SOUTHLAND
DISTRICT COUNCIL
Te Rohe Pōtae O Murihiku

Notice is hereby given that a Meeting of the Community and Policy Committee will be held on:

Date:	**Wednesday, 10 July 2019**
Time:	**1pm**
Meeting Room:	**Council Chamber**
Venue:	**15 Forth Street**
	Invercargill

Community and Policy Committee Agenda
OPEN

MEMBERSHIP

Chairperson	Julie Keast
	Mayor Gary Tong
Councillors	Stuart Baird
	Brian Dillon
	John Douglas
	Paul Duffy
	Bruce Ford
	Darren Frazer
	George Harpur
	Ebel Kremer
	Gavin Macpherson
	Neil Paterson
	Nick Perham

IN ATTENDANCE

Group Manager - Community and Futures	Rex Capil
Committee Advisor	Alyson Hamilton

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

Terms of Reference – Community and Policy Committee

The Community and Policy Committee is responsible for:
- Assessing and providing advice to Council on:
  - Key strategic issues affecting the District and Council;
  - Community development issues affecting the District and Council;
  - The service needs of the District's communities and how these needs might best be met;
  - Resource allocation and prioritisation processes and decisions.
- Developing and recommending strategies, plans and policies to the Council that advance the Council's vision and goals, and comply with the purpose of the Local Government Act.
- Monitoring the implementation and effectiveness of strategies, plans and policies.
- Developing and approving submissions to government, local authorities and other organisations.
- Advocating Council's position on particular policy issues to other organisations, as appropriate.
- Considering recommendations from Council's Subcommittees and make decisions where it has authority from Council to do so, or recommendations to Council where a Council decision is required.

The Community and Policy Committee is also responsible for community partnerships and engagement. This includes:
- Monitoring the progress, implementation and effectiveness work undertaken by Venture Southland in line with the Venture Southland Heads of Agreement and specific Service Level Agreement between Southland District Council and Venture Southland.
- Allocations of grants, loans, scholarships and bursaries in accordance with Southland District Council policy.
- International relations.
- Developing and overseeing the implementation of Council's community engagement and consultation policies and processes.

The Community and Policy Committee shall have the following delegated powers and be accountable to Council for the exercising of these powers:

(a)   Approving all submissions made by Southland District Council to other councils, central government and other bodies.

(b)   To approve scholarships, bursaries, grants and loans within Council policy and annual budgets.

(c)   Monitor the performance of Venture Southland in the delivery against its Business Plan and Council's letter of expectation.

The Community and Policy Committee has authority to consider and make recommendations to Council regarding strategies, policies and plans.

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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 Community and Policy Committee, 5 June 2019

Community and Policy Committee

OPEN MINUTES

UNCONFIRMED

Minutes of a meeting of Community and Policy Committee held in the Council Chamber, 15 Forth Street, Invercargill on Wednesday, 5 June 2019 at 1pm.

PRESENT

Chairperson	Julie Keast
	Mayor Gary Tong
Councillors	Stuart Baird
	Brian Dillon
	John Douglas
	Darren Frazer
	George Harpur
	Ebel Kremer
	Neil Paterson
	Nick Perham

APOLOGIES

Councillor Duffy
Councillor Ford
Councillor Macpherson

IN ATTENDANCE

Group Manager - Community and Futures	Rex Capil
Finance Manger	Anne Robson
Governance and Democracy Manager	Clare Sullivan
Communications Manager	Louise Pagan
Committee Advisor	Alyson Hamilton

1 Apologies

There were apologies from Councillors Duffy, Ford and Macpherson

Moved Cr Harpur, seconded Cr Frazer and **resolved:**

That the Community and Policy Committee accept the apologies.

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

There was no public forum.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

Resolution

Moved Cr Kremer, seconded Mayor Tong **and resolved:**

That the minutes of Community and Policy Committee meeting held on 8 May 2019 be confirmed as a true and correct record of that meeting.

Reports for Recommendation

7.1 Community Assistance Grant and Funding Approach
Record No: R/19/1/1255

Strategy and Policy Manager, Michelle Stevenson and Communications Manager, Louise Pagan were in attendance for this item.

Ms Stevenson advised the purpose of the report is to present a review of Council managed community funding schemes and associated funding support to community organisations.

Resolution

Moved Cr Perham, seconded Cr Dillon **recommendation a to d with a new e (as indicated) f, g with changes (as indicated with** ~~strikethrough~~ **and** underline**), new k, new l, new m, new n (as** indicated**) o, and resolved:**

That the Community and Policy Committee:

a)   **Receives the report titled "Community Assistance Grant and Funding Approach" dated 28 May 2019.**

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)   **Recommends to Council that the current Community Initiatives Fund and District Heritage Fund be discontinued from 1 July 2020.**

e)   **Recommends to Council that the current Community Initiatives Fund reserve of $200,000 be distributed ($20,000) to each of the nine Community Boards with the balance of $20,000 to go into the Community and Policy discretionary fund.**

f)   **Recommends to Council that a new combined discretionary fund be established at $174,189, effective 1 July 2020, based on the funds identified through the 2018-2020 LTP, and notes that it is consistent with the current funds allocated to the Community Initiatives Fund $108,800 and the District Heritage Fund $65,389.**

g)   **Recommends to Council, effective 1 July 2020, that** ~~$39,189~~ **$60,966 of Councils district grant funding be retained for allocation by the Community and Policy Committee, and the remaining** ~~$135,000~~ **$113,222 be distributed equally to Councils nine community boards at** ~~$15,000~~ **$12,580 per annum per board to be reviewed by 30 June 2022.**

h)   **Recommends to Council that community boards establish their own prioritisation for allocation, based on an overarching set of criteria from Council to guide the scope of the activity.**

i)   **Recommends to Council that funds generated from District rating should not be utilised as a replacement for locally funded activities.**

      I.   **Notes that this should preclude community boards from using community grant funding distributed through district rate take for**

activities that should be locally rated for under the current Revenue and Financing Policy.

II.   Notes that community groups wanting to run a project in the community board area may seek a grant from the board to run a community-led project.

j)   Notes that in order to achieve some consistency across the District, the draft community assistance activity policy will recommend that the new community board agendas include an item for community grants that enables community groups to apply at each scheduled meeting of the community board.

k)   ~~Recommends to Council that analysis of the grants currently allocated to community groups and organisations through the Long Term Plan (LTP) be reviewed by October 2020 in line with associated consultation requirements of the LTP 2031. Notes that this excludes funds Council administers on behalf of other organisations or agencies; funds that are determined to be non-discretionary.~~

k)   Recommends to Council that the grants currently allocated to community groups and organisations through the Long Term Plan (LTP) be reviewed by October 2020. Notes that this excludes funds Council administers on behalf of other organisations or agencies; funds that are determined to be non-discretionary.

l)   ~~Recommends to Council that analysis of the funding assistance for Council activities through the LTP be reviewed by October 2020 in line with associated consultation requirements of the LTP 2031. Notes that this will include funding assistance to dog and animal control, parks and reserves and museum services set through our Revenue and Financing Policy.~~

l)   Recommends to Council that the funding assistance for Council activities through the LTP be reviewed by October 2020. Notes that this will include funding assistance to dog and animal control, parks and reserves and museum services set through the Revenue and Funding Policy.

m)   ~~Recommends to Council that analysis of the scholarships currently allocated through the LTP be reviewed by October 2020 in line with associated consultation requirements of the LTP 2031.~~

m)   Recommends to Council that the scholarships programme currently allocated through the LTP be reviewed by October 2020.

n)   ~~Recommends to Council that the amount of the community assistance activity should be reviewed in line with associated consultation requirements of the LTP 2031.~~

n)   Recommends to Council that the purpose of the community assistance activity be reviewed by October 2020.

o)   **Notes that a discussion of where community assistance sits in relation to overall Council priorities has not been considered or undertaken.**

Councillor Frazer requested that his dissenting vote be recorded.

Councillor Baird requested that his dissenting vote be recorded.

The meeting concluded at 1.30pm.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF THE COMMUNITY AND POLICY COMMITTEE HELD ON WEDNESDAY, 5 JUNE 2019.

DATE:..

CHAIRPERSON:..

Community and Futures Research and Analysis Programme update of progress

Record No: R/19/6/11748
Author: Michelle Stevenson, Strategy and Policy Manager
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision   ☐ Recommendation   ☒ Information

Purpose

1   The purpose of this report is to provide an update to the Committee on the Community Futures Research and Analysis Work Programme

Executive Summary

2   The Community and Policy Committee at its 9 May 2018 meeting endorsed the establishment of an ELT project team to lead the Community Futures Research and Analysis Work Programme.

3   This endorsement follows an approach mandated by Council for staff to undertake big picture research and analysis that will inform the future work and thinking of Council as part of the LTP 2031. The Community Futures Research and Analysis Work Programme is included in Council's executive leadership team business plan, and identified as one of six prioritised strategic projects.

4   The Community and Policy Committee at its 5 September and 29 November 2018 meetings further supported the advancement of this programme of work, and the overall monitoring of the work programme.

5   The overall work programme and project plans include:

- socio-demographic projects – BERL

- climate change and implications for Southland District Council (SDC)

- service delivery framework – district vs. local levels of service, community facility functional hierarchy framework (by 2023)

- rating affordability modelling and scenario planning and implications for SDC

- Water and Land Plan implications for SDC

- community partnership, community assistance and funding alignment approach

- technological change impact on communities and implications for SDC

6   New Zealand's population make-up is changing, and population growth is largely in the North Island, with Southland predicted to remain largely static in the next 20 years. What will not remain static however, is the changing demographic that will make up the population of Southland. We will have a population over 65 years of age that is predicted to double in number over this time.

7   This raises issues for labour supply across Southland, and greater consideration to the needs of those living here for access and service provision. This will require Councils and other agencies and groups to be even more innovative and thoughtful in future planning. Understanding these future demands and implications for all communities in Southland is of great importance, and understanding level of service expectations that are affordable and sustainable will need to be managed against investing in the status quo.

8   The Community Futures Research and Analysis Work Programme is being coordinated by the Strategy and Policy Team and is a council wide initiative of key strategic projects and how they integrate into forming advice and understanding for the LTP 2031 and beyond.

9   This report recommends the continued progression of the overall programme of work as it is identified in the updated schedule and individual project plans.

Recommendation

That the Community and Policy Committee:

a)   **Receives the report titled "Community and Futures Research and Analysis Programme update of progress" dated 1 July 2019.**

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)   **Endorses the continuation of the Community and Futures Research and Analysis work programme and all identified work streams.**

e)   **Notes that work towards rating affordability has yet to begin due to the unavailability of 2018 census data and will commence in August 2019.**

Background

10   The Community and Policy Committee at its 9 May 2018 meeting endorsed the establishment of an ELT project team to lead the Community Futures Research and Analysis Work Programme.

11   This endorsement follows an approach mandated by Council for staff to undertake big picture research and analysis that will inform the future work of Council as part of the LTP 2031. The data gathered, research and analysis undertaken will support and inform Council in its decision making process in the future, and support activity managers in activity management planning.

12   One of the three key issues Council consulted on in its LTP 2018-28 was to 'invest in our community future planning'. This investment will allow for a greater understanding of the districts changing demographics, socio economic conditions, visitor trends and the emerging

impacts of climate change and technological advancement that will lead to more informed decision making in the future.

13   The Community Futures Research and Analysis Work Programme is part of Council's executive leadership team business plan, and identified as one of six prioritised strategic projects.

14   The purpose of each project is identified below:

- **socio-demographic project** – BERL will undertake three sequential research projects to consider the social and economic conditions in the district and its communities. Where are we now? Where are we heading? And where do we actually want to be?

- **climate change** – to develop a better understanding of the risks and impacts of climate change on the district, and develop a coordinated response to the projected impacts

- **service delivery framework** – determine the most appropriate form, standard and/or level of service required to meet communities needs in the future. This includes developing an understanding of implications to service provision, costs, revenue and finance approaches. The **community facility functional hierarchy framework** is to understand the cohesive network and hierarchy of community, private and Council owned facilities in Southland district. This will inform Councils future decision making around the ownership, management, governance and funding of existing and planned facilities in the district.

- **rating affordability modelling and implications** – to understand income levels in the district communities, and develop affordability measures for communities related to Council delivery of services and activities. To understand the implications of decisions on rating affordability for the district

- **Water and Land Plan implications** – to understand the implications of the Water and Land Plan implementation on the future provision of services to local communities

- **community partnership, assistance and funding alignment** – to understand the role and implications of Council in community funding, partnering and assistance. To develop a funding model that supports the future needs of communities and Council in relation to the activities and services provided by Council with in the district

- **technological change impacts on communities and implications for SDC** – to better understand the possible impact of technological change on Southland communities, including industries, work and land use patterns, community involvement, engagement and lifestyle choices.

15   The projects identified above need to be delivered in a logical and sequential manner to ensure that they are developed and delivered with the most appropriate information available. Projects may also be re-defined and shift in timeframes as they progress.

16   This is a complex piece of work and requires flexibility in the development and delivery to ensure the prioritisation method achieves the best results for Council and the district.

17   The following updates were identified in late 2018 and included:

- the completion date for the community facilities hierarchy work has been moved out to the end of 2023 so as to inform the LTP 2024. This allows the project to be undertaken alongside the gap analysis of asset management and information to be completed, the levels of service analysis to inform the community facilities project work, and the completion of the open space strategy.

- the technological change impact on communities and potential implications project requires a watching brief over the next few years and will be monitored over this period. It is anticipated that there may not be any material impact or scenarios in the immediate term.

- the cross-councils' climate change working group moved the public consultation of the draft study through to early 2019, which would ensure that the key messages were developed appropriately and with consideration.

Issues and Updates

18 New Zealand's population is growing, however this is primarily in the North Island and towards the northern end. While Southland's population is predicted by BERL to grow slightly, by percentage to the rest of the country it is largely insignificant and static. The growth area that Southland is predicted to experience is in a doubling of people aged over the age of 65 years. With greater emphasis of centralising of services, it is also likely that less people will be living rurally.

19 This raises issues for labour force supply across Southland, both in the primary sector and in urban townships. In addition, an aging population will have different needs for services and levels of service and access to these services will require innovation and planning for the future.

20 With the issues facing Southland and New Zealand in the near future, understanding the future demands and implications of service provision become critical discussions. Levels of service expectations that are affordable and sustainable will need to be managed against investing in the status quo.

21 The projects identified as priority work streams in the Community Futures Research and Analysis Work Programme, while stand-alone projects are pieces of this larger puzzle and do not exist in isolation. The completion of the individual projects will inform the development of the LTP 2031, and inform the assumptions that staff will need to determine future work streams and planning for the future.

22 For rating affordability and understanding the income levels within the district, there is a reliance on up-to-date data to provide the most robust information. 2018 census data to inform this project is still unavailable and won't to be available until the end of September 2019.

23 There has not currently been any movement in this project, and staff will place a request to Statistics NZ in August 2019 for the data that is required to complete the rating affordability work. A report on rating affordability will be submitted to the Committee before the end of the calendar year. Staff will monitor the continuing issues with the census data and inform the Committee of any significant change in this status if that arises.

24 Council have engaged consulting company Xyst to undertake the community asset level of service work that looks across the Community Facilities portfolio. The objective of the project is to produce a standardised set of criteria for each asset area with regard to the minimum level of

service Council will require or provide. The minimum levels of service will provide the basis for preparing works programmes and asset management.

25   Xyst will develop appropriate parks, open space and community asset levels of service that will address both development and operating levels of service. This level of service work includes community housing, community centres, council offices and buildings, public toilets, parks and reserves (open spaces) and water structures.

26   The project will provide the information and analysis to enable an informed discussion with the community on setting a minimum level of service for all assets within the community facilities portfolio.

27   The final stage 3 report from BERL around helping to shape positive community futures was received by the Community and Policy Committee at its 13 February 2019 meeting, and follows stage 1 work identifying where we are now as a district, and stage 2 work of where are we heading.   This final report identifies what actions may be necessary to ensure that communities in the District are sustainable, affordable to live in, and deliver a level of service that affords an appropriate and acceptable quality of life.

28   Utilising this information so it is communicated and incorporated into Council's strategic development and planning processes as appropriate is now required. This will require significant thought in approach from staff to embed the alignment of this to Council's vision, community outcomes and strategic vision.

29   The community grants and funding report was received by the Community and Policy Committee at its 5 June 2019 meeting, with recommendations made to Council for the advancement of a funding model that included enabling community boards to allocate a portion of district funding to local communities. The aim of this project is to develop a funding model that supports the future needs of communities and Council in relation to the activities and services provided by Council within the district. Council will consider this model at its 24 July 2019 meeting.

30   Earlier this year, a discussion paper was made available to Councillors around mega trends, disruptors and technological change. This discussion paper outlined that the world we live in is rapidly changing and that emerging technologies combined with climate change, social movements, structural ageing and other 'mega trends' mean that the future we are planning for is uncertain.

31   The speed of technological change is likely to affect the way we travel, the way we work, and the way we live in our homes and communities, which creates uncertainty for long term infrastructure projects and service delivery approaches and how we determine appropriate levels of service for now and in the future.

32   This on-going work identifies the need for Council to understand the potential impacts that mega trends and technological change may have on communities, industries, work patterns, land use and lifestyle choices. The consideration of how mega trends and technological change impacts our communities is integral to supporting the aligned approach of the research and analysis work programme, particularly around assisting in prioritisation and future service provision requirements, social cohesion and engagement.

33   The climate change regional planning working group continues to progress collaboratively fine-tuning the initial implications report, produced by NIWA around the likely implications of climate change for Southland, presented to a joint governance workshop in February 2019.

34   Staff are working jointly with the Regional Council on a submission to the recently released Climate Change Response (Zero Carbon) and Amendment Bill 2019. The implications of this if passed into legislation will significantly affect the manner in which Council undertakes its business and the planning responses that are currently being considered and researched.

35   The Regional Council will be facilitating workshops in August 2019 with relevant local authority staff in to refine the next steps. The project is not at a stage where it can be reviewed and individual project plans for areas of focus developed (natural hazards planning, coastal planning, community development and resilience, infrastructure planning and risk assessments). Timings for these work streams are yet to be determined and will be sequenced across differing years of funding.

36   Climate change is a constantly evolving space and has implications across all areas of Council – it is likely that staff will investigate a cross council team be set up internally with mandate to progress these projects in a coherent and consistent manner.

37   The Regional Water and Land Plan Environment Court Appeal began early June and was focused on the objectives (Topic A) of the Plan. Southland District Council alongside Gore and Invercargill Councils gave evidence throughout this and closing legal submissions are expected to be heard in July. While an interim decision on the Plan is expected later this year, it will not be finalised until the policies and rules (Topic B) are heard in approximately 12 months. Whether the Plan direction will meet central governments aspirations in water quality is still unknown and as with climate change and technological change, is an evolving space.

Factors to Consider

Legal and Statutory Requirements

38   In considering the project plans for each of the projects identified, there are no legal or statutory requirements to consider at this time.

39   As the individual work streams progress, any requirements will be identified as appropriate and bought to the attention of the Committee.

40   However, it is important to acknowledge that Council has commissioned and completed work as part of the 2018-2028 Long Term Plan, and identifies this work stream as a priority for the upcoming 2031 Long Term Plan process. The overall work programme will assist in informing decisions around the LTP 2031 – which is a legal and statutory requirement for Council.

Community Views

41   There are a number of projects throughout this work plan that will require community views to be taken into consideration. While some of these have yet to be identified and undertaken, there has been a considerable amount of community views sought in a number of the work streams to date.

42   In relation to the socio-economic projects (BERL), Council has spent 2 years participating in various discussions, conversations and future thinking about the work needed to prepare for community futures, and the work stream to invest in big picture research and analysis was a consultation topic in the LTP 2018-28 Consultation Document. A number of stakeholders and community members within the district have been engaged throughout this work with BERL and numerous opportunities to speak with researchers.

43   Preliminary community engagement around climate change has occurred with the release of the initial NIWA report and articles in the press and Council publications.

44   A number of projects in this work stream may be considered through the LTP 2031 consultation process, and staff acknowledge that there is continued work be done in this space over the next 12-24 months, as projects evolve.

Costs and Funding

45   There may be the need for additional resources, outside of the LTP 2019/20 resource allocation to be considered in relation to the combined work streams identified, depending on the timing of the work to be undertaken.

46   Although some projects have yet to determine the costs that may be incurred, there is an early indicator that both external consultants, and use of existing in-house resource will be required to fulfil the requirements of some of the projects.

47   Project managers have identified at this stage, an additional $52,000 and approximately 600 staff hours may be required to fulfil projects identified in this priority work programme. These relate specifically to the community facility hierarchy framework; now working towards the 2034 LTP, and rating affordability projects, and anticipated staff hours towards community funding alignment, technological change impacts, and the community facility hierarchy framework.

48   These indicative costs are calculated on the initial work programme required, and it is anticipated that unbudgeted expenditure and/or reforecasting reports will be submitted to Council for consideration of work relating to specific projects within the overall programme if required.

49   The engagement of Xyst to undertake level of service work across the community facilities portfolio has been met within existing budgets.

Policy Implications

50   There are a number of projects throughout this work plan that could require recommended changes to Council policy. Although there are currently no changes undertaken, it should be noted as a result of the findings, proposed actions and subsequent decisions there may be implications for current and future policy considerations.

51   Staff acknowledge that there is more work to be done in this space over the next 12-18 months.

Analysis

Options Considered

52   The work stream for the Community & Futures Research and Analysis Programme is an integrated approach to project delivery across the organisation.

53   Council has had information presented from BERL around the current and projected trends for the district as they relate to population growth and decline, economic prosperity, labour market forces, and how these all relate and may impact on our district communities.

54   There have been on-going discussions around the need for further work in relation to climate change, technological changes and the impacts, the implications of rating affordability on communities.

55   As has been identified to Council, the district has some aging infrastructure and will need to consider how it prioritises the future renewal, repairs and replacement of this around the district. There have been discussions around the way in which Council delivers its services, and what levels of service are appropriate across the district to best meet the changing needs of our communities.

56   Alongside this, community leadership, partnering, funding and assistance forms the basis of the on-going work around community-led development that will influence the future support and way of working to move to a more sustainable approach of small Council, big community.

57   There are two options to be considered in this report:

Analysis of Options

Option 1 – Progress with the overall programme of work as it is identified in the updated schedule

Advantages	Disadvantages
• the approach to undertake 'big picture' research and analysis is consistent with the mandate from Council • the individual project plans will be undertaken as part of a larger piece of work that integrates their outputs to inform development of the LTP 2031 • the integration of the work stream reinforces the 'one district' approach at an operational level • there is transparency and coordination of the work streams to ensure greater alignment across Council • the work stream provides the platform to work strategically to shape the district Council wants for the future	• there may be unbudgeted expenditure required to undertake the work stream that is not yet known • any delay in prioritised sequential projects may jeopardise the initiation or completion of another project

Option 2 – Undertake specific updated projects in isolation from the overall work stream

Advantages	*Disadvantages*
• individual projects do not need to consider the timeframes of projects that have no direct impact on their completion • timeframes for projects can be managed at a pace that does need to consider other projects and implications for delay or increased timeframes • there may be less additional funding or staff resource required towards projects	• the approach to undertake 'big picture' research and analysis, as mandated from Council, may be compromised • an integrated approach to inform the development of the LTP 2031 will not be achieved • there is greater risk of less transparency and alignment across Council • activity management planning will not be supported in a coordinated approach

Assessment of Significance

58   This project is not considered significant in relation to Council's Significance and Engagement Policy.

Recommended Option

59   It is recommended that option 1 be supported, and that the Community and Policy Committee endorse the continued progression of the overall programme of work as it is identified in the updated schedule and individual project plans.

Next Steps

60   If endorsed, the project plan calendar will remain a living document with the ELT project group, and be discussed to ensure that the prioritisation and sequential approach to the work programme remains, and has the flexibility required to ensure projects are completed in an appropriate manner. It is acknowledged that some of the projects are stand-alone and will inform the development of other work streams.

61   The overall work programme of the Community Futures Research and Analysis Work Programme is being coordinated by the Strategy and Policy Team. It is a Council wide project that will consider key strategic projects and how they integrate into forming advice and understanding for the LTP 2031.

62   If endorsed, the Strategy and Policy team will continue to meet with the ELT project sponsors and encourage regular updates for comment around the overall work programme, and any individual work streams as required.

63   If option 2 is considered, the Strategy and Policy team will discuss individual prioritised projects with the ELT project group, and report back to the Community & Policy Committee at its August 2019 meeting.

Attachments

A   Project Calendar - Community and Futures Research and Analysis Programme 2018 ⇩
B   Community Futures Research and Analysis Work Programme - Socio Demographic
         Research and Analysis – BERL Project Plan ⇩
C   Climate Change Building knowledge and resilience project plan ⇩
D   Service Delivery Framework - District vs. Local service provision and LoS SDC Project Plan ⇩
E   Rates Affordability for SDC Project Plan ⇩
F   Regional Water and Land Plan Implications – project plan ⇩
G   Community partnerships, assistance and funding alignment approach SDC Project Plan ⇩
H   Technological Change impact on communities and implications for SDC Project Plan ⇩

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
COMMUNITY PARTNERSHIPS, ASSISTANCE & FUNDING ALIGNMENT APPROACH **KEY MILESTONES:**							Prepare update report for C&P Committee	Issues & options paper for ELT consideration	Present findings report to C&P Committee		Develop funding & funding support model for adoption by Council				
TASKS: **BUDGET:** **HOURS:** **Complete research with TLAs 80** **Project Manager 80** **TOTAL: 160**	Complete research with other TLAs	Complete research with other TLAs			Draft options to GM Community and Futures and relevant key staff		ELT consideration & feedback incorporated		Prepare report for C&P Committee	Incorporate feedback from Committee into draft	Prepare final report & present model to Council for adoption Final report for Council July 2019 meeting				
TECHNOLOGICAL CHANGE IMPACT ON COMMUNITIES & IMPLICATIONS FOR SDC PROJECT PLAN **KEY MILESTONES:**								Discussion document. presented to C&P Committee meeting	Scope next stages of project based on recommendations from C&P Committee A watching brief will be maintained for a follow up report updating the topic by December 2020 In essence it will not have any material impact on assumptions or scenarios that need to be dealt with in the immediate term						
TASKS: **BUDGET:** **HOURS:**	Discussion Document. Research & analysis	Discussion Document. Preparation & recommendations		Scoping as required. Commission next stages of work scoped		Internal analysis to inform assumptions	Issues & Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for								

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
Rex Capil 60 Michelle Stevenson 30 Corporate Performance Lead 4 ELT ? **TOTAL: 94**							endorsement by C&P Committee								
RATES AFFORDABILITY KEY MILESTONES:								Census data to contribute			Discussion of the draft report with Council	Resent final report to Council			
TASKS: BUDGET: Statistics NZ $2k. When last completed, cost $400. Building in contingency. HOURS:											Census data is not available until the end of September 2019. There will be little movement in this project until that time.				
SERVICE DELIVERY FRAMEWORK PROJECT PLAN KEY MILESTONES:				Gap analysis of asset management and asset information	ELT endorse asset management and asset information Strategy						Community facilities level of service work – consultants Xyst to complete		Open Space Strategy	December: Activity review	June: LTP consultation Community facilities hierarchy work will be integrated with the level of service research and analysis work. To inform the LTP 2024-34 or earlier
TASKS: BUDGET: Open Space Planning $150k in 2018/28 LTP to resource this activity HOURS:															

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
CLIMATE CHANGE: BUILDING KNOWLEDGE AND RESILIENCE **KEY MILESTONES**	Climate Change Impacts report (ES) Joint councils Communication & Engagement Plan	Identification of joint regional project next steps (ES with TAs)	Completion of further impact and location specific work/projects (ES with TAs) (Date TBC)			Staff Report – Internal analysis to understand risks & impacts									
TASKS **BUDGET:** **HOURS:**	Develop Engagement Plan for regional project • key communication messages • approach to community engagement around building mutual understanding of impacts of Climate Change Engage consultant to prepare Climate Change Impacts report (ES) Agree & commission further impact & location specific work/projects (ES with joint working group). Ongoing.	Analysis of science report & implications for council infrastructure & communities, including consideration of community engagement. Ongoing.	Preparation of report outlining risks& impacts with a proposed engagement with community & key stakeholders process (Date TBC)	Review & workshop findings of climate change report with working group & elected representatives (ES with joint working group)				Community engagement as per engagement plan developed earlier. Ensuring key messages are determined.			Workshops will be held in August with local authorities (facilitated by ES). Individual project plans for work streams yet to be determined.				
COMMUNITY FACILITY FUNCTIONAL HIERACHY **KEY MILESTONES**															Completed facilities inventory & analysis by 2023 to inform the 2024 LTP Report paper to Council

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
TASKS **BUDGET:** **$50,000** **HOURS:** **Research 300** **Consultant 20** **Issues & Options Paper 20** **TOTAL: 340**															Complete a facilities inventory & analysis Community facilities hierarchy work will be integrated with the level of service research and analysis work. To inform the LTP 2024-34 or earlier
WATER & LAND REGIONAL PLAN IMPLICATIONS **KEY MILESTONES**								Hearing into Policy Framework			Hearings around objectives held	Decisions on Policy Framework (estimated date) Any appeals on Policy Framework decisions to the High Court would need to be settled prior to any work on the Rule Framework Interim decision on the Plan expected late 2019, however not finalised until appeals on the policy and rules are heard (approximately June 2020)	Completed Regional Plan – enabling analysis of the implications to SDC asset management and funding (ongoing)	Mediation on Rule Framework (dependent on any appeals on Policy Framework decisions) Hearing on Rule Framework (mid 2020) Decisions on Rule Framework Any appeals on the Rule Framework decisions to the High Court	

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
TASKS **BUDGET:** **HOURS:**															
SOCIO DEMOGRAPHIC RESEARCH & ANALYSIS – BERL **KEY MILESTONES**					BERL Project 3	Internal analysis to inform assumptions and issues & options for the CF R&A Work programme									
TASKS **BUDGET:** **Project 1 –completed $25,000** **Project 2 – completed $40,000** **Project 3 $80,000** **TOTAL: $145,000** **HOURS:**	Project 3: Defining SMART Actions		Project 3: Testing the SMART Actions	Project 3: Final draft documentation	Project 3: Final report presentation to C&P Committee Internal analysis to inform assumptions		Issues & Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee								

Socio Demographic Research and Analysis - BERL Project Plan

1.   Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Rex Capil			
Project Manager: Rex Capil			
Project Name: How BERL can help to shape positive community futures			
Project Start Date	July 2017	Project Finish Date	February 2019

DOCUMENT CONTROL			
Version	**Date**	**Author(s)**	**Comments**
1			

1.2   PURPOSE / OBJECTIVES

BERL to undertake three sequential research projects to consider the social and economic conditions in the District and its communities:

Project 1 – Where are we now?

> Situational analysis
>
> Trend analysis of social and economic environment
>
> Core industry analysis and relationship to different communities

Project 2 - Where are we heading?

> BAU scenario projection of future employment and population
>
> Future industry growth and decline
>
> Actions to support sustainable economic and population growth

Project 3 – Where do we actually want to be?

> Shaping the future to enable the vision
>
> Defining SMART actions
>
> Test SMART actions
>
> Integrate SMART actions into the LTP 2021-2031

1.3   KEY DECISIONS IMPACTING THIS PROJECT

Resource allocation to complete

2.   Project Scope

2.1   IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.
(a)   BERL project proposal
2.2   OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.
• Specific individual community analysis • Specific activity analysis
2.3   ASSUMPTIONS AND CONSTRAINTS
2.4   RISKS
• Analysis not completed on time to inform next steps of CF R&A Work programme

3.   Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	Completion by December 2018		
3.2 KEY DELIVERABLES			
DELIVERABLES			
3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Project 1	December 2017	December 2017	Rex with BERL
Project 2	May 2018	May 2018	Rex with BERL
Project 3	December 2018		Rex with BERL
Internal analysis to inform assumptions and issues and options for the CF R&A Work programme	January 2019		Michelle, Corporate Performance Lead
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Project 3 Community and Policy Committee endorsement for Project 3	July 2018		Rex
Project 3 Defining SMART Actions	August 2018		Rex with BERL

Project 3 Testing the SMART Actions	October 2018		Rex with BERL
Project 3 Final draft documentation	November 2018		Rex with BERL
Project 3 Final report presentation to C&P Committee	December 2018		Rex with BERL
Internal analysis to inform assumptions	December 2018		Michelle/Corporate Performance Lead
Issues and Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee	February 2019		Michelle/Corporate Performance Lead

4.   Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
BERL	Contractor	To complete project
Councillors		
ELT		
Activity Managers		

5.   Budget

Task	Contract Fee	Open ($'000)	Comments
Project 1	$25,000		Completed
Project 2	$40,000		Completed
Project 3	$80,000		
TOTAL	$145,000		

Climate Change: Building Knowledge and Resilience Project Plan

1.   Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Bruce Halligan			
Project Manager: Rebecca Blyth			
Project Name: Climate Change: Building Knowledge and Resilience			
Project Start Date	July 2017	Project Finish Date	December 2019
DOCUMENT CONTROL			
Version	**Date**	**Author(s)**	**Comments**
1			

1.2   PURPOSE / OBJECTIVES

Climate change is likely to impact both council and the community through sea level rise, inundation, erosion, storm surges, flooding, temperature changes and rainfall changes. The extent of this impact in the Southland context is not well understood and therefore Council's planning documents do not adequately address how those impacts could be managed.

The overall objectives for the Climate Change Project are:

1.   To develop a better understanding of the risks and impacts of climate change, and
2.   To develop a co-ordinated response to the impacts of climate change
3.   To better align with Regional Policy Statement direction which directs a precautionary approach towards managing the effects of climate change and sea level rise.

The Climate Change Project can be broken into three (not necessarily consequential) phases:

1.   Building knowledge - Information gathering / developing our understanding of risks and impacts
2.   Building resilience – working with communities to develop a plan for responding to the risks and impacts
3.   Mitigation – reduce our own, and support our communities to reduce their greenhouse gas emissions

This project plan addresses phase one 'building knowledge' only.

1.3   KEY DECISIONS IMPACTING THIS PROJECT

1. Funding for continued technical work – aspects of this work have been budgeted for and collaboration at a regional level has ensured efficient use of staff time and funding, however there will be a need for specialist advice in a Southland District Context.

2. Regional Working Group – a regional working group at a staff level has been progressing this work stream since March 2018, a decision as to whether this approach continues or not is yet to be made at a Senior Management and Governance level.

3. Timeframes for the completion of advice to feed into the Long Term Plan 2021 preparation cycle.

4. Continued allocation of staff time to lead or contribute to this project. The magnitude of staff time required to continue progressing this project has not yet been assessed and will impact on the ability for the project to be completed within timeframes.

2. Project Scope

2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

Those components of climate change shown in orange in Figure 1 above, are the matters intended to be included in phase one of the Climate Change Project. Therefore the focus of this first stage will be on understanding the impacts of climate change on the delivery of Council infrastructure and services, as well as understanding the risks for communities along the coast.

2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

There are a number of other agencies doing work in the climate change space. The intention of this project is not to replicate any of this work, but it is useful to note how this work could fit into our wider understanding of climate change. This will be particularly useful when entering phase 2 of the project which is to address how we respond to the impacts of climate change. Therefore, outlined below are the components of climate change which are outside the scope for Phase One (shown in blue) and some examples of the other work that is being done to better understand those elements of climate change.

COMPONENT OF CLIMATE CHANGE OUT OF SCOPE FOR PHASE 1	ALTERNATIVE INFORMATION SOURCE / WHY IT IS BEING EXCLUDED FROM SCOPE
MITIGATION	When considering mitigation options it is important to understand the context for NZ and what our emissions are made up of. The 2017 PcE 'Stepping Stones' report states 49% come from agriculture, 18% from transport, 15% from industry, 5% each from electricity and waste, and 8% from 'other' sources. This is quite different from other countries where electricity and transport are the largest contributors.
	There is work being done in each of these spaces by industry groups, and the Productivity Commission is also looking into how we transition to a low emissions economy. An issues paper was released in August 2017 and submissions on this closed October 2017. https://www.productivity.govt.nz/inquiry-content/3254?stage=2
	The recent Central Government elections are also likely to contribute to what work might be done in the field of climate change mitigation.

	Local work
	Venture Southland is in the initial stages of a Carbon Reduction project which will look at establishing a baseline for carbon emissions for the region and tie in with other work programmes such as the wood burning initiative to reduce these emissions.
DISTRICT WIDE – COMMUNITY & BUSINESS IMPACTS	Much like the mitigation options, there are a number of industry groups considering what the impacts for their businesses might be.
	The Deep South National Science Challenge, 'Impacts and Implications' workstream is also looking at the cascade of effects on transport links, businesses and local and national economies.
DISTRICT WIDE AND COASTAL – ENVIRONMENTAL IMPACTS	There are a number of environmental impacts to be considered and DOC have prepared some reports looking at the potential impacts of climate change including a 2013 report "Potential effects of climate change on New Zealand's terrestrial biodiversity and policy recommendations for mitigation, adaptation and research" and a 2014 report "Adapting to a changing climate: a proposed framework for the conservation of terrestrial native biodiversity in New Zealand"
	http://www.doc.govt.nz/Documents/science-and-technical/sap257.pdf
	The Deep South National Science Challenge also has a workstream looking at the impacts and implications of climate change, including the environmental impacts.

2.3   ASSUMPTIONS AND CONSTRAINTS

Timeframes

This work will be based on a 100 year timeframe, recognising that climate change is a long term challenge that we face, and the solutions could affect investments which have long expected lives.

Projections

The Ministry for the Environment has released Climate Change Projections for New Zealand based on simulations undertaken for the 2013 IPCC 5th Assessment. These projections were released in 2016, and look out to 2120. The projections use four scenarios, known as representative concentration pathways (RCPs). The best case scenario is referred to as RCP2.6, and the worst case is RCP8.5. Given these projections have been released by central government they will be used in the reports prepared as part of this project. It is acknowledged that as more information becomes available, these scenarios could change, however reports developed now will need to be based on information currently available.

2.4   RISKS

RISK	LIKELIHOOD	HOW IT WILL BE MANAGED
NEGATIVE COMMUNITY RESPONSE – I.E. TO LINES ON A MAP AND IMPLICATIONS FOR PRIVATE PROPERTY VALUES	Medium	Development of a robust engagement plan that allows communities to be part of process to understand the impacts and subsequent processes around what responses might be.

The use of scenarios to understand impacts, rather than |

		producing maps with fixed hazard lines.
LACK OF POLITICAL SUPPORT (POTENTIALLY RELATED TO RISK ABOVE AROUND COMMUNITY RESPONSE) LEADING TO A RISK THAT NO ACTION IS TAKEN	Medium	Communication of already known impacts of climate change at a national level and risks of doing nothing.
COMMUNITY DEVELOPS EXPECTATIONS / ASSUMPTIONS AROUND WHAT COUNCIL WILL DO IN RESPONSE TO IMPACTS	Medium	Development of a robust engagement plan that provides clarity around the two stages of the project and the communities' role in shaping the potential responses.
UNCERTAINTY AROUND SCENARIOS FOR CLIMATE CHANGE	Medium	Using a variety of scenarios based on the widely recognised, International Panel for Climate Change science, which acknowledges the different levels of mitigation that could be taken.

3.   Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE				
3.1 TIMEFRAME	Completion by December 2019			
3.2 KEY DELIVERABLES				

DELIVERABLES
- A report outlining the potential impacts of climate change as they relate to the community generally and council services, in particular including anticipated changes in return periods for key natural hazard events, changes in predicted rainfall volumes and temperature, and anticipated sea level rise based on IPCC scenarios;   - A joint governance workshop between all councils to outline the implications of the potential impacts of climate change and work through the next steps for analysis and research.   - A report (with associated mapping) translating the complex models and predictions presented in the first technical report into a format that is understandable by Southlands communities, and the completion of location and impact specific projects to build on the information in the first report.   - A report analysing the information from the science report and community engagement, identifying key Council infrastructure and communities that may be vulnerable / at risk;   - A plan for engaging with the community around responding to the impacts of climate change to inform Phase 2 of the overall Climate Change work programme.

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility

Joint Council working group set up for Phase 1 – Building Knowledge	December 2017	December 2017	Initially SDC – transitioned to ES
Climate Change Impacts Report	June 2018	August 2018	Gavin McCullagh - ES
Councillor Workshop in findings of Report	July 2018	July 2018	Rebecca Blyth - SDC
Joint councils Communication and Engagement Plan	August 2018	TBC	Rebecca Blyth – SDC with Louise Pagan SDC
Identification of joint regional project next steps	August 2018	September 2018 (TBC)	ES with TA's
Completion of further impact and location specific work / projects	TBC	TBC	ES with TA's
Staff Report - Internal analysis to understand risks and impacts	January 2019	TBC	Rebecca Blyth – with key staff SDC
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Develop Project Plan for phase 1 – building knowledge	December 2017	Draft completed December 2017	Courtney Ellison - SDC
Develop Brief for Regional Climate Change Impacts report	December 2017	December 2017	Courtney Ellison - SDC
Develop engagement plan for regional project • Key communication messages • Approach to community engagement around building mutual understanding of impacts of Climate Change	February 2018	Draft completed August 2018	Rebecca Blyth – SDC with Louise Pagan SDC and other councils.
Engage consultant to prepare Climate Change Impacts report (Refer to project brief)	February – June 2018	August 2018	ES – with joint working group
Review and workshop findings of climate change report with working group and elected representatives.	July – November 2018	TBC – November 2018	ES with joint working group
Community engagement as per engagement plan developed earlier	March 2019 – on going	TBC	SDC
Agree and commission further impact and location specific work / projects	August - ongoing	TBC	ES with joint working group
Analysis of science report and implications for council infrastructure and communities, including consideration of community engagement.	September - ongoing	TBC	SDC or in conjunction with joint working group
Preparation of report outlining risks and impacts with a proposed engagement with community and key stakeholders process.	TBC – acknowledge need to		Rebecca Blyth – SDC in conjunction with key

		coordinate with LTP project plan.		internal staff and joint working group.

4. Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Southland District Council • Councillors • Community Boards • CDAs • Resource Management • Services and Assets • Community Futures • GIS	Internal key staff (strategic and operational) Governance	Partner (CB's and CDA's – inform and consultation)
Te Ao Marama Inc (Eva Hendriks)	Iwi	Partner
Environment Southland (Gavin McCullagh)	External key staff	Partner
Invercargill City Council (Liz Devery)	External key staff	Partner
Gore District Council (Ian Davidson-Watts)	External key staff	Partner
Emergency Management Southland (Angus McKay)	Specialist knowledge	Consultation to identify what existing information they hold that could contribute to understanding the impacts of climate change.
Rate payers and residents		Engagement for two purposes: • To understand what the community knows of climate change and its impacts – i.e. what are they already experiencing • To discuss and build a common understanding of the science around climate change and potential impacts

5.   Budget

Task	Contract Fee	Open ($'000)	Comments
Climate Change Impacts Report	SDC Share $		Completed
	$		
TOTAL	$		

Service Delivery Framework Project Plan

1.   Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Matt Russell			
Project Manager: Matt Russell			
Project Name: Service Delivery Framework – District vs Local Levels of Service			
Project Start Date	August 2018	Project Finish Date	June 2021

DOCUMENT CONTROL			
Version	**Date**	**Author(s)**	**Comments**
1	August 2018	Matt Russell	Project outline completed

1.2   PURPOSE / OBJECTIVES
The purpose of the Service Delivery Framework project is to review and develop Council's Levels of Service (LoS) relating to services and assets and to determine the most appropriate form/standard/level of service required to meet community needs in the future.
This project will consider existing levels of service and investigate how levels are determined, what the minimum requirements are and how prescriptive they need to be.
The project will investigate the application of levels of service within the local and district strategic context, considering the implications by activity and service provision within the region.
Investigation into the financial implications and consultation requirements of the review will also be included.

1.3   KEY DECISIONS IMPACTING THIS PROJECT
As this is a project that has broad implications throughout the organisation, a Project Delivery Team has been established to complete the review.

2.   Project Scope

2.1   IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.
(a)   Revised and finalised proposed Levels of Service Framework for inclusion in the 2021 LTP.

(b)   The 2021 LTP programme of works reflects the LoS revisions committed to.

(c)   Clear Strategic Framework for each of the Council's Activities in order to inform subsequently proposed LoS.

(d)   Clear understanding and linkage between proposed LoS and the cost/revenue and finance implications.

(e)   Collective engagement and understanding across the Services and Assets group, ELT and Councillors.

2.2	OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- «type data»

2.3	ASSUMPTIONS AND CONSTRAINTS

- Assumption that initial work will be undertaken in-house by the Projects Delivery Team
- Assumption that the Project Delivery Team will utilise additional delivery support as required (i.e. external consultant resource)

2.4	RISKS

- Analysis not completed on time to inform next steps of the Service Delivery Framework project.
- Evidence based findings not sufficient to support decision-making requirements.

2.5	KEY PROJECT DEPENDENCIES

Improvement programme development	Depends on completion of Roadmap
ELT endorsement	Depends on completion of Roadmap and Improvement programme

3.   Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE				
3.1	TIMEFRAME	Completion by June 2021		
3.2	KEY DELIVERABLES			

DELIVERABLES

- production of the Roadmap in a consolidated visual format for review
- development of the prioritised Asset Management improvement programme
- ELT review and endorsement of both the Roadmap and the proposed Improvement Programme
- develop and implement an Open Space Strategy for Community Facilities (not just limited to Parks and Reserves)
- review and amend LoS associated with each activity within Services and Assets Group
- consult with the Community on the proposed changes to the LoS Framework

3.3	KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility

Roadmap completed – gap analysis of asset management and asset information	Oct 2018 Nov 2018		Ian Marshall
Improvement Programme developed	Nov 2018		Ian Marshall
ELT endorse Improvement Programme	Dec 2018		Matt Russell
Open Space Strategy	Dec 2019		Matt Russell
Activity Review	Dec 2020		Matt Russell
LTP consultation	June 2021		Matt Russell
3.4 TASK	Forecast Due Date	Actual Date	Responsibility

4.   Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Community	Research	Information sharing
SDC Staff		Activity managers
ELT		Decision

5.   Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours Per Week
Matt Russell	Project Sponsor	SDC		
Project Delivery team		SDC		
ELT		SDC		
Note: This resource table is always a work in progress				

6.   Budget

Task	People Hours	Open ($'000)	Comments
TOTAL			

Rates Affordability

1. Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Steve Ruru			
Project Manager: Anne Robson			
Project Name: Rates Affordability			
Project Start Date	«Start Date»	Project Finish Date	31 December 2019

DOCUMENT CONTROL			
Version	**Date**	**Author(s)**	**Comments**
1	7 August 2018	Anne Robson	Preliminary project scope subject to detailed work analysis

1.2 PURPOSE / OBJECTIVES
To further progress Councils understanding of how much rates (possibly ES as well as SDC) form part of Ratepayers household income based on the 2016 census.

1.3 KEY DECISIONS IMPACTING THIS PROJECT
Council will use the information gathered to inform its rate setting process.

2. Project Scope

2.1 IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

(a) Obtain details of household income

(b) Compare current Council rates charged to household income

(c) Discussion of the findings with Elected Members

2.2 OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

- Making any changes to budgets or asset plans as a result of the information received.
- Updating any IT system data fields to enable this research work to be repeated

- Development of any additional reports to further understand Councils current rating levels
- Development of any KPI's or rating constraints as a result of the data presented.

2.3	ASSUMPTIONS AND CONSTRAINTS

- That other than obtaining data from Statistics NZ all work on this research will be completed internally.
- The latest census data is not available till March 2019 and then phased as to the release of what data so the data may be older.

2.4	RISKS

- That the relevant staff resourcing will not be available when required due to other work, vacancies etc.
- That Stats NZ will not be able to provide the necessary information in the format required

2.5	KEY PROJECT DEPENDENCIES

Activity	Depends On
N/A	

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE				
3.1	TIMEFRAME	To December 2019		
3.2	KEY DELIVERABLES			

DELIVERABLES

- Information regarding the household income of Southland District Residents in the manner yet to be defined (eg: Ward, town, sector) compared to the average rates charged on the same basis.
- A report to Elected Members outlining the findings for consideration as part of the Long Term Plan 2021-2024.

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Scope out project specifics			Anne/Finance Team
Obtain rating units in mesh blocks			Shelley/Adrian
Obtain Household income in mesh blocks			Finance/Statistics NZ
Prepare report on findings	June 2019		Anne/Finance team
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Scope the proposed approach to this piece of research			Anne/Finance team

Discuss the proposed approach with the CEO and potentially Council			Anne/Finance team
Update the scope to include the amended detail discussed			Anne
Prepare and discuss the information required with GIS			Anne/Shelley/Adrian
Prepare and discuss the information required with Statistics NZ			Anne/Finance Team
Review the information received			Anne/Finance Team
Prepare a draft report of the information received			Anne/Finance team
Discussion of the draft report with the CEO			Anne/Finance Team
Discussion of the draft report with Council	June 2019		Anne/Finance team
Gather any further information, make necessary amendments to the report			Anne/Finance team
Present final report to Council	Sept/Oct 2019 December 2019		Anne/Finance team

4.   Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Steve Ruru	Project Sponsor	Discussion and review
Elected Members	Receivers of information	Receive information and question/decide way forward
GIS Staff (Adrian)	Data informant	Provide rating units in mesh blocks

5.   Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours Per Week
Anne Robson	CFO			
Shelley Dela Llana	Accountant			
Adrian Buddle	GIS			
Finance team				

Note: This resource table is always a work in progress

6.   Budget

Task	People Hours	Open ($'000)	Comments
Statistics NZ		$2	When last completed cost $400. Building in contingency
TOTAL		$2	

Water and Land Regional Plan Implications Project Plan

1. Project Outline

1.1 PROJECT INFORMATION
Project Leader/Sponsor: Matt Russell
Project Manager: Ian Evans
Project Name: Water and Land Regional Plan Implications

Project Start Date	July 2017	Project Finish Date	July 2020

DOCUMENT CONTROL			
Version	**Date**	**Author(s)**	**Comments**
1			

1.2 PURPOSE / OBJECTIVES

The purpose of this project plan is to outline at a high level the timeframes associated with the development and completion of the proposed Land and Water Regional Plan (pWLRP).

The objective of undertaking a project plan for this planning process is to provide an opportunity schedule work flow across council projects. This is necessary as the final form of the Regional Plan will have associated implications not only for our asset management and design, but also the ongoing funding of these assets by the community.

The Regional Plan will also have implications for how business and industry operate within Southland and it is important for council to understand the implications of this for the community it plans for.

1.3 KEY DECISIONS IMPACTING THIS PROJECT

1. Decision to be involved in the appeal process of the pWLRP – jointly with ICC and GDC.
2. Directions from the Court regarding case management – have resulted in a significantly different process for dealing with appeals being established. This will significantly expand the timeframe and resource involved in the appeal process from SDC's perspective.
3. Environment Court Decisions on the policy framework, underlying science and Section 32 Analysis – these are proposed to be dealt with first and will determine the framework that the rules / regulation will be considered within.
4. Any mediation undertaken prior to reaching Environment Court Hearing on the Rule framework – may focus the appeal points and result in the need to increase or alternatively decrease the level of resourcing required for this project.
5. Once the Plan has been finalised Council will need to allocate additional resource to understand and plan for the resulting impacts on its assets and communities.

2. Project Scope

2.1 IN SCOPE

This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.

The pWLRP RMA process – involving mediation, preparation of expert evidence, attendance at planning meetings, pre hearing mediation and hearings.

The consideration of the impacts of changes in the policy and rule framework affecting council provided services.

2.2 OUT OF SCOPE

List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.

Consideration of the impacts of the pWLRP on other resource users or wider community aspirations with regard to use and development of land and water..

2.3 ASSUMPTIONS AND CONSTRAINTS

Timeframes

This project is subject to externally imposed timeframes by the Environment Court. These is little ability to influence these timeframes.

Outcomes

The Council is actively involved along with a number of other parties in working towards balanced outcomes that address their concerns. However the final decision on these matters will be made by the Court and those decisions are subject to appeal to the High Court on points of law only.

These processes can result in unexpected or unplanned for outcomes.

2.4 RISKS

See above

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	Completion by July 2020		
3.2 KEY DELIVERABLES			

DELIVERABLES

1. Evidence and attendance as directed by the Environment Court

2. Analysis of decisions on the management and provision of Council assets including the practical impact on engineering design and levels of service. Consideration of funding implications as a result of any changes in engineering design requirements or levels of service.

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Hearing into Policy Framework	March 2019 June 2019		Joint councils – managed by counsel

Decisions on Policy Framework	Estimated October 2019 Mid 2020		
Any appeals on Policy Framework decisions – to the High Court would need to be settled prior to any work on the Rule Framework	Unknown		
Mediation on Rule Framework (dependent on above).	2020		Joint councils – managed by counsel
Hearing on Rule Framework	Mid 2020		As above
Decisions on Rule Framework			
Any appeals on the Rule Framework decisions – to the High Court.			
Completed Regional Plan – enabling analysis of the implications to SDC asset management and funding.	Ongoing from December 2019		Ian Evans – with specialist support
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
As above			

4.   Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Southland District Council • Councillors • Resource Management • Services and Assets • Community Futures	Internal key staff (strategic and operational) Governance	Partner
Other councils joined with our appeal (ICC & GDC)	Part of joint appeal	Partner
Anderson Lloyd Lawyers – Michael Garbett	Contractor	Counsel to TA's including SDC
Ratepayers and residents	Inform and advise	Inform and advise
Stantec	Contractor	Technical and planning input for joint TA's.

5. Budget

Task	Contract Fee	Open ($'000)	Comments
	$		
TOTAL	$		

Community assistance and funding approach Project Plan

1. Project Outline

1.1 PROJECT INFORMATION

Project Leader/Sponsor: Rex Capil
Project Manager: Michelle Stevenson
Project Name: Community partnerships, assistance and funding alignment approach

Project Start Date	March 2018	Project Finish Date	July 2019

DOCUMENT CONTROL

Version	Date	Author(s)	Comments
1	August 2018	Michelle Stevenson	Project outline completed

1.2 PURPOSE / OBJECTIVES

The purpose of this project is to review and develop Council's approach to Council managed funding schemes and associated funding support to community organisations.

The project will investigate alternate methods to the current system, and provide an alternative option to the way in which Council administers community funding and funding assistance.

The review will include investigation into the role of Community Boards and community funding, and the role of Council as decision makers for community funding assistance

Council staff and the Chair of the Community & Policy Committee have undertaken a tour of neighbouring Councils and discussed with TLA staff the funding models that they have in place.

The feedback has indicated a wide range of community funding and approaches being utilised by our immediate neighbours, and provides some valuable insights into the methodology being used and why.

Some of these learnings will be taken into consideration in the discussions and forming of a funding approach and model that could suit Southland District communities and Council into the future.

1.3 KEY DECISIONS IMPACTING THIS PROJECT

SDC staff resources are continued to be made available to complete the project

2. Project Scope

2.1 IN SCOPE

(a)	All Council managed community funding and funding assistance given by Southland District Council
(b)	Community Initiatives fund and all other Council grants
(c)	Investigation into Council funding for Community Boards

2.2	OUT OF SCOPE

- Funding assistance not originating or managed by Council
- Partnership funding with central government for large projects or roles (TIF, PGF funds etc)

2.3	ASSUMPTIONS AND CONSTRAINTS

- Council's funding and funding support is not the sole funds a group receives and if any funds were to be reduced or removed leaves the group without funds in total
- The current funding model is no longer the most efficient way to proceed and a review is required
- The Council is open to hearing an alternative model for Council community funding and funding support

2.4	RISKS

- Council making more changes within communities could be seen in a negative light
- Council determines that the current level of funding is no longer required and currently funded groups are without funds they may rely on annually.

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	To be completed by June 2019 – 1 July 2019 implementation		
3.2 KEY DELIVERABLES			

DELIVERABLES

- investigate an alternative approach to Council's funding and contracting for service community organisations
- develop a funding model that reflects Council's funding and funding support
- present funding model to Council for adoption

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Issues and options paper for ELT consideration	February 2019		Michelle Stevenson
Present findings report to Community & Policy Committee	April 2019		Michelle Stevenson
Develop funding and funding support model for adoption by Council	July 2019		Michelle Stevenson
3.4 TASK	Forecast Due Date	Actual Date	Responsibility

Complete research with other TLA's	August 2018		Michelle Stevenson
Draft funding model to key staff for comment – activity manager, governance manager, group manager community futures minimum	October 2018		Michelle Stevenson
ELT consideration and feedback incorporated	February 2019		Michelle Stevenson
Prepare report for Community & Policy Committee	April 2019		Michelle Stevenson
Incorporate feedback from Committee into draft	May 2019		Michelle Stevenson
Prepare final report and present model to Council for adoption	July 2019		Michelle Stevenson

4.   Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Neighbouring TLA's	Research	Information sharing
SDC staff	Contributors	Activity Manager/ sounding boards
Councillors		Decision

5.   Budget

Task	People Hours	Open ($'000)	Comments
Complete research with TLA's	80	2,000	Project team of Cr, activity manager, governance manager and project lead visited surrounding TLA's
Project manager	80		
TOTAL	160	2,000	In-house project completion

Technological Change impact on communities and implications for SDC Project Plan

1.   Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Rex Capil			
Project Manager: Rex Capil			
Project Name: Technological Change impact on communities and implications for SDC			
Project Start Date	July 2018	Project Finish Date	March 2019

DOCUMENT CONTROL			
Version	**Date**	**Author(s)**	**Comments**
1			

1.2   PURPOSE / OBJECTIVES
To understand the impact of technological change on communities, industries, work patterns, land use patterns and lifestyle choices.

To consider the impact of technological change on community involvement, social cohesion and engagement.

To prepare a discussion document based on a desktop review of recent findings and research papers.

To provide recommendations for consideration of next phases of work and scope of such required on this topic.

To develop an aligned approach with other topics for the Community Futures Research and Analysis Work Programme and consider further analysis work required to satisfy overall Council priorities and direction to inform 2021-2031 LTP.

To develop baseline assumptions and standardised approach to assist forecasting and prioritisation for activity managers and future service provision requirements

1.3   KEY DECISIONS IMPACTING THIS PROJECT
Resource allocation to complete.

Acknowledgement that this subject is real and 'the future isn't tomorrow – it's (all the little decisions we make) today'

2.   Project Scope

2.1   IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.
(a)   Desktop review of research and literature

2.2   OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.
• Technological rating and ranking of technical aspects • Assessment of likelihood and impact measurements

2.3   ASSUMPTIONS AND CONSTRAINTS
• Assumption that initial work will be undertaken in house • Assumption that further detailed analysis work will need to be contracted to an external provider with relevant expertise and technical subject matter understanding

2.4   RISKS
• Analysis not completed on time to inform next steps of CF R&A Work programme • Evidence based findings not sufficient to support decisionmaking requirements

3.   Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	Completion by March 2019		
3.2 KEY DELIVERABLES			
DELIVERABLES			

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Discussion Document prepared for consideration by Community and Policy Committee meeting	October 2018		Rex
Scope next stages of project based on recommendations from C&P Committee	November 2018		Michelle, Corporate Performance Lead
Undertake next stages as defined	December 2018		Michelle, Corporate Performance Lead

Internal analysis to inform assumptions and issues and options for the CF R&A Work programme	February 2019		Michelle, Corporate Performance Lead
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Discussion Document Research and Analysis	August 2018		Rex
Discussion Document Preparation and recommendations	September 2018		Rex
Discussion Document Presented to C&P Committee	October 2018 February 2019		Rex
Scoping as required	November 2018		Michelle/Corporate Performance Lead
Commission next stages of work scoped	November 2018		Michelle/Corporate Performance Lead
Internal analysis to inform assumptions	January 2019		Michelle/Corporate Performance Lead
Issues and Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee	February 2019 March/April 2019		Michelle/Corporate Performance Lead

4.   Stakeholder Management

4.1 STAKEHOLDERS		
Stakeholder	Nature of Relationships	Nature of Involvement
Councillors		
ELT		
Activity Managers		

5.   Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours (Total)
Rex Capil				60

Michelle Stevenson				30
Corporate Performance Lead				30
ELT				4
Note: This resource table is always a work in progress				

6.   Budget

Task	People Hours	Open ($'000)	Comments
TBD			TBD – based on recommendations and resolutions of C&P Committee

Annual Plan 2020/2021 - Direction Setting and Review and Monitoring Process

Record No: R/19/6/12021
Author: Chantelle Subritzky, Corporate Performance Lead
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision   ☒ Recommendation   ☐ Information

Purpose

1   To update the Community and Policy Committee on the direction-setting process for Annual Plan 2020/2021.

Executive Summary

2   Every three years, Southland District Council develops and adopts a Long Term Plan (LTP) and Council is currently preparing for the direction setting and review and monitoring process for year three of the LTP 2018-2028.

3   In addition to this a local authority must prepare and adopt an annual plan for each financial year.

4   According to the Local Government Act 2002 Part 6 s 95 (5) the purpose of an annual plan is to

- Contain the proposed annual budget and funding impact statement for the year to which the annual plan

- Identify any variation from the financial statements and funding impact statement included in the local authority's long term plan in respect of the year

- Provide integrated decision making and coordination of the resources of the local authority; and

- Contribute to the accountability of the local authority to the community.

5   Council provides community boards the opportunity to input into the annual plan process by facilitating a direction setting and review and monitoring process annually.

6   The direction-setting and review and monitoring process for the Annual Plan 2020/2021 will be undertaken to ensure that all necessary considerations and variations to year three of the Long Term Plan 2018-2028 are included.

7   For the approach to be taken in developing the Annual Plan 2020/21, there are some variations to process compared to previous years to make sure that the local government election and changes to the community board structure as a result of the recent representation review are ncluded in the process.

8   Staff recommend that the committee receives the report and provides guidance for any necessary changes to the proposed direction-setting process.

Recommendation

That the Community and Policy Committee:

a)   **Receives the report titled "Annual Plan 2020/2021 - Direction Setting and Review and Monitoring Process" dated 2 July 2019.**

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)   **Agrees to endorse the direction-setting, review and monitoring process report for the Annual Plan 2020/2021 and provides guidance for any necessary changes to the proposed direction-setting process.**

Background

9   Every three years, Southland District Council develops and adopts a Long Term Plan (LTP) and Council is currently preparing for the direction setting and review and monitoring process for year three of the LTP 2018-2028 which will assist with the preparation and adoption of the annual plan for 2020/21.

10   The purpose of an annual plan is to:

- contain the proposed annual budget and Funding Impact Statement.

- identify any variation from the financial statements and Funding Impact Statement included in the 10 Year Plan in respect of the year.

- provide integrated decision making and co-ordination of the resources of the local authority.

- contribute to the accountability of the local authority to the community.

11   To ensure that an annual plan is robust and all necessary variations included, meetings are held with community boards, ward members and Council to confirm the direction for the next Annual Plan.
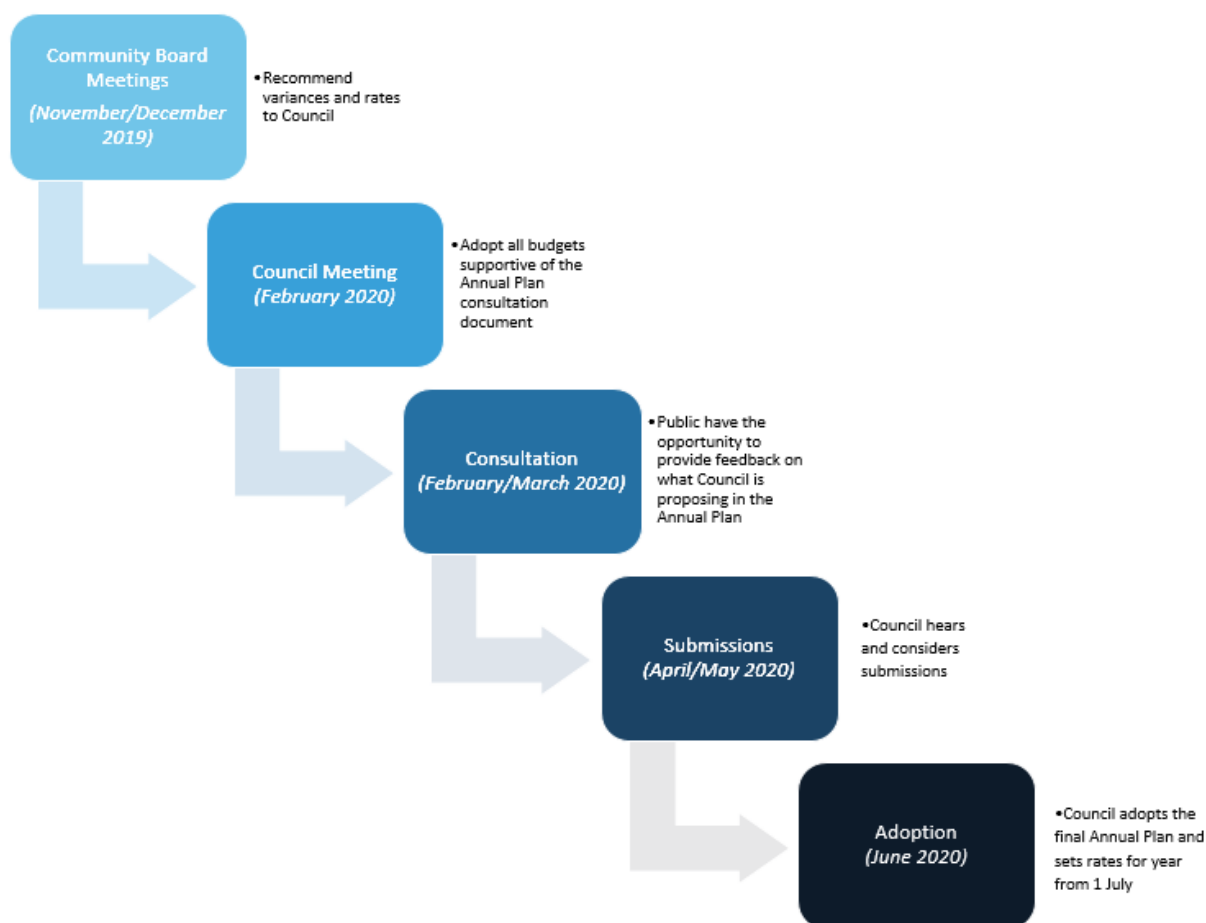
Direction-setting process for the Annual Plan 2019/2020

12   As some background, for the development of the Annual Plan 2019/2020, an email was sent to all community board and community development area (CDA) chairs in late August 2018 requesting any new identified projects for the next financial year. The requirement for these new extraordinary projects was that they must contribute to the Southland District Council's four strategic priorities identified in the Long Term Plan 2018-2028. It was emphasised that extraordinary projects should cover unforeseen projects and scenarios that were to be included because of their significance to the community.

13   This input from community boards and CDAs was then considered by Council when adopting its annual plan for 2019/20.

Proposed Process for direction-setting and review and monitoring for the Annual Plan 2020/2021

14   For the approach to be taken in developing the Annual Plan 2020/21, there are some variations to process compared to previous years to make sure that the local government election and changes to the community board structure as a result of the recent representation review are included in the process.

15   A further new approach to support community boards in the future is currently being developed also. Community board plans for 2021-2031 are being developed in the areas of the new community board with community representatives. These new plans are an opportunity for community boards to create their own outcomes for their areas which will be incorporated into the next Long Term Plan 2021-2031. The new identified outcomes from these plans will result in prioritised actions and initiatives in a community board area and will benefit the wider community wellbeing.

16   The community board plan process is currently underway with initial cluster meetings having been conducted as part of the engagement process being undertaken with the Southland district communities.

17   Staff are suggesting that Council uses the community board planning process to engage with communities and community boards to source input in to the monitoring and review of year three of the LTP 2018-2028 and in lieu of emailing community board elected representatives about extraordinary projects for the Annual Plan 2020/2021, as has been the process followed in past years. This change will enable the new community boards to have a considered and robust work programme as part of the Long Term Plan 2021-2031 that meets the long term needs of the communities, rather than ad-hoc extraordinary projects that may not necessarily meet strategic priorities and community outcomes. This will also support and require community boards to have a long-term focus about the future needs and aspirations of their communities.

18   Staff will continue to work closely with the newly established community boards to identify the needs and aspirations of their communities. This will be incorporated into the community board plans and Long Term Plan 2021-2031. This work is already underway through workshops with the communities.

19   Staff will still be attending direction-setting meetings with the newly elected community boards from November to December 2019 to confirm any variances from the Long Term Plan 2018-2018 to be included for consideration by Council in the Annual Plan 2020/2021.

Overview of the process:

Issues

20   During the development of the Annual Plan 2020/2021, there are two potential issues: the local government elections and the new community board structure.

Elections

21   The Local Government Elections will be held in mid-October 2019 with the final result released on 17 October. During this period, there are reduced Council and community board meetings which impacts the delivery of regular reporting and planning functions.

New Community Board Structure

22   As a result of the Representation Review, the community board structure will be different to the previous triennium structure which may impact on the process for direction-setting, including potential delays in meeting with the new community boards.

Factors to Consider

Legal and Statutory Requirements

23   Pursuant to section 95 of the LGA, Council is required to prepare and adopt an annual plan for each financial year. Each annual plan must be adopted before the commencement of the financial year to which it relates.

Community Views

24   Council is required in the course of its decision-making process to give consideration to the views and preferences of persons likely to be affected by this matter. Council should therefore consider the views of their community boards when developing an annual plan.

Costs and Funding

25   All costs associated with the Annual Plan 2020/2021 are factored into existing budgets. It is not anticipated that any unbudgeted expenditure will be required.

Policy Implications

26   The Annual Plan 2020/2021 will be consistent with Council's current Financial Strategy, Infrastructure Strategy and policies. At this stage it is not anticipated that any policies will be amended as part of the annual plan planning process.

Analysis

Options Considered

27   There are two options to be considered in this report:

Option 1:   Community and Policy committee endorse the Annual Plan 2020/2021 direction setting, review and monitoring process

Option 2:   Community and Policy committee do not endorse the Annual Plan 2020/2021 direction setting, review and monitoring process

Analysis of Options

Option 1 – Community and Policy committee endorse the Annual Plan 2020/2021 direction setting, review and monitoring process

Advantages	Disadvantages
• staff will continue developing the project plan for the Annual Plan 2020/2021 • complies with statutory requirements for Council to complete the Annual Plan • this process is consistent with the new way of working towards creating more robust community outcomes, actions and work programmes for our communities.	• there are no disadvantages identified • This is a change in process for the new community boards and will need to be communicated with them

Option 2 – Community and Policy committee do not endorse receive the Annual Plan 2020/2021 direction setting, review and monitoring process

Advantages	Disadvantages
• there are no advantages identified	• greater administrative complexity and potential delay with the development of the Annual Plan 2020/2021.

Assessment of Significance

28   The matter before the committee is considered to have low significance in regards to the Significance and Engagement Policy.

Recommended Option

29   That the Community and Policy Committee support option 1 and endorse the Annual Plan 2020/2021 direction setting, review and monitoring process

Next Steps

30   Staff will continue developing the project plan for the Annual Plan 2020/2021 and working with communities to develop the community board plans.

Attachments

There are no attachments for this report.

Community Board Plan Project Update

Record No: R/19/7/12246
Author: Kelly Tagg, Community Partnership Leader
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Purpose

1. The purpose of this report is to provide an update on the community board plan project process.

Executive Summary

2. The community leadership team is currently working on the development and implementation of community board plans across the Southland District.

3. The process will involve community consultation through meetings, workshops, social media and one-on-one interviews with key stakeholders in the community.

4. A series of eight externally facilitated workshops with the wider community will also take place in August/September 2019 in an effort to bring together people from the new community board areas to hear about the development of local community board plans and how they will be used in the future.

5. It is intended that the plans will be completed in early 2020 so as to provide guidance around the development of activity management plans and the Long Term Plan 2031.

Recommendation

That the Community and Policy Committee:

a) **Receives the report titled "Community Board Plan Project Update " dated 2 July 2019.**

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.**

Background

6. Council is consciously moving towards a more community-led development approach as a new way of working with its communities.

7. The reasons behind this approach stem from feedback received as part of the recent representation review and subsequent Local Government Commission determination in relation to Council's representation arrangements for the upcoming local body elections.

8. A community-led development approach will assist in connecting community with Council and Council with community so as to achieve the vision being *Southland – one community offering endless opportunities.*

9. Feedback received during the representation review process was that;

    - Council needed to develop stronger relationships with local communities

    - there are concerns related to the bureaucracy created by the current Council structure at a local level

    - there needs to be a vehicle for Council's smaller communities to still have a voice with Council.

10. The community leadership team has been tasked with developing and implementing nine community board plans that reflect Council's new representation arrangements across the District.

11. These plans will draw on the priorities and preferences of the community and will form the outcomes of the board plans that will help inform other key processes in Council such as activity management plans and the Long Term Plan with the new community board plans taking effect from 1 July 2021.

Process

12. The development and implementation of the new community board plans sits within the community leadership team who will have responsibility for drawing these plans together with the assistance of other council staff and external consultants as and when required.

    Broadly speaking the plans will include content such as;
    - an introduction by the relevant board chairperson
    - an overview of the local community outcomes to be delivered
    - historical information about the area
    - demographic information
    - role of community boards and Council eg Local Government Act 2002 (section 52), terms of reference and delegations
    - how the plan development and engagement was undertaken, who was involved, outcomes, objectives etc with an alignment to council's strategic framework
    - vision
    - community outcomes
    - how the plan will be delivered
    - funding information.

13. Work has commenced in-house to begin developing the historical and demographic information to be included in the plans.

14. During late June/early July the community leadership team also held four cluster meetings for current elected members (councillors, community board and CDA members) around the District (eastern, central, northern and western) where attendees were asked three questions;

   - what are the strengths of (or in) your community?

   - what are you concerned about?

   - what changes have you noticed?

15. Key themes around people, infrastructure, the environment, tourism, and economic development have emerged to date.

16. Those in attendance at the cluster meetings were also asked to identify key stakeholders in their respective communities that Council could also engage with as part of the information gathering aspect of this project. Schools, service groups and local and regional businesses were common responses to this question.

17. The majority of our current community boards and community development area subcommittees have been represented as part of this series of cluster meetings across the District. The workshops took a maximum of two hours and attendees were receptive to the format and provided positive feedback with some taking the opportunity to seek further information about the roles of the new community boards under the new representation arrangements.

18. It is vital that these community board plans are reflective of our communities and that attempts are made to engage with the communities that make up our District.

19. Next steps for the community leadership team include the development of the social media strategy in conjunction with Council's communications team, engaging with the key stakeholders identified at the cluster meetings, engagement with youth (by talking to our Youth Council as a starting point), Iwi and the Southland multi-cultural society.

20. The community leadership team has also engaged Rebecca McElrea as an independent facilitator for the eight community workshops to be held in August/September. Work has also commenced with her to develop content and an approach for these workshops.

21. It is important to note that the Stewart Island/Rakiura Community Board Plan will be developed outside of the above process. The path for the development of this plan will involve a community board workshop and then the outcomes will be developed out of other work streams that are currently in place on the island around the Stewart Island Future Opportunities Project.

22. At the conclusion of the eight facilitated workshops that are being held in August/September, the community leadership team will work with Rebecca McElrea to identify possible outcomes for each of our community boards.

23. It is intended that by agreeing outcomes that the boards will have a greater sense of purpose in the new triennium and more clarity about their role within the community.

24. Examples of outcomes from other community board plans in New Zealand are;

    - feeling safe in our community

    - protecting our natural resources

    - a connected and thriving community

    - our infrastructure is future-proofed

    - our economy is sustainable and prosperous

25. It is also important at the community board outcomes reflect Council's proposed community outcomes for the 2021-2031 long term plan which are;

    - environment – kaitiakitanga for future generations

    - culture – inclusive, connected communities

    - economic – a diverse economy creating healthy and affordable lifestyles

    - social – empowered communities with the right tools to deliver the best outcomes.

26. Once the draft strategic priorities and outcomes have been identified for each of the nine new community boards, the community leadership team will work with the boards to further refine these and then develop the actions to form completed finished community board plan. These plans will come into effect from 1 July 2021 and will be reviewed every three years in line with Council's long term plan processes. The community board plan actions will be monitored and reported against as part of the community leadership report which is part of the community board meeting order paper and agenda.

Attachments

There are no attachments for this report.