

**Audit, Finance and Risk Committee  
13 December 2017**

**Report for Agenda Item 1**

**Department: Corporate Services**

**Ten Year Plan (Long Term Plan) Project Update**

**Purpose**

- 1 To provide the Committee with an update in relation to QLDC's Ten Year Plan (Long Term Plan) project.

**Recommendation**

That the Audit, Finance & Risk Committee:

1. **Note** the contents of this report.

Prepared by:



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30/11/2017

Reviewed and Authorised by:



Meaghan Miller,  
GM Corporate Services

30/11/2017

## Background

- 2 Section 93 of the Local Government Act 2002 requires local authorities to provide a Long Term Plan (LTP) of ten consecutive financial years, which is revisited every three years.
- 3 In order to make the LTP accessible for the community, QLDC refers to it as the 'Ten Year Plan' (TYP).
- 4 The TYP will be subject to audit by Deloitte, on behalf of the Office of the Auditor-General.

## Approach

- 5 The TYP is being managed as a specific inter-departmental project, led by senior managers from Corporate Services and Finance.
- 6 A project governance structure has been defined. The Steering Committee has been convened, chaired by Cllr McRobie. The Committee members are Mayor Boulton, Deputy Mayor McLeod, Cllr Stevens, Cllr Forbes and Cllr Hill. The Steering Committee meets approximately every six weeks and all councillors are welcome to attend.
- 7 A full project plan is in place to address the following key areas:
  - a. Strategy and Planning
  - b. Performance
    - i. Surveys
    - ii. Key Performance Indicators
  - c. Capital Programme
  - d. Operational Expenses
  - e. Communication and Engagement
    - i. Key Principles
    - ii. Consultation Document
  - f. Document Adoption Process
    - i. TYP Main Document
    - ii. Consultation and Hearings
- 8 A Key Date Summary is appended for reference at Attachment A.

## **Recent Activity**

- 9 Recent activity has focussed upon the following.
- a. Finalising Key Performance Indicators
  - b. Finalising the Capital Expenditure Programme
  - c. Finalising Operational Expenditure
  - d. Finalising the Assumptions List and associated uncertainty / risk classifications
  - e. Completing the Pre-consultation Community Engagement Programme
  - f. Compiling the Consultation Document and the Ten Year Plan Document
  - g. Finalising the schedule for all audit activity, consultation, hearings and document adoption
- 10 The project is on schedule and achieving key milestones, although complex finance and funding decisions are still being finalised. It is anticipated that there will be some delay to document completion and full review. However, this is not expected to impact the overall programme.

## **Scheduled Activity**

- 11 Prior to the next Committee meeting on 22 February, the following activities will have been completed
- a. The full document and consultation document will be in final draft format (mid January)
  - b. The first audit of draft documentation will have been completed.
- 12 The target date for full completion of all documentation was 4 December 2017, which at the time of writing, is likely to be subject to minor delay.

## **Options**

- 13 This report identifies and assesses the following reasonably practicable options for assessing the matter as required by section 77 of the Local Government Act 2002:
- 14 Option 1 The report is for noting only.

## ***Significance and Engagement***

- 15 This matter is not significant as it is not considered to adversely affect the level of service or the manner or extent to which the Council delivers its services.

## ***Risk***

- 16 This matter relates to the strategic risk SR3 Management practice – meeting legislation, as documented in the Council’s risk register. The risk is classed as moderate. This matter relates to this risk because it is important that risks are effectively mitigated to enable the Council to deliver levels of service and key projects stated in the Long Term Plan.

## **Financial Implications**

- 17 The report is for noting. There are no cost implications arising from this report.

## **Council Policies, Strategies and Bylaws**

- 18 The report relates to the Council’s Risk Management Framework, which includes the Risk Management Policy.
- 19 This matter is included in the 10-Year Plan 2015-2025.

## **Local Government Act 2002 Purpose Provisions**

- 20 The content of this paper:

- Will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by ensuring that the risk events that could prevent the Council delivering these services/functions are mitigated.
- Can be implemented through current funding under the 10-Year Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or transfer the ownership or control of a strategic asset to or from the Council.

## **Consultation: Community Views and Preferences**

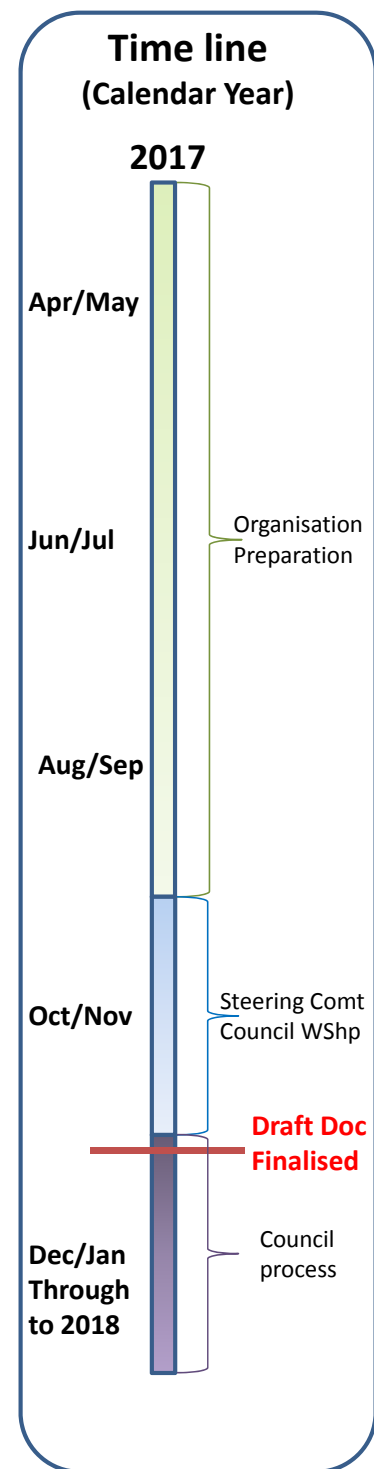
- 21 No persons or parties are affected by the recommendation of this report.

## **Attachments**

- A TYP Key Date Summary

# 2018-2028 Ten Year Plan Key Date Summary

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## Capital Budgets

| PREP           | Organisation Preparation                                                                                              |
|----------------|-----------------------------------------------------------------------------------------------------------------------|
| May 2017       | ROADING work commences on programme <b>due 7<sup>th</sup> August</b>                                                  |
| May/June 2017  | PARKS & RESERVES, LIBRARIES, PROPERTY, SPORT & REC preparation of programme commences <b>due 19<sup>th</sup> June</b> |
| June/July 2017 | ENFORCEMENT, KNOWLEDGE MGMT preparation of programme commences <b>due 10<sup>th</sup> July</b>                        |
| June-Aug 2017  | 3 WATERS, REFUSE preparation of programme commences <b>due 5<sup>th</sup> Sept</b>                                    |

| ELT                                                  | ELT Reviews                                                   |
|------------------------------------------------------|---------------------------------------------------------------|
| June 26 <sup>th</sup>                                | PARKS & RESERVES, LIBRARIES, PROPERTY, SPORT & REC ELT review |
| July 17 <sup>th</sup>                                | ENFORCEMENT, KNOWLEDGE MGMT ELT review                        |
| August 17 <sup>th</sup>                              | ROADING programme ELT review                                  |
| September 11 <sup>th</sup>                           | 3 WATERS, REFUSE ELT review                                   |
| September 28 <sup>th</sup> – October 9 <sup>th</sup> | Roll up of full capital programme and prioritisation review   |

| Council                  | Steering Committee / Council                |
|--------------------------|---------------------------------------------|
| October 16 <sup>th</sup> | Steering Committee capital programme review |
| October 26 <sup>th</sup> | Council Workshop capital programme review   |

## Opex Budgets

| PREP           | Organisation Preparation                                                                                          |
|----------------|-------------------------------------------------------------------------------------------------------------------|
| May 2017       | Financial Advisory will send out excel budget packs to ROADING, 3 WATERS and REFUSE. Budget meetings will be set. |
| June 2017      | ROADING, 3 WATERS, REFUSE preparation of opex budgets <b>due 3<sup>rd</sup> July</b>                              |
| August 2017    | Financial Advisory will send out excel budget packs to REST OF ORGANISATION. Budget meetings will be set.         |
| September 2017 | REST OF ORGANISATION preparation of opex budgets years 1 -3 <b>due 25<sup>th</sup> Sep</b>                        |
| October 2017   | REST OF ORGANISATION review of opex budgets for years 4-10 <b>due 13<sup>th</sup> Oct</b>                         |

| ORG         | KPI Reviews                                          |
|-------------|------------------------------------------------------|
| August 2017 | Review of all KPIs to align with community outcomes. |

| ELT                   | ELT Reviews                                                 |
|-----------------------|-------------------------------------------------------------|
| October/November 2017 | Review of full opex programme <b>due 6<sup>th</sup> Nov</b> |

| Council                   | Steering Committee / Council             |
|---------------------------|------------------------------------------|
| November 13 <sup>th</sup> | Steering Committee opex programme review |
| December 14 <sup>th</sup> | Council Workshop opex programme review   |

## Attachment A

### Draft TYP Document

| PREP                   | Organisation Preparation           |
|------------------------|------------------------------------|
| September/October 2017 | Big ideas and story concept agreed |
| October/November 2017  | Document preparation               |

| ELT                            | ELT Review                 |
|--------------------------------|----------------------------|
| November 27 <sup>th</sup>      | Draft reviewed ELT         |
| <b>December 4<sup>th</sup></b> | <b>DRAFT DOC FINALISED</b> |

| Council                   | Steering Committee / Council      |
|---------------------------|-----------------------------------|
| December 4 <sup>th</sup>  | Draft reviewed Steering Committee |
| December 14 <sup>th</sup> | Council Workshop draft TYP        |

### Council Process 2018

| Council                                         | Adoption                                 |
|-------------------------------------------------|------------------------------------------|
| January                                         | Audit of TYP                             |
| February 22 <sup>nd</sup>                       | Audit, Finance and Risk Committee Review |
| March 8 <sup>th</sup>                           | Council Adopt TYP for consultation       |
| March 12 <sup>th</sup> – April 13 <sup>th</sup> | Submissions – internal and external      |
| May 15 <sup>th</sup> and 16 <sup>th</sup>       | Hearings and deliberations               |
| June 28 <sup>th</sup>                           | Ten Year Plan adopted                    |