnerships	<ol style="list-style-type: none"> 4. Long term investment options for the Ōtepoti Live Music Action Plan 5. Performing Arts Venue
Economic Development	<ol style="list-style-type: none"> 6. Dunedin Railways report on options
Finance	<ol style="list-style-type: none"> 7. Investment Plan 8. Waipori Fund SIPO renewal 9. DCHL review 10. DVML / DSPL review
Galleries, libraries and museums	<ol style="list-style-type: none"> 11. Tūhura Otago Museum – ongoing operating budget requirements. 12. Consider entry charges at Toitū and the Art Gallery for non-Dunedin residents, and charges for all to large exhibitions.
Parks and Recreation	<ol style="list-style-type: none"> 13. Review of sports field charges. 14. Aquatics. 15. Playgrounds. 16. Green spaces 17. Predator Free. 18. Policy framework to consider funding for community organisations undertaking work on DCC land or achieving council objectives. 19. Moana Pool
Property	<ol style="list-style-type: none"> 20. Municipal Chambers. 21. 231 Stuart Street (former Fortune Theatre). 22. Vacant property. 23. Community Halls. 24. Sammy's. 25. Sims Building update.

Area of Council	Other Matters
South Dunedin Future / Climate Change	26. South Dunedin Future update. 27. Climate change adaptation plan – costed options.
Transport	28. Peninsula Connection – unfunded section. 29. City to waterfront connection 30. Central City project – business case for remainder of the central city plan. 31. Commuter Rail. 32. Strategic pedestrian and cycleway network plan.
Waste	33. Smooth Hill.
3 Waters	34. Future of 3 Waters.
Zero Carbon	35. Zero Carbon investment options
Other	36. Forbury Park. 37. Foulden Maar. 38. Kettle Park. 39. Black box. 40. Transport Place. 41. Single use cups.

Key	
New item	
Changes to timeframes	
Completed; progress to date update	Bold

DRAFT

Council 9 Year Plan Forward Work Programme - July 2024														
Area of Council	Reports and/or workshops	2024						2025						
		July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
City Development	Heritage Action Plan - investment and implementation.	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Building incentives and vacant inner city space.	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Centres upgrade - options for various centres.	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Creative Partnerships	Long term investment options for the Ōtepoti Live Music Action Plan	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Performing Arts Venue	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Economic Development	Dunedin Railways report on options.	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Finance	Investment Plan	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Waipori Fund SIPO renewal	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	DCHL review	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	DVML/DSPL review	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Galleries, libraries and museums	Tūhura Otago Museum – ongoing operating budget requirements	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Consider entry charges at Toitū and the Art Gallery for non- Dunedin residents, and charges for all to large exhibitions	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Review of sports field charges	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Aquatics	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Playgrounds	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												

Council 9 Year Plan Forward Work Programme - July 2024														
Area of Council	Reports and/or workshops	2024						2025						
		July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
Parks and Recreation	Green spaces	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Predator Free	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Policy framework to consider funding for community organisations undertaking work on DCC land or achieving council objectives	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Moana Pool	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Property	Municipal Chambers	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	231 Stuart Street (former Fortune Theatre)	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Vacant property	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Community Halls	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Sammy's	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Sims Building update	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
South Dunedin Future/Climate Change	South Dunedin Future update	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Climate change adaptation plan - costed options	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Transport	Peninsula Connection - unfunded section	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	City to waterfront connection	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Central City project - business case for remainder of the central city plan	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												

Council 9 Year Plan Forward Work Programme - July 2024														
Area of Council	Reports and/or workshops	2024						2025						
		July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
	Commuter Rail	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Strategic pedestrian and cycleway network plan	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Waste	Smooth Hill	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
3 Waters	Future of 3 Waters	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Zero Carbon	Zero Carbon Investment options	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
Other	Forbury Park	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Foulden Maar	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Kettle Park	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
	Transport Place	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Grants Review	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Early Engagement	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Levels of Service and performance measures	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Significant forecasting assumptions - non financial	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Community Board plans - workshop	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Revenue and Financing Policy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Significance and Engagement Policy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Rates Remission Policy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												

Council 9 Year Plan Forward Work Programme - July 2024														
Area of Council	Reports and/or workshops	2024						2025						
		July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
9 Year Plan	Significant Forecasting Assumptions - Financial	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Community Outcomes and Indicators	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Community Engagement Plan (External	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Review Asset Management Plans	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Infrastructure Strategy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	CAPEX budgets	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	OPEX budgets	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Fees and Charges	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Rating Information	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Development Contributions Policy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Waipori Fund SIPO	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Financial Strategy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Forecast Financial Statements (9 Years)	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Funding Impact Statements	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Compliance with Revenue and Financing Policy	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	City Profile	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Statements - Variation Water and Sanitary Services and WMMP	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Statements - Māori Decision Making	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	Consultation Document	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	9 Year Plan Hearings and Deliberations	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												
9 Year Plan	9 Year Plan Adoption	Timing of report to be confirmed once the 9 Year Plan programme of work has been finalised.												

