

# Strategic Framework

The Council's Vision – Christchurch is a city of opportunity for all.

Open to new ideas, new people and new ways of doing things – a city where anything is possible.

## Whiria ngā whenu o ngā papa Honoa ki te maurua tāukiuki

Bind together the strands of each mat  
And join together with the seams of respect and reciprocity.

The partnership with Papatipu Rūnanga reflects mutual understanding and respect, and a goal of improving the economic, cultural, environmental and social wellbeing for all.

## Overarching Principle

Partnership – Our people are our taonga – to be treasured and encouraged. By working together we can create a city that uses their skill and talent, where we can all participate, and be valued.

## Supporting Principles

Accountability	Collaboration
Affordability	Prudent Financial Management
Agility	Stewardship
Equity	Wellbeing and resilience
Innovation	Trust

## Community Outcomes

What we want to achieve together as our city evolves

### Strong communities

- Strong sense of community
- Active participation in civic life
- Safe and healthy communities
- Celebration of our identity through arts, culture, heritage and sport
- Valuing the voices of children and young people

### Liveable city

- Vibrant and thriving central city, suburban and rural centres
- A well connected and accessible city
- Sufficient supply of, and access to, a range of housing
- 21st century garden city we are proud to live in

### Healthy environment

- Healthy waterways
- High quality drinking water
- Unique landscapes and indigenous biodiversity are valued
- Sustainable use of resources

### Prosperous economy

- Great place for people, business and investment
- An inclusive, equitable economy with broad-based prosperity for all
- A productive, adaptive and resilient economic base
- Modern and robust city infrastructure and community facilities

## Strategic Priorities

Our focus for improvement over the next three years and beyond

Enabling active citizenship and connected communities

Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city

Climate change leadership

Informed and proactive approaches to natural hazard risks

Increasing active, public and shared transport opportunities and use

Safe and sustainable water supply and improved waterways

## Key Strategies and Plans

for making the Council vision a reality

### Partnership Strategies and Plans such as:

- Greater Christchurch Urban Development Strategy
- Resilient Greater Christchurch Plan
- Canterbury Regional Economic Development Strategy
- Canterbury Regional Land Transport Plan
- Safer Christchurch Strategy

### Regeneration Plans such as:

- Ōtākaro/ Avon
- Cranford
- Cathedral Square
- Southshore
- South New Brighton
- Brooklands
- Port Hills

### Christchurch District Plan

Policies and rules to promote sustainable land use and development across the Christchurch City Council territorial authority area (including Banks Peninsula)

### Council Strategies and Plans such as:

- Strengthening Communities Strategy
- Climate Smart Strategy
- Christchurch Economic Development Strategy
- Christchurch Transport Strategic Plan
- Integrated 3 Waters Strategy
- Public Open Space Strategy
- Multicultural Strategy
- Housing Policy

### Local Plans such as:

- Community Board Plans
- Suburban Master Plans
- River Catchment Vision and Values Plans

## Getting things done

giving effect to the Council's strategic direction

### Long Term Plan and Annual Plan

- 10 year work programme and budget
- Financial Strategy
- Infrastructure Strategy

### Our service delivery approach

- Key challenges
- Levels of service
- Asset management
- Forecast capital & operational expenditure

### Monitoring and reporting on our progress

- Annual Report
- Community Outcomes Progress
- Quality of Life survey
- Christchurch survey

# The Council's Strategic Framework

## The Mayor and Councillors have undertaken a review of the Council's strategic planning framework.

The Strategic Framework is the basis on which the Long Term Plan 2018-2028 is developed.

The framework has four tiers:

- Council Vision
- Community Outcomes
- Strategic Priorities
- Targeted Strategies and Plans

The four tiers work together to tell a coherent story about what the Council will prioritise and what it will deliver over the coming three years and beyond.

The Council adopted the Strategic Framework as part of its 2018-2028 Long Term Plan in June 2018.

## The Council's vision

### Christchurch is a city of opportunity for all... open to new ideas, new people and new ways of doing things – a city where anything is possible.

The vision links closely with the "Christchurch Story" and looks to clearly communicate to local citizens, the Canterbury region, New Zealand and the world who we are and what we are about. It provides a clear and consistent communication framework to be used when talking about the City.

## Community outcomes

The Community Outcomes describe what the Council aims to achieve in meeting the current and future needs of our communities – how we want the city to be.

The Council cannot achieve these outcomes alone – it will require collaboration with other agencies and the community.

The Council's current community outcomes have been reviewed to be more streamlined, providing clear direction to the organisation's work programme. The review has also sought to ensure the community outcomes can be easily and accurately measured and monitored. The revision sees there being 17 community outcomes within four themes.

## Strategic Priorities

The Council has identified six Strategic Priorities – areas of the Council's operations where elected members want to see a change in approach or increase in focus over the triennium and beyond.

The Strategic Priorities are not necessarily the most important areas of the Council's business and do not cover all aspects of the Council's business. The Council remains committed to providing outstanding core services and these remain clearly articulated in the community outcomes.

The Strategic Priorities provide us with a new way of focussing on particular aspects of our work programme in a way that will enable us to clearly show the progress we make to achieving the direction statements.

## The Council's Guiding Principles

In developing the Strategic Priorities, the Mayor and Councillors identified a set of principles to focus the development of goals and to ensure appropriate processes are used to achieve these goals. These principles will guide the development of the Council's Long Term Plan and will be used as a reference point for all Council planning processes. Actions identified and implemented need to be undertaken in a manner that reflect these principles:

## Overarching Principles

**Whiria ngā whenua o ngā papa Honoa ki te maurua tāukiuki** – The partnership with Papatipu Rūnanga reflects mutual understanding and respect, and a goal of improving the social, cultural, environmental and economic wellbeing for all.

**Partnership** – Working together, we can create a city where we can all participate and be valued. This is based on the concept of reciprocity – the Council is committed to listening to and empowering the people of Christchurch to make decisions and provide solutions and opportunities for the community.

This changes the relationship between the Council and the culturally diverse communities who elected us – they are not merely ratepayers, consumers or customers – they are citizens of Christchurch and active participants in our city.

## Supporting Principles

**Accountability** – Clear timelines and milestones enable transparent reporting both to elected members and to the wider community, so that progress can be measured, delays explained – no one is caught by surprise and trust is cultivated.

Accountability also includes taking a stewardship role in maintaining a medium to long term perspective in the oversight of management of strategic assets; organisational performance and ongoing capability; and use of regulatory powers.

**Affordability** – Maintaining focus on Christchurch being an affordable place to live.

**Agility** – Responding positively to new information, disruptive changes and emerging technology. We need to be prepared for a range of eventualities and anticipate emergent possibilities, seeing them as opportunities as well as threats.

**Equity** – Demonstrating that fairness and social justice lie at the heart of who we are as a city.

**Innovation** – Fostering innovation through promoting an environment which challenges intersecting disciplines, ways of thinking and doing things. Taking opportunities to innovate must be supported by an environment that promotes experimentation and has a tolerance for 'fast failure' (seeing 'failure' as an opportunity to learn and refine).

**Collaboration** – Proactively leading strong working relationships with government, Ngāi Tahu, our strategic partners and sector leaders in a manner that recognises the local leadership role that the Mayor and Council have.

**Prudent Financial Management** – Underpinning council decision-making and implementation with careful regard for the balance of rates, debt management, and major capital and level of services changes. A prudent approach may include using pilot trials to test new initiatives before committing significant resources, or using low cost flexible solutions in dynamic environments (instead of 'hard-wired' solutions).

**Stewardship** – Drawing on the concept of kaitiakitanga, recognising the responsibility to act together as custodians of our natural environment and ecosystems, ensuring a positive legacy for future generations.

Taking a long-term holistic view, considering future community needs, recognising interconnectedness, and acting cautiously when managing risk and irreversible effects.

**Trust** – Being honest, reliable and responsive promotes trust between the Council and our communities. Having a trust-based relationship frees everyone to focus on issues and building better communities together.

**Wellbeing and resilience** – Promoting wellbeing ensures connected communities and health promotion are included in our decision-making and policies.

Resilience means ensuring our communities are prepared for adversity and not only have the capacity to withstand, respond to or recover from adversity, but also have the capacity to adapt and thrive.