

Reference Number: 2024/1054

12 February 2024

[REDACTED]

Dear [REDACTED]

Thank you for email of 7 February 2024 requesting under the Local Government Official Information and Meetings Act 1987 (LGOIMA), information relating to the Report 23/889 Horowhenua 2040 Blueprint - Implementation Plan. Please see outlined below a response to your request.

Under the Official Information Act I am requesting 'Report 23/889 Horowhenua 2040 Blueprint – Implementation Plan'.

Please find attached a copy of Report 23/889 Horowhenua 2040 Blueprint – Implementation Plan Adoption from the Horowhenua District Council (HDC) meeting held 13 December 2023 as requested.

Report 23/889 is also available on the HDC website; specifically page 17 of the 2023 HDC Council Agenda dated 13 December 2023, under the 'Agendas and Minutes' section via the following link:

<https://horowhenua.infocouncil.biz/>

You are entitled to seek an investigation and review by the Office of the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Horowhenua District Council publishes responses to Local Government Official Information and Meetings Act 1987 (LGOIMA) requests that we consider to be of wider public interest, or which relate to a subject that has been widely requested. To protect your privacy, we will not generally publish personal information about you, or information that identifies you. We will publish the LGOIMA response along with a summary of the request on our website. Requests and responses may be paraphrased.

If you would like to discuss this decision or any of the information provided as part of this request, please contact David McCorkindale (Group Manager Community Vision and Delivery) on davidbm@horowhenua.govt.nz.

Yours sincerely



Steve McTaylor-Biggs
Executive Sponsor

File No.: 23/889

7.2 Horowhenua 2040 Blueprint - Implementation Plan Adoption

1. Purpose

- 1.1 The purpose of this report is seek adoption of the Horowhenua 2040 Blueprint Implementation Plan.

This report directly supports Council's other areas of focus "Develop the Horowhenua Blueprint Implementation Plan"

2. Executive Summary

- 2.1 The Horowhenua 2040 Blueprint (Blueprint) gives effect to the values and aspirations outlined in the Horowhenua 2040 Strategy (H2040) and the suite of supporting Council strategies. The Blueprint is essentially the implementation strategy for H2040 and the supporting strategies.
- 2.2 The Blueprint is seen to be an action plan for Council and is used as a tool to guide the Long Term Plan. The Blueprint actions have been prioritised by Council, and reflect a number of actions that are already being undertaken as part of existing workstreams as well as actions that are yet to be scoped or commence.
- 2.3 The Horowhenua 2040 Blueprint Implementation Plan is an organisation key performance indicator with a prioritised, costed and sequenced implementation plan to be adopted by Council. This report directly aligns with one of Horowhenua District Council's other areas of focus to "develop the Horowhenua Blueprint Implementation Plan".

3. Recommendation

- 3.1 That Report 23/889 Horowhenua 2040 Blueprint - Implementation Plan Adoption be received.
- 3.2 That this matter or decision is recognised as not significant in terms of s76 of the Local Government Act.
- 3.3 That Council adopt the Horowhenua 2040 Blueprint – Implementation Plan.

4. Background / Previous Council Decisions

- 4.1 Horowhenua has resilient neighbourhoods and communities with pathways to skills, jobs and affordable housing. Horowhenua is a favoured destination for visitors and new residents who wish to add to the district's prosperity and wellbeing.
- 4.2 Adopted in May 2022, the Blueprint included a broader consideration of how all the Council's strategies interact and where there are disconnections and gaps. All existing plans and strategies were provisionally prioritised and new ideas added with trigger actions identified.

- 4.3 To enable officers to deliver a costed action and implementation plan, a series of Council workshops were held on 6 September 2023 and 18 October 2023. These are outlined as follows:

Council Workshop: 6 September 2023

A summary of Blueprint actions with a brief status update on actions already in progress was provided to Council.

Elected members were then asked through a sorting exercise to individually prioritise the Blueprint actions and to confirm the role that Council is anticipated to play for each action. The individual prioritised rankings were then collated to form a collective elected member view.

Council Workshop: 18 October 2023

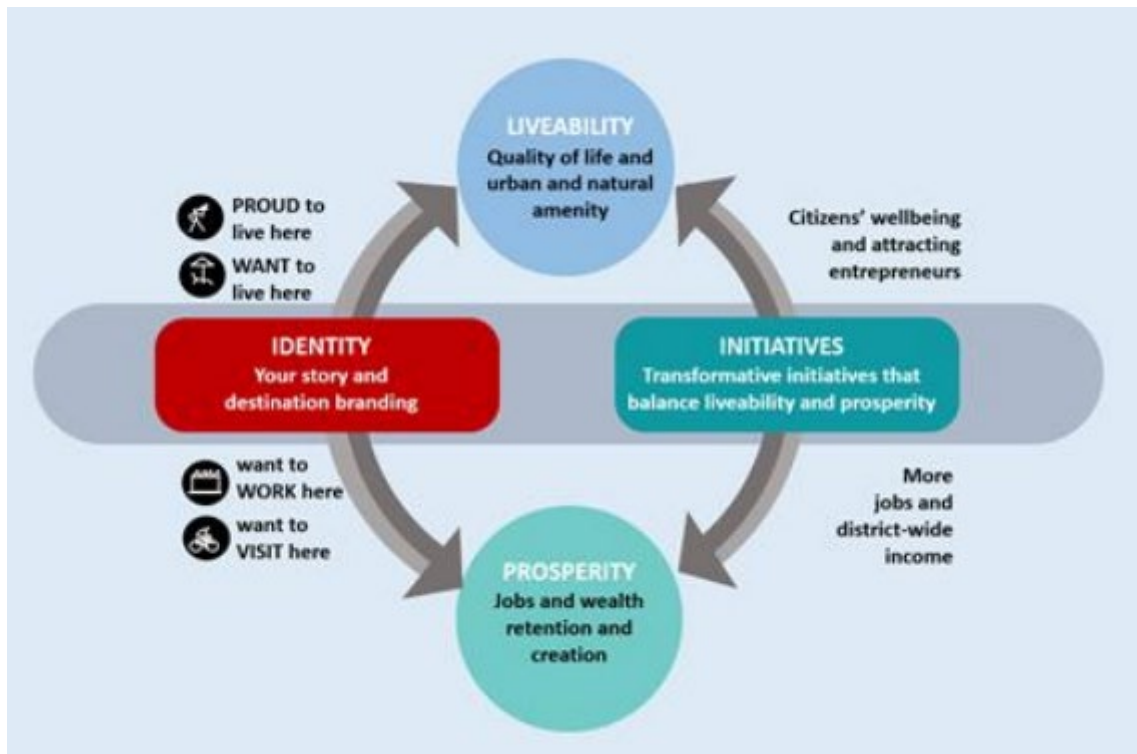
This workshop was used to confirm the combined prioritisation of the Blueprint actions from the workshop on 6 September 2023 and also to confirm the framework and approach for preparing the implementation plan.

- 4.4 The adoption of the attached Horowhenua 2040 Blueprint Implementation Plan will endorse the continued delivery of the current and ongoing actions being undertaken as part of business as usual and enable officers to advance the prioritised actions yet to be undertaken.

5. Discussion

- 5.1 This report is accompanied by the Report setting out the Implementation Plan approach for the Horowhenua 2040 Blueprint.
- 5.2 The approach is outlined in the report explaining how the Horowhenua 2040 Blueprint is to be implemented both in terms of ongoing delivery framework and actions that may require funding to advance.
- 5.3 In working through the prioritisation of actions with Council, it has been identified that tasks within the Blueprint actions are the responsibility of other groups across the organisation, with a large portion of actions being undertaken as part of business as usual and are ongoing. Many of these don't require any further specific intervention. There are also other actions that require funding to advance and others like actions that could come from the Foxton Futures Community Plan, we don't yet know the detail of.
- 5.4 It is proposed to operate an activation fund budget, similar to the Levin Town Centre that would enable officers to scope the relevant priority projects and present the detail associated with these to Council to progress the use of the activation funding. This approach recognises that we anticipate additional projects to arise that deliver on the Blueprint actions. The Blueprint Implementation Plan needs to be agile enough to be able to respond to these opportunities.

5.5 The core strategy at the heart of the Blueprint, seeks to balance liveability with prosperity.



5.6 The above illustration highlights the interplay between liveability and prosperity and if there is a choice, the Blueprint targets initiatives that benefit both objectives. The actions identified in the Blueprint are those that are deemed to trigger district transformation and make a noticeable difference.

5.7 In some cases the actions currently fit within business as usual activities or a part of existing work streams. Other actions are best suited to be delivered as a project. Where work is delivered as business as usual, delivery will be monitored and reported on. Work that is delivered as projects, will follow the appropriate project management processes and reporting practices. The framework approach allows for new ideas or priorities to be added throughout the life of the Blueprint.

5.8 The framework approach also recognises that we anticipate additional projects to arise that deliver on the Blueprint core strategy. The Blueprint Implementation Plan needs to be agile enough to be able to respond to these opportunities.

6. Options

6.1 Option 1 – Adopt the Horowhenua 2040 Blueprint – Implementation Plan. This option would confirm Council's support for the work currently being undertaken and ongoing as part of business as usual and the intent to advance actions that need funding to progress.

6.2 Option 2 – Delay adopting the Horowhenua 2040 Blueprint – Implementation Plan. If Council was not comfortable to adopt the Implementation Plan based on how it is currently presented, Council could choose not to delay adopting the Implementation Plan and provide clear direction on the changes officers should make before presenting it back to Council.

6.3 The implication of Option 2 is that it would mean a delay to advancing some of the actions identified in the Horowhenua 2040 Blueprint that are yet to be scoped or started.

6.4 If Council chooses Option 1 and adopts the Implementation Plan then officers can, following adoption, can commence work on progressing actions within the Blueprint. A monitoring

framework would also be established to track progress of the actions in the Implementation Plan.

Cost

- 6.5 An Opex budget has been proposed for inclusion in the Long Term Plan 2024-44 for the first three years to ensure capability of the delivery on the implementation plan and to support activities where operational funding has not been made available to meet outcomes of the Blueprint. This will ensure delivery of these new actions and support some of those actions underway but not funding through existing activity budget lines. An example could be an initiative that comes out of the Foxton Futures Community Plan. In this situation a request for funding supported by the relevant project documentation outlining the scope and detail of the project would be presented to Council to approve funding to undertake the proposed initiative. Costs beyond the first three years of the 2024-44 Long Term Plan would be considered as part of developing the 2027 Long Term Plan.
- 6.6 Programme funding is outlined in the attached Horowhenua 2040 Blueprint Implementation Plan on page 7 – Horowhenua 2040 Blueprint Funding.

Rate Impact

- 6.7 The Long Term Plan 2024-44 will be where the funding to support the Implementation Plan beyond 2023/24 will be confirmed by Council in June 2024. The proposed rate impact for the funding is referenced in the attached Horowhenua 2040 Blueprint Implementation Plan on page 7 – Horowhenua 2040 Blueprint Funding. There is no change to the funding or rate impact for the current 2023/24 financial year as a result of adopting the Implementation Plan. Costs of preparing the Implementation Plan have been met from existing operational budgets.

Community Wellbeing

- 6.8 The Horowhenua 2040 Blueprint adheres to and delivers on all of Council's Community Outcomes.

Consenting Issues

- 6.9 There are no consents required or consenting issues arising as a result of adopting the Implementation Plan.

LTP Integration

- 6.10 The Implementation Plan is consistent with the current Long Term Plan 2021-41. The future funding and implementation beyond the current year will be considered as part of the 2024-44 Long Term Plan.

7. Consultation

- 7.1 There was no consultation undertaken associated with the decision to adopt the Implementation Plan. The Implementation Plan has been prepared following elected member prioritisation and input and seeks to give effect to the Blueprint adopted in May 2022. Consultation on specific projects will occur with relevant parties as those projects progress.

8. Legal Considerations

- 8.1 There are no Legal Requirements of Statutory Obligations affecting the decision to adopt the Implementation Plan.

9. Financial Considerations

- 9.1 There is no direct financial impact of adopting the Implementation Plan. A Blueprint budget of \$50,000 exists for the current 2023/24 financial year and there are other workstreams such as the District Plan that are funded through specific operating budgets. The financial implications beyond 2023/24 will be considered as part of the 2024-44 Long Term Plan.
- 9.2 Currently an operation budget of \$75,000 has been proposed for each of the first three years of the Long Term Plan and a capital budget of \$500,000 has been included for 2026/27. This will funding be subject to Council's decision making processes on the Long Term Plan 2024-44.

10. Iwi Considerations

- 10.1 There are no Iwi considerations directly associated with the decision to adopt the Implementation Plan. Iwi/hapū considerations form part of individual projects already underway. As new projects are advanced, Iwi and hapū can expect to be directly engaged where they have interests relevant to the project.

11. Climate Change Considerations

- 11.1 There are no Climate Change implications directly associated with the decision to adopt the Implementation Plan.

12. Environmental Considerations

- 12.1 There are no Environmental considerations directly resulting from adopting the Implementation Plan.

13. Health & Safety Considerations

- 13.1 There is no Health and Safety impact associated with the decision to adopt the Implementation Plan.

14. Other Considerations

- 14.1 There are no other considerations.

15. Next Steps

- 15.1 Following the adoption of the Horowhenua 2040 Blueprint Implementation Plan, officers will continue to advance prioritised actions consistent with the Implementation Plan. Where a new action is to be started that requires Council funding this would be appropriately scoped and presented to Council to seek approval. This may be done for individual projects or a small programme of projects.

16. Supporting Information

Strategic Fit/Strategic Outcome

The Horowhenua 2040 Blueprint adheres to and delivers on all of Council's Community Outcomes.

| Risk Area | Risk Identified | Consequence | Likelihood | Risk Assessment (Low to Extreme) | Managed how |
|------------------|--|--------------------|-------------------|---|--|
| Strategic | Delay in adopting the Implementation Plan resulting in actions and outcomes not being achieved in an optimal manner or opportunities missed to enhance the community outcomes. | Moderate | Unlikely | Moderate | If delays occur ensure that opportunities continue to be identified and key stakeholders involved in discussions so that there is awareness of the potential outcomes. |
| Financial | In adopting the Blueprint Implementation Plan it assumes that there will be a budget included in the LTP 2024-44 to enable and support the implementation. | Minor | Possible | Low | Ensure Council understand the implications when making budget decisions and manage the programme to reflect the available budget. |


Confirmation of statutory compliance




In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

17. Attachments

| No. | Title | Page |
|-----|--|------|
| A | Horowhenua 2040 Blueprint Implementation Plan 2023-2026 - 30 November 2023 - DRAFT | |

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