



Notice is hereby given that a Meeting of the Five Rivers Water Supply Subcommittee will be held on:

Date: Tuesday, 17 October 2017
Time: 4.30pm
Meeting Room: Mrs J Andrews residence
Venue: Andrews Road, Five Rivers.

Five Rivers Water Supply Subcommittee Agenda OPEN

MEMBERSHIP

Chairperson	Joan Andrews
Deputy Chairperson	Allan Baird
Members	Lindsay Baird Matt Baldwin David Dodunski Ian McLachlan Barbara McNamee Pat McNamee David Nind Ross Andrews Councillor John Douglas

IN ATTENDANCE

Committee Advisor	Rose Knowles
Project Engineer, Water & Waste Services	Bill Witham

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Full agendas are available on Council's Website
www.southlanddc.govt.nz

Terms of Reference – Water Supply Subcommittees Te Anau Basin, Five Rivers and Matuku

The activity of the Southland District Council's Water Supply Subcommittees is framed by Southland District Council policies and plans. The responsibilities of these Water Supply Subcommittees include:

- Providing feedback to Council officers on relevant plans and strategies (including Asset Management Plans).
- Receiving operational and financial reports.
- Community engagement and representing community views to Council.

The Te Anau Basin, Matuku and Five Rivers Water Supply Subcommittees shall have the following delegated powers and be accountable to Council for the exercising of these powers:

- (a) Power to recommend the annual budget relating to the relevant water supply scheme.
- (b) Power to approve expenditure outside Council's authorised officer levels but within the budget of the water supply schemes. All decisions to approve expenditure outside **Council's authorised officer levels must be made by way of a resolution at a meeting of the Water Supply Subcommittees**. Any such decisions must be reflected in the minutes of the meeting.
- (c) Power to approve new connections to the relevant water supply scheme.
- (d) Power to approve expenditure outside of the relevant annual budget for emergency works.
- (e) Policies relating to water schemes;

In addition to the power to approve expenditure outside of the relevant annual budget for emergency works, this Subcommittee can also recommend unbudgeted expenditure to Council for approval.

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1 Apologies

At the close of the agenda no apologies had been received.

2 Leave of absence

At the close of the agenda no requests for leave of absence had been received.

3 Conflict of Interest

Committee Members are reminded of the need to be vigilant to stand aside from decision-making when a conflict arises between their role as a member and any private or other external interest they might have.

4 Public Forum

Notification to speak is required by 5pm at least two days before the meeting. Further information is available on www.southlanddc.govt.nz or phoning 0800 732 732.

5 Extraordinary/Urgent Items

To consider, and if thought fit, to pass a resolution to permit the committee to consider any further items which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded.

Such resolution is required to be made pursuant to Section 46A(7) of the Local Government Official Information and Meetings Act 1987, and the Chairperson must advise:

- (i) the reason why the item was not on the Agenda, and
- (ii) the reason why the discussion of this item cannot be delayed until a subsequent meeting.

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

- (a) that item may be discussed at that meeting if-
 - (i) that item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further **discussion."**

6 Confirmation of Minutes

6.1 Meeting minutes of Five Rivers Water Supply Subcommittee, 05 December 2016

Five Rivers Water Supply Subcommittee

OPEN MINUTES

Minutes of a meeting of Five Rivers Water Supply Subcommittee held in the Mrs J Andrew's Residence on Monday, 5 December 2016 at 5pm.

PRESENT

Chairperson	Joan Andrews
Members	Ross Andrews Matt Baldwin Barbara McNamee Pat McNamee David Nind
Councillor	John Douglas

IN ATTENDANCE

Committee Advisor	Rose Knowles
Project Engineer, Water & Waste Services	Bill Witham

1 Apologies

Moved Member B McNamee, seconded Member P McNamee and **resolved:**

That the apologies for non-attendance lodged by Member A & L Baird be accepted.

2 Leave of absence

There were no requests for leave of absence.

3 Conflict of Interest

There were no conflicts of interest declared.

4 Public Forum

Notification to speak is required by 5pm at least two days before the meeting. Further information is available on www.southlanddc.govt.nz or phoning 0800 732 732.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

Resolution

Moved Member P McNamee, seconded D Dodunski

That the minutes of Five Rivers Water Supply Subcommittee meeting held on 8 December 2015, be confirmed.

Reports

7.1 Financial Report Five Rivers Water Supply Subcommittee for the year ended 30 June 2016

Record No: R/16/8/12480

Financial Report for the period ended 30 June 2016 prepared by Bill Witham, Operations Manager Water and Waste Services, was tabled.

Resolution

Moved Member R Andrews, seconded Member P McNamee

That the Matuku Water Supply Subcommittee:

- a) **Receives the report titled “Financial Report Matuku Water Supply Subcommittee for the year ended 30 June 2016” dated 29 November 2016.**

7.2 Works and Finance Report to Five Rivers Water Supply Subcommittee for the period ended 31 October 2016

Record No: R/16/10/16971

Works and Finance report to Five Rivers Water Supply Subcommittee for the period ended 31 October 2016, was tabled.

Members requested a copy of the water flow metre readings and for it to be checked to see that it is working correctly.

Members would like staff to visit and show them how to read the metre and to know who is reading it now.

Committee Advisor will request staff to contact and visit.

Resolution

Moved Member B McNamee, seconded Member Nind

That the Five Rivers Water Supply Subcommittee:

- a) **Receives the report titled “Works and Finance Report to Five Rivers Water Supply Subcommittee for the period ended 31 October 2016” dated 28 November 2016.**

7.3 Annual Plan 2017/2018 - Confirmation of Budgets

Record No: R/16/10/17908

Report by Mr B Witham, (Operations Manager Water and Waste Services) providing an overview of the forecasted services for the Five Rivers Water Supply Subcommittee in 2017/2018, was tabled.

The Subcommittee noted it includes any variations from what was forecasted in year three of the 10 Year Plan 2015-2025.

The Subcommittee also noted that the Southland District Council has streamlined its 2017/2018 Annual Plan process and as a result the Subcommittee is only required to review the estimates for significant changes. In addition, consideration should be given to funding any significant changes from reserves where appropriate.

Members enquired as to what level of water taken from the scheme that triggers the need for a resource consent and for staff to provide a breakdown of the resource consent costs.

Committee Advisor will request staff provide this information and will email response to the Chairman.

Resolution

Moved Member Nind, seconded Member R Andrews

That the Five Rivers Water Supply Subcommittee:

- a) **Receives the report titled “Annual Plan 2017/2018 Confirmation of Budgets” dated 23 November 2016.**

- b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**
- c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**
- d) **Approves variations in the Five Rivers Water Supply Subcommittee budgets from year three of the 10 Year Plan.**
- e) **Budgets for the year commencing 1 July 2017 be adopted for inclusion in the Council's Draft Annual Plan**

7.4 Elected Members' Expense Reimbursements and Allowances

Record No: R/16/7/10208

Report by Sheree Marrah, Finance Manager, regarding Elected Members' Expense Reimbursements and allowances, was tabled.

Resolution

Moved Member B McNamee, seconded Member P McNamee

That the Five Rivers Water Supply Subcommittee:

- a) **Receives the report titled "Elected Members' Expense Reimbursements and Allowances" dated 7 October 2016.**

The meeting concluded at 5.30pm

CONFIRMED AS A TRUE AND CORRECT
RECORD AT A MEETING OF THE FIVE RIVERS
WATER SUPPLY SUBCOMMITTEE HELD ON

DATE:.....

CHAIRPERSON:.....

Financial Report Five Rivers Water Supply for the year ended 30 June 2017

Record No: R/17/9/21455
 Author: Bill Witham, Operations Manager - Water and Waste Services
 Approved by: Anne Robson, Chief Financial Officer

Decision Recommendation Information

Water and Waste commentary

The overall deficit was \$3.5K less than budgeted. This was due to the depreciation expenditure being \$3.5K less than budgeted.

Five Rivers Water - Financial Report

For the Period Ended June 2017

2016/2017 Financial Year

23560 Water Supply Five Rivers

<u>Annual Budget</u>	<u>Department</u>		<u>Year to Date Actuals</u>	<u>Year to Date Budget</u>	<u>%Variance</u>
		Income			
(1,258.00)	23560.11194	General Recoveries	(488.29)	(1,258.00)	38.81%
<u>(1,258.00)</u>			<u>(488.29)</u>	<u>(1,258.00)</u>	<u>38.81%</u>
		Expenditure			
60.00	23560.21311	Material Damage Insurance	33.71	60.00	56.18%
1,129.00	23560.31531	Resource Consents	281.05	1,129.00	24.89%
0.00	23560.35223	Maint - Unplanned (Extra)	173.53	0.00	0.00%
69.00	23560.38312	Operating Expenses	0.00	69.00	0.00%
<u>6,079.00</u>	23560.41128	Depn - Water Supply	<u>2,570.15</u>	<u>6,079.00</u>	<u>42.28%</u>
7,337.00			3,058.44	7,337.00	41.69%
6,079.00		Net Operating (Surplus)/Deficit	2,570.15	6,079.00	
		Capital Movements			
(6,079.00)	23560.99511	Add Back Non Cash Depn	(2,570.15)	(6,079.00)	42.28%
<u>(6,079.00)</u>			<u>(2,570.15)</u>	<u>(6,079.00)</u>	<u>42.28%</u>
<u>0.00</u>			<u>0.00</u>	<u>0.00</u>	

Recommendation

That the Five Rivers Water Supply Subcommittee:

- a) Receives the report titled "Financial Report Five Rivers Water Supply for the year ended 30 June 2017" dated 6 October 2017.

Attachments

There are no attachments for this report.

Local Budgets for the Long Term Plan 2018-28

Record No: R/17/10/23642
Author: Susan McNamara, Management Accountant
Approved by: Anne Robson, Chief Financial Officer

Decision Recommendation Information

Purpose

- 1 To set local budgets for 2018-2028 and propose rates for the year commencing 1 July 2018.

Executive Summary

- 2 This report provides an overview of the local activities and services for Five Rivers Rural Water for 2018-2028 which are provided under the governance of the Five Rivers Water Supply subcommittee. The report details the estimated costs of these activities over the 10 years.
- 3 The draft budgets will be incorporated into the Council's draft Long Term Plan (LTP) 2018-2028 which will be released for consultation in March 2018. Once the plan is finalised (and subject to any changes resulting from submissions), the budgets shown for 2018/2019 will be used to set feed for the year beginning 1 July 2018 (referred to as LTP year 1).
- 4 The information in this report and its attachments, has been sourced from previous discussions between the committee and community partnership leader/community engineer along with Activity Management Plans (AMPs) that officers have prepared. The AMPs contain more detail about the activities and expenditure requirements.

Recommendation

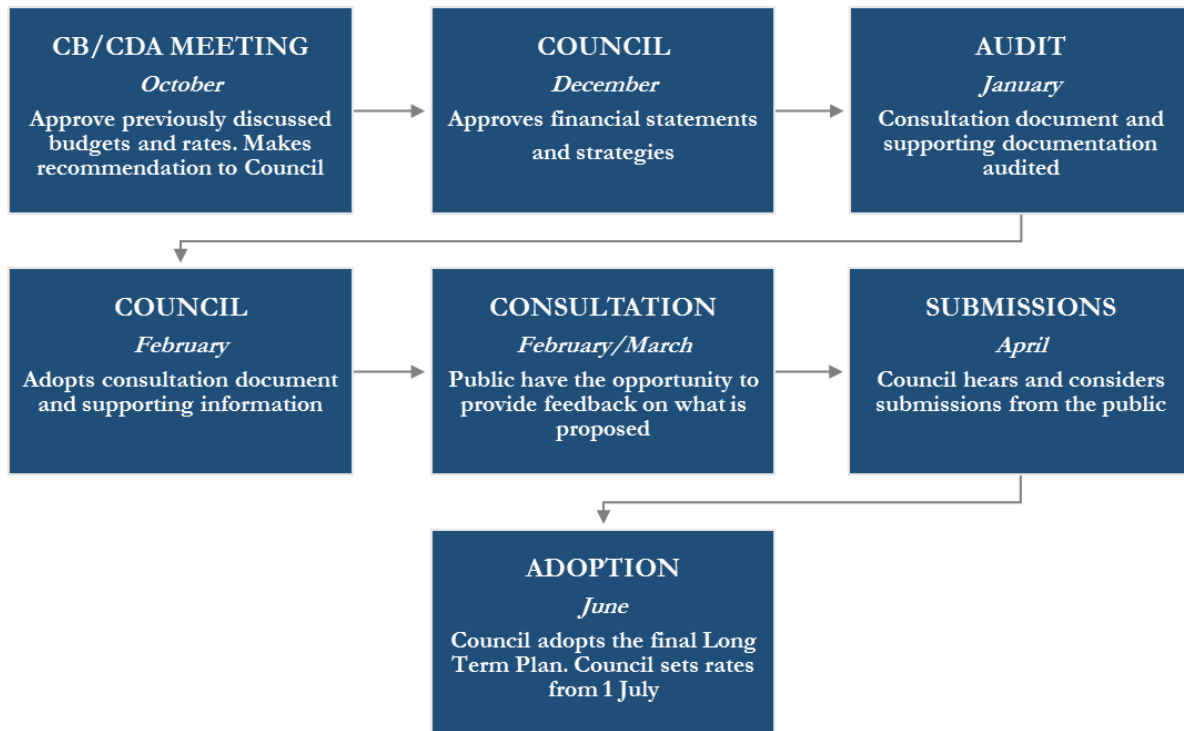
That the Five Rivers Water Supply Subcommittee:

- a) **Receives the report titled "Local Budgets for the Long Term Plan 2018-28" dated 6 October 2017.**
- b) Determines that this matter be recognised as not significant in terms of Section 76 of the Local Government Act 2002.
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.
- d) Recommends to Council that the budgets for the years 1 July 2018 to 30 June 2028 be included in the 2018-2028 Long Term Plan (subject to any amendments made to the meeting).

Background

- 5 The LTP is adopted every three years and provides the community with information on the role, scope, service level and priority of Council activities for 10 years.
- 6 In preparing the LTP budgets and programmes, Council reviews its strategic direction, various policies and Activity Management Plans (AMPs). The Council also develops a series of assumptions about the environment that it expects to operate in during the 10 year period. Council summarises this information in a document for consultation with the community.
- 7 The LTP Consultation Document is released to the public in March 2018 and the community has an opportunity to provide feedback on the proposed plan. Council will decide on any changes to the draft plan before it is adopted in June 2018.
- 8 Year 2 and 3 of the LTP are used as the basis for the Annual Plan's for those years.

Overview of the Process



Issues

District Wide

- 9 There are a number of district-wide issues which Council has been considering as part of the 2018 LTP that local committees should also be aware of. The key issues that have a link to local budgeting processes are detailed below.

Land and Water Plan

- 10 The implementation of the Water and Land Plan (Plan) by Environment Southland will result in higher costs for the Council, particularly in the wastewater and stormwater activities. Although what is actually needed to comply with the Plan is not yet known an estimate of the potential change to operational and capital costs has been included in the LTP. This is a combination of

monitoring costs and additional infrastructure needed to improve discharges from these activities. The water activity may be impacted when additional water is required.

Local Budget Development

- 11 The draft budgets for Five Rivers Rural Water for 2018-2028 have been prepared. Figures for these budgets have flowed out of the review of Activity Management Plans as well as discussions between local committees and officers over the past few months.
- 12 The objective of this budget report is to highlight issues, confirm priorities and plan expenditure and funding for the next 10 years for the subcommittee's consideration as part of the Council's LTP.
- 13 If approved by Council via the LTP, the subcommittee will be able to spend the Council funds allocated in accordance with the budgeted expenditure. This occurs via Council officers approving purchase orders. The delegation that officers in the Water and Waste team have to spend on budgeted expenditure ranges from \$10,000 to \$200,000. If the subcommittee wishes to spend funds that are unbudgeted, including monies from reserves, then the decision will normally need Council approval (unless this is for emergency works).
- 14 In preparation for the 2018-2028 LTP, Council officers are reviewing and updating Council's various Asset/Activity Management Plans (AMPs).
- 15 Included in Attachment A (Section C) of this report is a summary of all planned projects for Five Rivers Rural Water for the next 10 years as extracted from the draft AMPs. Copies of the full draft AMPs can be obtained by contacting the relevant Council officer who manages the asset portfolio. Summaries of Council's AMPs will also be available online throughout the duration of the LTP consultation period.
- 16 Attachment A outlines the following information:

(A) Overview

This shows the proposed funding required for Five Rivers Rural Water (compared to the previous three financial years).

(B) Financial Information and Activity Summary

This graph shows income and expenditure projected over the 10 years as well as funding requirements. The section also includes tables summarising the financial budgets and the business unit costs over the ten years.

Factors to Consider

Legal and Statutory Requirements

- 17 The draft budgets (including details of projects) will form part of the activity statements and financials in the Council's LTP 2018-2028. The LTP (and associated Consultation Document) is a requirement of the Local Government Act 2002.

Community Views

- 18 Any significant issues affecting local communities may be included in the official consultation document which will be publicly available from early March to mid April 2018. The consultation document will be posted out to each household throughout the District.
- 19 The broader local budgets for all the communities will be summarised in the financial projections which will be available as background information to the public consultation.

20 Any submissions received from the public on local issues will be forwarded to the relevant community partnership leader (and Chairperson and board/committee if required) for comment. As a result of the submission process, amendments may be made prior to Council formally adopting the finalised LTP by 30 June 2018.

Costs and Funding

21 The financial considerations are set out in Attachment A of this report. Key financial aspects to be aware of include:

Assumptions

22 In preparing the 10 year forecasts, the Council has used a number of assumptions as follows:

- Estimates are built from the levels of service desired by the community.
- Estimates have been included for expected costs in relation to the Water and Land Plan
- Interest has not yet been included in the projected reserve balances for the 10 years of the plan. Once the budgets have been finalised, interest will be calculated and transferred directly to the relevant reserves (later in 2017).
- The estimates include an allowance for price level changes (inflation) which is a financial reporting requirement. For the plan inflation has been assumed at between 2-2.8% per annum.
- Interest on borrowings has been charged at 4.65% per annum.
- No allowance has been made in the estimates for any possible increases in contract rates for contracts being re-tendered.
- Reserves used to fund project/capital work where possible rather than internal loans.
- Where loan funding is required for key projects, it is assumed that these loans will be obtained internally in the first instance.

Policy Implications

23 The report is a summary of plans prepared in respect to the services for Five Rivers Rural Water during the 10 year period from 1 July 2018 to 30 June 2028. The information including the estimates will be incorporated in the draft 2018 LTP Consultation Document and final LTP 2018-2028.

Analysis

Options Considered

24 Officers have developed the projects to be included in the LTP and may have already discussed these with the subcommittee.

Analysis of Options

Option 1 – Accept the estimates as proposed in this report

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> • Enables the LTP to be compiled and audited with the set timeframe • Rates recommendation to Council is finalised. 	<ul style="list-style-type: none"> • None identified

<ul style="list-style-type: none"> Budgets and project estimates can be updated or reviewed annually as part of the Annual Plan budgeting process (or approved via unbudgeted expenditure process). 	
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Option 2 – Amend the estimates proposed in the report

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> Changes can be made to the LTP budgets. 	<ul style="list-style-type: none"> Rates requirement may need to be recalculated. May impact the delivery of the LTP within the set timeframe.

Assessment of Significance

- 25 The decision to be made by the subcommittee is not likely to be a significant decision on its own under the Council’s Significance and Engagement Policy. However, the LTP (into which the committee’s budgets are incorporated) is considered significant and will be consulted on in March/April 2018.

Recommended Option

- 26 Option 1 Accept the estimated reports as proposed in this report.

Next Steps

- 27 The draft 10 year budgets for 2018-28 for the Five Rivers Water Supply subcommittee will be included in the draft LTP financial information for confirmation by Council in February 2018 and consultation through March-April 2018.

Attachments

- A Five Rivers WS Estimates and Local Activity Plan Information for the Draft Long Term Plan (LTP) 2018-2028 (Attachment A) [↓](#)

A. OVERVIEW

Costs

The following table summarises the costs/funding requirements for Five Rivers Rural Water compared to the previous three years (GST inclusive).

Rate	Budget			Proposed LTP
	15/16	16/17	17/18	18/19
Five Rivers Rural Water	\$1,410	\$1,447	\$20,873	\$1,074
Total Costs/ Funding Required ¹				

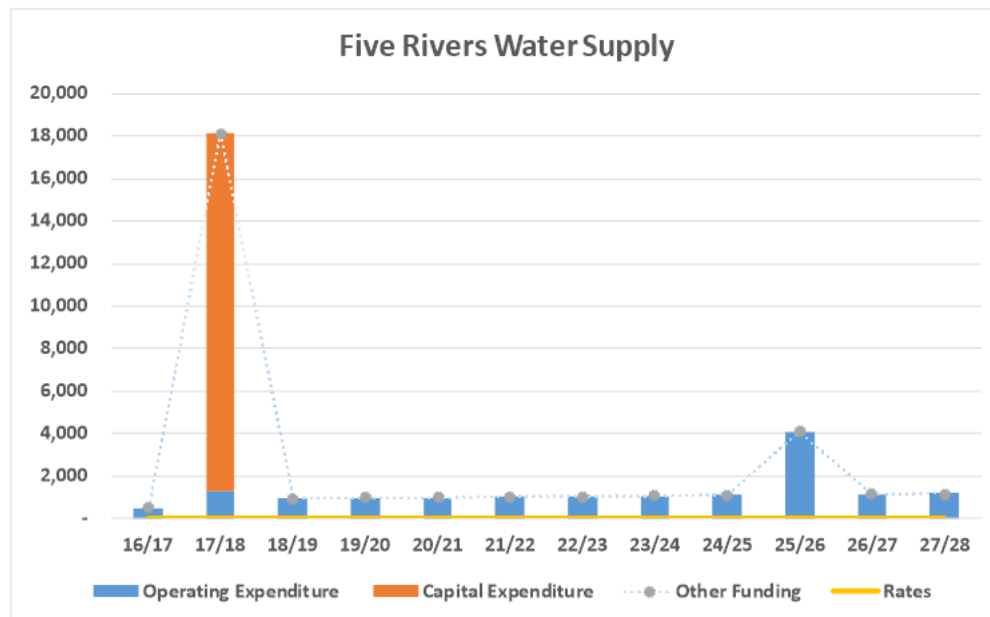
¹ - Costs to be invoiced

B. FINANCIAL INFORMATION AND ACTIVITY SUMMARY

1.1 Five Rivers Rural Water Overview

This section details the budgets. Please note the numbers below are GST exclusive.

The graph and table below is a financial summary of the business unit.



Expenditure and Income (excl GST)

*Other Funding includes transfer to/from reserves, general recoveries, rentals etc

1.2 Five Rivers Rural Water - Financial Summary

	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Operating Expenditure	(3,058)	(7,611)	(4,057)	(4,286)	(4,311)	(4,340)	(4,371)	(4,407)	(4,448)	(4,490)	(4,537)	(4,589)
Capital Expenditure	-	(16,859)	-	-	-	-	-	-	-	-	-	-
Non Cash Expenditure	2,570	6,320	3,123	3,330	3,335	3,342	3,350	3,361	3,376	390	3,408	3,430
Total Expenditure	(488)	(18,150)	(934)	(956)	(976)	(998)	(1,021)	(1,046)	(1,072)	(4,100)	(1,129)	(1,159)
<i>Less Funding</i>												
Other Income	488	18,150	934	956	976	998	1,021	1,046	1,072	4,100	1,129	1,159
Total Funding	488	18,150	934	956	976	998	1,021	1,046	1,072	4,100	1,129	1,159

1.3 Five Rivers Rural Water - Business Unit Financial Summary

Operating Expenditure												
	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Operating Expenditure												
Water Supply Five Rivers	3,058	7,611	4,057	4,286	4,311	4,340	4,371	4,407	4,448	4,490	4,537	4,589
Total	3,058	7,611	4,057	4,286	4,311	4,340	4,371	4,407	4,448	4,490	4,537	4,589
Non Cash Expenditure												
Water Supply Five Rivers	(2,570)	(6,320)	(3,123)	(3,330)	(3,335)	(3,342)	(3,350)	(3,361)	(3,376)	(390)	(3,408)	(3,430)
Total	(2,570)	(6,320)	(3,123)	(3,330)	(3,335)	(3,342)	(3,350)	(3,361)	(3,376)	(390)	(3,408)	(3,430)
Total Operating Expenditure	488	1,291	934	956	976	998	1,021	1,046	1,072	4,100	1,129	1,159
Capital Expenditure												
	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Capital Expenditure												
Water Supply Five Rivers	-	16,859	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	-	16,859	-	-	-	-	-	-	-	-	-	-
Funding Sources												
	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Other Income												
Water Supply Five Rivers	(488)	(18,150)	(934)	(956)	(976)	(998)	(1,021)	(1,046)	(1,072)	(4,100)	(1,129)	(1,159)
Total	(488)	(18,150)	(934)	(956)	(976)	(998)	(1,021)	(1,046)	(1,072)	(4,100)	(1,129)	(1,159)
Total Funding Sources	(488)	(18,150)	(934)	(956)	(976)	(998)	(1,021)	(1,046)	(1,072)	(4,100)	(1,129)	(1,159)

Strategic Framework 2018 - 2028 Long Term Plan

Record No: R/17/9/23131
Author: Nicole Taylor, Project Co-ordinator Corporate Planning
Approved by: Rex Capil, Group Manager Community and Futures

Decision Recommendation Information

Purpose

1. The purpose of this report is to update Community Boards, Community Development Area Subcommittees and other local Council committees on the revised Strategic Framework that has been developed by Council for the Long Term Plan 2018-2028.
2. The report presents the framework for information and highlights the key changes to the Council's intended areas of focus in response to the key strategic challenges facing Southland District over the next twenty years.
3. The report also aims to remind members of the wider strategy work that is expected to be undertaken as part of and following the development of the 2018-2028 LTP programme to develop a proactive response to the fundamental shifts occurring in our communities and operating environment. (eg Community Futures 2040 Project / Community Leadership Planning).

Background

4. The Mayor and Councillors have undertaken a review of the Council's strategic planning framework following a Strategy Workshop in February 2017.
5. The Strategic Framework (Appendix A) is the basis on which the Long Term Plan (LTP) 2018-2028 is developed.
6. The framework outlines where the Council wants to be (Vision), what the end result looks like (Community Outcomes), how the Council will work (Mission) and what the Council needs to do to get there (Strategic Priorities).
7. The four aspects combine to explain what the Council will focus on and what it will deliver over the coming three years and beyond.

Vision: *Southland: one community offering endless opportunities*

Community Outcomes:

- *Proud, connected communities that have an attractive and affordable lifestyle
This means Southland District is a place where people have everything they need to live, work, play and visit; where they are connected to each other, the environment and the world outside Southland; and where they can enjoy a safe and fulfilling life in our unique natural environment.*
- *Resilient communities that leave a legacy for tomorrow
This means Southland District is made up of strong communities that take a sustainable approach by considering the impact on the environment and the social, cultural and economic wellbeing of our communities now and in the future.*

Mission: *Working together for a better Southland*

Our Approach:

- *We will work in partnership with our communities*
- *We will constantly look for better ways*
- *We will work as one team*

Strategic Priorities:

We need to provide strong community leadership and work with our communities on how to adapt so that the infrastructure, local services and regulatory functions we provide are appropriate and support the achievement of our shared vision.

Our Focus

- i. *Improve how we work*
- ii. *Provide appropriate infrastructure/services*
- iii. *Make informed decisions*
- iv. *More people*

8. The key changes to the framework include:
 - revised vision
 - reduction in number of community outcomes from three to two and change to wording
 - addition of approach statements under the mission statement
 - addition of strategic priorities with an overall statement supported by four key areas of focus.
9. While the Council has endorsed the Strategic Framework as the foundation for the Long Term Plan 2018-2028, it is still draft pending public feedback on the Community Outcomes through the draft Long Term Plan public consultation process. These will be confirmed when the Council adopts its final Long Term Plan in mid-2018.

Discussion

10. In considering what outcomes are wanted in the future (and therefore where Council and communities want to focus) it is useful to look at where the District is at today and some of the challenges that it faces for the future.
11. There are some significant shifts happening in Southland communities that will impact on who lives in Southland, where they live, how they live and what services and infrastructure they will need from Council.
12. Current demographic modelling indicates that the future Southland community is likely to:
 - be older (ageing population)
 - have fewer people (static or declining population forecasts with small pockets of growth)
 - live in, or, close to, larger urban centres (over smaller rural villages) for easier access to services/healthcare
 - have a higher proportion of people on fixed incomes
13. Changes in technology and the move towards automation/robotics/artificial intelligence also raises uncertainty around employment options in the long-term.
14. This raises the questions about whether Southland's communities will still need or be able to afford the same infrastructure and services that they receive now from Council, particularly as these communities come under more pressure with increased compliance and regulation requirements, increased asset replacement/renewals costs due to ageing infrastructure,

changing employment and economic conditions and the impacts of climate change and natural hazards.

15. As such, the key strategic challenges facing Southland are around:
- Working with communities to plan for and be realistic about what the future might hold
 - Working with communities to create great places
 - Ensuring that infrastructure that is needed to support economic and social activity within its communities is appropriate and affordable
 - Doing more with less both as a Council and a community which requires a focus not only on the efficiency of internal service delivery but it also requires Council to work collaboratively with other agencies and the community. By pooling resources across agencies and with the community we should be able to deliver more.
 - Being innovative and find new ways of delivering its services which reflect the changing needs of its communities and are both effective and efficient
 - Attracting and retaining people in communities with a number of the district's communities facing static or declining population.
16. Given this context, Council needed to develop a Strategic Framework for the 2018 LTP that defines the end-goal, recognises the strategic challenges and setting a path for Council's response. Essentially, the framework becomes the mechanism for getting alignment and channelling resources towards the end-goal.
17. As such Council's review of the Strategic Framework focussed on ensuring that it reflects what the current Council is wanting to achieve and clearly define what the priorities are and the expectations in terms of how the Council intends to proceed.
18. Because the framework provides a basis for all of Council's activities, it is used to guide elected members and officers about the Council's priorities providing direction for plans, policies and decision-making about services and activities and ensure that what happens day-to-day takes the Council towards its end-goal rather than in an opposing direction.

Vision and Mission

19. The vision statement "*one community offering endless opportunities*" has been developed from the Council's strategy workshop discussions. At the workshop Council emphasised the importance of developing a cohesive district wide approach to the way in which it sets policy, makes key decisions and manages the prioritisation and delivery of its services. It also reflects the importance of working together (across the whole district/region, with communities and with organisations who have shared issues/interests). This was seen as critical for the future and one of the best ways to face the challenges that Southland was facing given district, national and global trends.
20. The current vision "*to have thriving, healthy Southland communities*" was seen as limiting and not reflective of the need to be upfront with communities about the fact that many communities are decreasing in size. Councillors acknowledged that there was a need to have the courageous conversations about infrastructure and affordability into the future. The feeling was that Council needed to 'walk together' with its communities and help them understand the likely future issues and provide a District wide context to the decisions being made. This will support our communities to make informed choices about the future, versus Council being perceived to be making decisions in isolation to individual communities. As such, the current vision was not seen as relevant or achievable given the developing challenges.
21. Words like partnership and working together and looking for different opportunities came through strongly at the workshop. Council agreed that although Southland is made up of

many communities, it was important to be one community with one voice working together, particularly when advocating at the regional and national level. Council acknowledged that the district wide, one community approach is a principle which will take time to develop and deliver. It also agreed that it wasn't there yet and this is why it is a vision.

22. So why endless opportunities? Council talked about the many options that exist right now for doing things differently and being innovative, but also that those opportunities will only increase if we are working together as one community with one voice. Council also noted that it was important to communicate why people will want to come to Southland District because of the opportunities for them around lifestyle, business, community and regional strength. The opportunities wording gives a lot of leeway to link in with other initiatives such as SoRDS, tourism growth, and other developments.

Our Approach

23. Much of what was discussed at the strategy workshop related to “how” Council does things as much as “what” Council does in terms of activities/services/actions. Council agreed that there was a need to be clearer about a how it wants to work, so that these expectations can be clearly communicated to and understood by officers and elected members alike.
24. As such, a series of “Approach” statements have been added into the Council’s Strategic Framework to support the Mission statement of *Working together for a better Southland*:
- We will work in partnership with our communities
 - We will constantly look for better ways
 - We will work as one team
25. These are intended to provide a steer on how the Council will work, where working in this way will assist Council to achieve its Vision/Community Outcomes as much as, if not more than, the specific infrastructure, services and functions it performs.

Community Outcomes

26. The Community Outcomes describe what the Council aims to achieve in meeting the current and future needs of our communities – how we want the district to be. The Council cannot achieve these outcomes alone – it will require collaboration with other agencies and the community. A strong principle is that Council needs to be part of the solution – but does not have to be the solution. In fact it is important the community and appropriate agencies take the responsibility accordingly.
27. There was strong consensus among Councillors about what the sort of Southland they wanted to see develop. The concepts included:
- a strong/proud/connected community
 - a community where people belong
 - building trust
 - working collaboratively with communities and other organisations across the region
 - valuing the environment
 - dealing with change.
28. The Council’s current community outcomes have been reviewed to reflect these concepts and provide a clear direction. As a result the Council developed two outcome statements that describe more broadly the type of community we are aiming to create to paint the picture of where we want to be:
- i. Proud, connected communities that have an attractive and affordable lifestyle*

ii. *Resilient communities that leave a legacy for tomorrow*

Strategic Priorities

29. The Council has also developed a series of four Strategic Priorities into the framework which provide more context about the outcomes and how Council expects to achieve them. As a result they should also assist with prioritising Council's activities. This is the first time that the Council has defined a set of Strategic Priorities as part of this framework.
30. These priorities are the 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.
31. The priorities have been developed from the issues discussed by Council at the workshop and also existing initiatives. These are prefaced by a statement which reflects the purpose of local government.

Strategic Priorities - We need to provide strong community leadership and work with our communities on how to adapt to these changes so that the infrastructure, local services and regulatory functions we provide are appropriate and support the achievement of our shared vision.

Our focus:

1. *Improve how we work*
 2. *Provide appropriate infrastructure/services*
 3. *Make informed decisions*
 4. *Attract more people*
32. These are designed to provide greater detail around Council's priorities and where the Council is focusing its efforts to achieve the community outcome. This priority setting approach means that the detail about what the "community outcome" means can be contained here rather than in high level community outcome statement.
 33. Taken together the Vision, Community Outcomes, Mission, Approach and Strategic Priorities are intended to be able to answer the "Why" question around anything Council does.
 34. The new Strategic Framework forms the basis for what the Council plans to focus on over the next three to ten years.
 35. The framework has been used by the Council and officers when preparing the 2018 Long Term Plan and associated Activity Management Plan programmes, budgets and performance information.

Next Steps

36. Community Boards, Community Development Area Subcommittees and other local committees are also asked to consider the framework in their decision-making going forward. This may be as part of budgeting processes for the 2018 LTP, wider community leadership planning or more generally as part of day-to-day operations.
37. Like Council, local committees are also encouraged to take a strategic perspective and critically consider the future challenges and opportunities now, and, be realistic in their planning to ensure that Council is being responsible and is preparing the ground for any hard decisions or courageous conversations that may be needed.
38. The Council is encouraging officers and local committees to consider what they can do differently and how they can work in with each other to help implement the strategies needed to create the vision of "one community with endless opportunities".
39. Council is also considering how it delivers its services and giving consideration to a strategic decision-making approach. This will consider the principle of 'Think District, Act Local' and

developing overarching strategic frameworks for activity and service delivery. This approach will consider opportunities associated with appropriate and affordable levels of service, equality vs. equity of service provision, minimum standards, functional hierarchy of provision and consistency across the district.

40. This strategic framework approach will also inform and assist in the consideration of investment decision-making models and future rating affordability conversations Council will need to have and address related issues. The outputs from this work will be fed back to Community Boards/CDAs for comment once developed.
41. The Council is also in the very early stages of looking at the changes that are needed and is considering what 'big picture analytics' type work needs to be undertaken to provide better data and insights to assist with the futures thinking decisions that will need to be made.
42. While the Council intends to signal this in its 2018 LTP, the bulk of this work will happen over the next three years to inform a Community Futures 2040 programme. The outcomes and findings of this are expected to see fundamental changes to the way we do things and how we plan ahead of our 2021 LTP.
43. In the meantime, the Five Rivers Water Supply Subcommittee are also asked to consider the long-term future issues in its decisions around budgets and programmes for 2018 LTP and to also consider how it can pitch in to support the Council's long-term strategy.

Recommendation

That the Five Rivers Water Supply Subcommittee:

- a) **Receives the report titled "Strategic Framework 2018 - 2028 Long Term Plan" dated 5 October 2017.**

Attachments

There are no attachments for this report.