



Notice is hereby given that a Meeting of the Gorge Road and Districts Community Development Area Subcommittee will be held on:

Date: Tuesday, 17 October 2017
Time: 6pm
Meeting Room: Gorge Road Community Centre
Venue: Factory Road
Gorge Road

Gorge Road and Districts Community Development Area Subcommittee Agenda OPEN

MEMBERSHIP

Chairperson	Ray Waghorn
Deputy Chairperson	Mark Hamill
Members	Rex Botting
	George Kevern
	Gay Munro
	Helen O'Connor
	Councillor Julie Keast

IN ATTENDANCE

Committee Advisor	Fiona Dunlop
Community Partnership Leader	Michelle Stevenson

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

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

Terms of Reference - Community Development Area Subcommittees

Community Development Area Subcommittees are delegated the following responsibilities by the Southland District Council.

- Represent and act as an advocate for the interest of its community.
- Consider and reporting on all matters referred to it by the Southland District Council, or any matter of interest or concern to the Community Development Area Subcommittee;
- Maintain an overview of services provided by the Southland District Council within the community;
- Consider annual estimates for expenditure within the community and recommend these to Council;
- Communicate with community organisations and special interest groups within the community;
- Undertaking any other responsibilities that are delegated to it by the Southland District Council.

In addition to these activities, Community Development Area Subcommittees will consider how best to provide for our communities, and the people who live there, into the future.

Community Development Area Subcommittees will provide leadership by:

- Positively representing their community and the Southland District;
- **Identifying key issues that will affect their community's future and work with Council staff and other local representatives to facilitate multi-agency collaborative opportunities.**
- Promote a shared vision for the wider community of interest area and develop ways to work with others to achieve positive outcomes

Community Development Area Subcommittees will adopt a strategic focus that will enable members to:

- Provide local representation and guidance on wider community issues, initiatives and projects.
- Contribute to the development and promotion of community cohesion, by developing and supporting relationships across a range of stakeholders at a local, regional and national level.
- Take part in local community forums, meetings and workshops.
- Inform local residents and ratepayers on issues that affect them.

Community Development Area Subcommittees shall have the following delegated powers and be accountable to Council for the exercising of these powers.

Engagement and representation

- **Facilitating the Council's consultation with local residents and community groups on local issues and local aspects of district wide issues including input into the Long-term Plan, Annual Plan, and policies that impact on the Board's area.**
- Engaging with council officers on local issues and levels of service, including infrastructural, recreational, community services and parks, reserves and cemetery matters.
- Representing the interests of the community at Council, Committee or Subcommittee meetings when a motion under debate relates to a matter that the Board considers to be of particular interest to the residents within its community.
- Monitoring and keeping the Council informed of community aspirations and the level of satisfaction with services provided.

Financial

- Approving expenditure within the limits of annual estimates.
- Approving unbudgeted expenditure for locally funded activities up to the value of \$10,000.

Rentals and leases

- In relation to all leases of land and buildings within their own area, on behalf of Council;
 - Accepting the highest tenders for rentals of \$10,000; or less per annum.
 - Approving the preferential allocation of leases where the rental is \$10,000 or less per annum.

Local assets and facilities

- Overseeing the management of local halls and community centres which are owned by Council and where no management committee exists. This will occur by way of relationship with officers of Southland District Council.
 - Appoint a local liaison person responsible for community housing.
-

The Community Development Area Subcommittees can make recommendations to Council on:

Assets and Facilities

- Annually providing feedback on any asset management plans or community services strategies applicable to the community for which the Community Development Area Subcommittee is responsible.

Rentals and leases

- In relation to all leases of land and buildings within their own area, on behalf of Council;
 - Recommending rentals in excess of \$10,000 per annum to the Group Manager Services and Assets.
 - Recommending the preferential allocation of leases where the rental is in excess of \$10,000 per annum to the Group Manager Services and Assets.

Contracts/Tenders

- Recommending tenders less than \$200,000 to the Group Manager Services and Assets.
- Recommending tenders in excess of \$200,000 to the Services and Assets Committee.
- Recommending tenders to the Services and Assets Committee where preference is not for acceptance of the highest tenderer,

Financial

- Recommending annual estimates to Council
- Recommending unbudgeted expenditure in excess of \$10,000 to the Services and Assets Committee.

Local Policy

- Considering matters referred to it by officers, the Council, its committees or subcommittees, including **reports and policy and bylaw proposals relating to the provision of council services within the Board's area**; and
- Making submissions or recommendations in response to those matters as appropriate.
- Appoint a local liaison person responsible for community housing.

The Chairperson of each Community Development Area Subcommittee is delegated with the following additional responsibilities:

- Approval of leases, rental agreements and the rollover of existing contracts under \$1,000;
 - Engaging with Community Development Area Subcommittee members to make submissions to the Council on behalf of the Community Development Area Subcommittee where a submission period is outside of the Community Development Area Subcommittee meeting cycle. Where a Chairperson is unable to base a submission on a consensus among Community Development Area Subcommittee members, a Community Development Area Subcommittee meeting must be held.
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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

Subcommittee 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 Subcommittee 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 Gorge Road and Districts Community Development Area Subcommittee, 20 June 2017

Gorge Road and Districts Community Development Area Subcommittee

OPEN MINUTES

Minutes of a meeting of Gorge Road and Districts Community Development Area Subcommittee held in the Gorge Road Community Centre, Factory Road, Gorge Road on Tuesday, 20 June 2017 at 1.10pm.

PRESENT

Chairperson	Ray Waghorn
Deputy Chairperson	Mark Hamill
Members	George Kevern
	Gay Munro

IN ATTENDANCE

Councillor Neil Paterson	
Helen O'Connor	
Rex Botting	
Committee Advisor	Fiona Dunlop
Community Partnership Leader	Michelle Stevenson

1 Apologies

An apology had been received from Councillor Keast.

Moved Ray Waghorn, seconded Mark Hamill and **resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee accept the apology.

2 Election of Chair and Deputy Chair

Record No: R/17/5/11133

Councillor Neil Paterson called for nominations for Chair of the Gorge Road and Districts Community Development Area Subcommittee.

Mark Hamill nominated Ray Waghorn and George Kevern seconded the nomination.

There were no other nominations and the nomination of Ray Waghorn for the Chair of the Gorge Road and Districts Community Development Area Subcommittee was PUT and declared CARRIED.

Councillor Neil Paterson called for nominations for Deputy Chair of the Gorge Road and Districts Community Development Area Subcommittee.

Ray Waghorn nominated Mark Hamill and Gay Munro seconded the nomination.

There were no other nominations and the nomination of Mark Hamill for the Deputy Chair of the Gorge Road and Districts Community Development Area Subcommittee was PUT and declared CARRIED.

Resolution

Moved Member Munro, seconded Member Kevern and **resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled "Election of Chair and Deputy Chair" dated 23 May 2017.**
- b) **Elects Member Ray Waghorn to be Chair of the Subcommittee for the 2017/2020 Triennium.**
- c) **Elects Member Mark Hamill to be Deputy Chair of the Subcommittee for the 2017/2020 Triennium.**

At this point Councillor Paterson handed the chairing of the meeting over to Ray Waghorn.

3 Leave of absence

There were no requests for leave of absence.

4 Conflict of Interest

There were no conflicts of interest declared.

5 Public Forum

There was no public forum.

6 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

7 Confirmation of Minutes

Resolution

Moved Deputy Chairperson Hamill, seconded Member Munro **and resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee confirms the minutes of Gorge Road and Districts Community Development Area Subcommittee, held on 20 March 2017 as a true and accurate record of that meeting.

Reports

8 General Explanation from Chief Executive

Record No: R/17/5/9062

Committee Advisor – Fiona Dunlop was in attendance for this item. She advised that the content of the report explained the various parts of the legislation that as a Member of the Gorge Road and Districts Community Development Area Subcommittee need to be aware of.

Resolution

Moved Chairperson Waghorn, seconded Member Kevern **and resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee:

- 1. Receives the report titled “General Explanation from Chief Executive” dated 2 May 2017.**

9 Terms of Reference and Delegations 2017/2020

Record No: R/17/5/9063

Committee Advisor – Fiona Dunlop was in attendance for this item. She advised that the Terms of Reference and Delegations that were before the Subcommittee for noting had been approved by the Southland District Council at its meeting on Wednesday 26 October 2016.

Resolution

Moved Member Munro, seconded Deputy Chairperson Hamill **and resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled “Terms of Reference and Delegations 2017/2020” dated 2 May 2017.**
- b) **Notes the Terms of Reference and Delegations for Community Development Area Subcommittee approved by Council at its meeting on Wednesday 26 October 2016.**

10 Standing Orders

Record No: R/17/5/9064

Committee Advisor – Fiona Dunlop was in attendance for this item. She advised that the purpose of the report was to advise the Subcommittee that the Standing Orders were adopted by Southland District Council at its meeting on Wednesday 26 October 2016.

The Subcommittee noted that the Standing Orders have been adopted by Council for use at all meetings of the Council, Committees, Subcommittee, Community Board and Community Development Area Subcommittees.

Resolution

Moved Deputy Chairperson Hamill, seconded Member Kevern **and resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled “Standing Orders” dated 2 May 2017.**
- b) **Notes that Southland District Council at its meeting on Wednesday 26 October 2016 adopted Standing Orders for use at all Council, Committee, Subcommittee, Community Board and Community Development Area Subcommittee meetings of the Southland District Council and that it is required to operate in accordance with the Standing Orders so adopted.**

11 Elected Members Code of Conduct

Record No: R/17/5/9065

Committee Advisor – Fiona Dunlop was in attendance for this item. She advised that the Code of Conduct was adopted by Council at its meeting on Wednesday 26 October 2016.

The Subcommittee noted that the Code acts as a guide to ensure a standard of behaviour that is expected by all elected members (Councillors, Community Board and Community Development Area Subcommittees) when they are acting under Council delegations.

Resolution

Moved Member Munro, seconded Deputy Chairperson Hamill **and resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled “Elected Members Code of Conduct” dated 2 May 2017.**
- 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) **Notes the Elected Members Code of Conduct for Councillors and members of the Community Boards and Community Development Area Subcommittees of the Southland District Council which was adopted by Council at its meeting on 26 October 2016.**
- e) **Adopts the Elected Members Code of Conduct when acting under its statutory powers as provided for in the Local Government Act 2002.**
- f) **Notes that the Elected Members Code of Conduct must be complied with when the Board is acting under its delegations approved by Council at its meeting on 26 October 2016.**

12 Council Report

Record No: R/17/5/11565

Community Partnership Leader – Michelle Stevenson was in attendance for this meeting.

Miss Stevenson took the Subcommittee through the Council report and particularly highlighted the following:

- Closure of Nightcaps library
- Progress of the alternative Coastal route improvement
- District facilities project
- Community Governance and Representation Review project update
- Funding for new roller on the Gorge Road pool cover
- Realignment of State Highway 1 at Edendale

The Subcommittee noted the financial section of the report.

Resolution

Moved Deputy Chairperson Hamill, seconded Member Munro **and resolved:**

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) Receives the report titled “Council Report” dated 12 June 2017.**

Chair’s Report

Ray Waghorn as Chair reported on various matters that he had been involved with since the last Subcommittee meeting.

He highlighted that he had attended the Community Board and Community Development Area Subcommittee meeting in May 2017.

Thanked the Subcommittee members for attending the Community Leadership Plan workshop held in Wyndham in April 2017.

Mr Waghorn advised that he is pleased with the walking track and has had feedback that the width is good because users can walk side-by-side.

A brief discussion was held regarding the Oteramika Church bell. Mr Waghorn would like to see the bell erected in a suitable location and be ready for 25 April 2018.

Moved Deputy Chairperson Hamill, seconded Member Kevern **and resolved**

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) Seeks a scoping report on the costs for restoration of the Oteramika Church bell, constructions costs for suitable facility, general beautification of the site and information panels.**

Councillor's Report

There was no Councillor's report from Councillor Keast. Councillor Paterson updated the Subcommittee on various issues and highlighted the following:

- Ministry of Primary Industries response to the *Bonamia ostraeae* outbreak
- Southland Regional Development Strategy
- Around the Mountains Cycle Trail
- Te Anau Wastewater project.

Next Meeting

The Subcommittee noted that the next meeting will be held on Monday 20 November 2017 at 1pm in the Gorge Road Community Centre.

The meeting concluded at 2.45pm.

CONFIRMED AS A TRUE AND CORRECT
RECORD AT A MEETING OF THE GORGE
ROAD AND DISTRICTS COMMUNITY
DEVELOPMENT AREA SUBCOMMITTEE HELD
ON TUESDAY 20 JUNE 2017.

DATE:.....

CHAIRPERSON:.....

Strategic Framework 2018 - 2028 Long Term Plan

Record No: R/17/9/23129

Author: Nicole Taylor, Project Co-ordinator Corporate Planning

Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision

☐ Recommendation

☒ Information

Purpose

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

Background

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

Vision: *Southland: one community offering endless opportunities*

Community Outcomes:

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

Mission: *Working together for a better Southland*

Our Approach:

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

Strategic Priorities:

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

Our Focus

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

8. The key changes to the framework include:

- revised vision
- reduction in number of community outcomes from three to two and change to wording
- addition of approach statements under the mission statement
- addition of strategic priorities with an overall statement supported by four key areas of focus.

9. While the Council has endorsed the Strategic Framework as the foundation for the Long Term Plan 2018-2028, it is still draft pending public feedback on the Community Outcomes through the draft Long Term Plan public consultation process. These will be confirmed when the Council adopts its final Long Term Plan in mid-2018.

Discussion

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

requirements, increased asset replacement/renewals costs due to ageing infrastructure, changing employment and economic conditions and the impacts of climate change and natural hazards.

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

Vision and Mission

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

21. Words like partnership and working together and looking for different opportunities came through strongly at the workshop. Council agreed that although Southland is made up of many communities, it was important to be one community with one voice working together, particularly when advocating at the regional and national level. Council acknowledged that the district wide, one community approach is a principle which will take time to develop and deliver. It also agreed that it wasn't there yet and this is why it is a vision.
22. So why endless opportunities? Council talked about the many options that exist right now for doing things differently and being innovative, but also that those opportunities will only increase if we are working together as one community with one voice. Council also noted that it was important to communicate why people will want to come to Southland District because of the opportunities for them around lifestyle, business, community and regional strength. The opportunities wording gives a lot of leeway to link in with other initiatives such as SoRDS, tourism growth, and other developments.

Our Approach

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

Community Outcomes

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

that describe more broadly the type of community we are aiming to create to paint the picture of where we want to be:

- i. Proud, connected communities that have an attractive and affordable lifestyle*
- ii. Resilient communities that leave a legacy for tomorrow*

Strategic Priorities

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

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

Our focus:

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

Next Steps

- 36. Community Boards, Community Development Area Subcommittees and other local committees are also asked to consider the framework in their decision-making going forward. This may be as part of budgeting processes for the 2018 LTP, wider community leadership planning or more generally as part of day-to-day operations.
- 37. Like Council, local committees are also encouraged to take a strategic perspective and critically consider the future challenges and opportunities now, and, be realistic in their planning to ensure that Council is being responsible and is preparing the ground for any hard decisions or courageous conversations that may be needed.

38. The Council is encouraging officers and local committees to consider what they can do differently and how they can work in with each other to help implement the strategies needed to create the vision of “one community with endless opportunities”.
39. Council is also considering how it delivers its services and giving consideration to a strategic decision-making approach. This will consider the principle of ‘Think District, Act Local’ and developing overarching strategic frameworks for activity and service delivery. This approach will consider opportunities associated with appropriate and affordable levels of service, equality vs. equity of service provision, minimum standards, functional hierarchy of provision and consistency across the district.
40. This strategic framework approach will also inform and assist in the consideration of investment decision-making models and future rating affordability conversations Council will need to have and address related issues. The outputs from this work will be fed back to Community Boards/CDAs for comment once developed.
41. The Council is also in the very early stages of looking at the changes that are needed and is considering what ‘big picture analytics’ type work needs to be undertaken to provide better data and insights to assist with the futures thinking decisions that will need to be made.
42. While the Council intends to signal this in its 2018 LTP, the bulk of this work will happen over the next three years to inform a Community Futures 2040 programme. The outcomes and findings of this are expected to see fundamental changes to the way we do things and how we plan ahead of our 2021 LTP.
43. In the meantime, the Gorge Road and Districts Community Development Area Subcommittee are also asked to consider the long-term future issues in its decisions around budgets and programmes for 2018 LTP and to also consider how it can pitch in to support the Council’s long-term strategy.

Recommendation

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled “Strategic Framework 2018 - 2028 Long Term Plan” dated 9 October 2017.**

Attachments

- A SDC Strategic Framework (10 Year Plan 2018-2028) [↓](#)

SDC STRATEGIC FRAMEWORK (10 Year Plan 2018-2028)

What we want to be	Vision: <i>Where we want to be</i>	Southland – one community offering endless opportunities			
	Community Outcomes: <i>What end result looks like for our community</i>	1. Proud, connected communities that have an attractive and affordable lifestyle This means Southland District is a place where people have everything they need to live, work, play and visit; where they are connected to each other, the environment and the world outside Southland; and where they can enjoy a safe and fulfilling life in our unique natural environment.		2. Resilient communities that leave a legacy for tomorrow This means Southland District is made up of strong communities that take a sustainable approach by considering the impact on the environment and the social, cultural and economic wellbeing of our communities now and in the future.	
How we will work	Mission: <i>How we will go about our role</i>	Working together for a better Southland			
	Our Approach: <i>The way we approach our work</i>	We will work in partnership with our communities	We will constantly look for better ways	We will work as one team	
		- Consider the community in everything we do	- Find ways to make it easy to do business with Council and in Southland	- Focus on what is best for Southland’s communities	
		- Small council, big community	- Be open to and look for new ways of doing things	- Understand district and local responsibilities	
		- Acknowledge that Council doesn’t always have the answer or the best ideas and that some of the best ideas come from others	- Find efficiencies and don’t waste money or resources	- Clearly define roles at the political and operational levels so everyone knows what is expected of them	
		- Support our communities to make good decisions	- Regularly review activities, services, assets and contracts to ensure efficient and effective management and delivery	- Trust each other	
		- Work to better understand our community’s changing needs and priorities	- Focus resources on doing things that are needed and that will make a real difference	- Ensure we act as “we” not “me”	
		- Recognise Council is part of the solution, not the solution	- Anticipate and adapt to change	- Do the things we say we will and be accountable	
		- Involve the community in our decisions and explain the reasons behind our decisions	- Develop other revenue streams to supplement rates	- Deal with any problems honestly and up-front and admit and learn from our mistakes	
		- Have conversations with our communities	- Maximise returns from existing investments	- Fix problems rather than assign blame	
- Build better communication channels into our communities	- Look at initiatives to bring more people and business to Southland	- Make the best use of the skills and expertise our people have and seek external help when we need to			
- Debate issues openly and honestly	- Collaborate with others to deliver efficiencies and work smarter	- Build our team capabilities			
- Work together to maximise regional opportunities	- Minimise the impact our activities have on the environment	- Look out for each other and our health and safety			
- Be accountable for our actions					
The challenge:		Fundamental shifts are occurring in our communities affecting where and how people live that raise questions about how we can best achieve our shared vision.			
What we need to do	Strategic Priorities: <i>What we need to focus on to ensure that we and our communities are making informed decisions to move from where we are now towards our shared vision.</i>	We need to provide strong community leadership and work with our communities on how to adapt to these changes so that the infrastructure, local services and regulatory functions we provide are appropriate and support the achievement of our shared vision			
		1. Improve how we work	2. Provide appropriate infrastructure/services	3. Make informed decisions	4. More people
		Ensuring that the business of Council is running efficiently and effectively and finding ways to do more with less. Key aspects include: <ul style="list-style-type: none">- Operate in a financially responsible manner- Continue to adapt- Doing what we say we will- Business improvement work- Ease of doing business- Significant projects managed effectively- Community partnerships- Culture- Focus on customer support	Ensuring that we are providing infrastructure and services that are fit for purpose for current and future community needs. Key aspects include: <ul style="list-style-type: none">- Ensuring infrastructure and services are cost-effectively and efficiently managed over the long-term- Ensuring legislative / regulatory compliance- Considering environmental sustainability and best use of natural resources- Considering alternative asset / service delivery options- Getting good asset data / service information (e.g. useful lives)- Considering appropriate levels of service- Mitigating risks – e.g. business continuity planning (natural hazards / critical lifelines) and climate change (sea level rise, rainfall)- Better understanding of the future and what this means for communities	Ensuring that we have what is needed to make good decisions. Key aspects include: <ul style="list-style-type: none">- Building resilient communities- Undertaking community engagement and partnership activities and open communication- Working regionally and collaborating- Community governance and representation review- Developing community leadership plans	Ensuring that we build great local places where people want to live and supporting new development opportunities that will help attract more people to Southland. Key aspects include: <ul style="list-style-type: none">- Working with the community to create great local places- Helping to build strong communities- Supporting Southland Regional Development Strategy initiatives:<ul style="list-style-type: none">o Tourism (destination creation, management, marketing)o Aquacultureo Primary sector extensiono Digital connectivity
	Consider what is appropriate, affordable, acceptable and achievable for communities long-term				

Council Report

Record No: R/17/9/22795
Author: Michelle Stevenson, Community Partnership Leader
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Chief Executive

Civil Defence Review

- 1 As noted previously Central Government have appointed a Technical Advisory Group to review the policy settings within which Civil Defence across NZ operates. The appointment of the Group follows on from a number of recent events in which questions have been asked about the effectiveness of the response.
- 2 The Group which was appointed by Government to carry out the review has now completed its engagement and consultation with local government. Their engagement process has included attending local government sector meetings and the LGNZ Conference, as well as individual meetings across the country.
- 3 The Group is on track to provide an interim report to the Minister of Civil Defence. It is expected that the report will contain a number of recommendations on how the current system can be improved. It can be expected that this will include a strengthening of regional capability and the setting of defined standards that will need to be maintained.
- 4 Officers will continue to monitor the review as it proceeds and report on any outcomes of significance to Southland.

Southland Regional Development Strategy (SoRDs)

- 5 It was intended that the Statement of Proposal to form a new Southland Regional Development Agency as a council controlled organisation would be released at the beginning of August.
- 6 The release of the consultation document had to be delayed, however, while the Invercargill City Council (ICC) worked through a process to determine whether they needed to amend their Long Term Plan prior to providing for the formation of the proposed new Agency.
- 7 The delay was disappointing given that ICC could have considered and resolved the issue several months ago as occurred with the other Councils. It is anticipated that the consultation document will have been released by the time of the 6 September Council meeting.
- 8 Submissions received will be considered by a Joint Committee of the four Councils. Following their deliberations the Committee will prepare a report and recommendations to be considered by each of the four Councils individually.
- 9 The use of the Joint Committee approach will streamline the community consultation exercise and ensure that there is a common set of recommendations provided back to each of the Councils.

Biodiversity

- 10 LGNZ has recently released a 'think piece' report on the future of biodiversity management. The report identifies a need to clarify the roles and responsibilities of the different agencies involved,

such as local government, the Predator Free 2050 project and community organisations. It also calls for the setting of a clear overall biodiversity goal and plan to achieve it.

11 The report makes five recommendations for change:

- The need for strong leadership and clarity of roles and responsibilities;
- The need to agree where we should focus our efforts at national, regional and local level;
- The importance of a national plan and delivering joined-up action across all players;
- The need to understand what success looks like, and how to measure it; and
- The need for modern, fit-for-purpose frameworks, including legislation, to help to achieve our goals.

12 The document is intended to stimulate debate on the issues relating to biodiversity management and how they might best be addressed. A copy of the document is available on the LGNZ website (www.lgnz.co.nz).

Climate Change Issues

13 On 27 July 2017 the Parliamentary Commissioner for the Environment, Dr Jan Wright, released her report titled, *Stepping stones to Paris and beyond: Climate change, progress, and predictability*. In her report Dr Wright emphasises that climate change requires a cross-party response that outlives governments.

14 The reports key recommendations include:

- Development of a Climate Change Transition Bill that contains at least one greenhouse gas emissions target and a requirement for it to be met;
- That the Minister for Climate Change Issues sets five-yearly carbon budgets, and prepares policies and proposals to enable those budgets to be met;
- Establishment of an independent Climate Change Commission to advise the Minister on setting carbon budgets and report on progress towards meeting those budgets; and
- A requirement that officials prepare and publish five-yearly risk assessments of the impacts of climate change on New Zealand.

15 Earlier this year the Government asked the Productivity Commission to undertake an inquiry into how New Zealand can maximise the opportunities and minimise the costs and risks of transitioning to a lower net-emissions economy. Under the Paris Agreement, New Zealand has committed to reduce its emissions by 30% below 2005 levels by 2030, and under the Climate Change Response Act 2002, has committed to reduce them by 50% below 1990 levels by 2050.

16 The purpose of the inquiry is to “*identify options for how New Zealand could reduce its domestic greenhouse gas emissions through a transition towards a lower emissions future, while at the same time continuing to grow incomes and wellbeing*”.

17 As part of its inquiry process the Commission has recently released an Issues Paper for public consultation. The paper outlines the context for the Commission and is focused on two broad questions:

- What opportunities exist for the New Zealand economy to maximise the benefits and minimise the cost that a transition to a lower net-emissions economy offers, while continuing to grow incomes and wellbeing?

- How could New Zealand's regulatory, technological, financial and institutional systems, processes and practices help realise the benefits and minimise the costs and risks of a transition to a lower net emissions economy?

18 At a national level 48% of NZ greenhouse gas emissions come from agriculture and a further 40% from energy usage for industry, transport and electricity generation. Given the dependence that Southland has on the rural sector the issues related to greenhouse gas emissions are clearly of interest to this region.

19 A copy of the issues paper is available on the Productivity Commission website (www.productivity.govt.nz). Submissions need to be lodged by 2 October 2017.

Freshwater National Policy Statement

20 On 9 August 2017 Central Government released its revised Freshwater National Policy Statement (NPS).

21 The new NPS, which must be given effect to through regional council planning documents confirms the previously announced national target of 90 per cent of rivers and lakes being swimmable by 2040.

22 Regional Councils are now required to set targets for their contribution to the overall national goal by March 2018. They are also required to develop targets for each lake and river across the region. Progress in achieving these targets must then be reported against every five years.

23 The revised NPS is obviously of significant interest to this Council in its role as an infrastructure provider and community leader.

Future of Local Government

24 At the end of the recent LGNZ annual general meeting outgoing President, Lawrence Yule outlined what he saw as being the key challenges for the sector to grapple with in the next few years. They included:

- The speed of change within the sector needs to increase to reflect the reality of the world in which we live.
- Shared services haven't gone into major service delivery areas anywhere in NZ and they need to.
- Look internationally at other models and how they do things. There is a lot to be learnt by looking at other models including Australia.
- Be transparent in the work we do.
- Create a centre of excellence for the 3 waters.
- Climate change and protection of the environment are important mainstream issues which the sector needs to grapple with.
- The sector needs to determine what might constitute appropriate service delivery models if amalgamations aren't appropriate. The sector needs to deliver sizeable efficiency gains to meet the challenges that lay ahead.

25 There are a number of useful messages for all local authorities to consider from the challenges outlined above.

Milford Opportunities Project

- 26 Central Government have now formally approved the business case and terms of reference for the Milford Opportunities Project. A formal funding agreement is now being finalised with the Ministry of Business Innovation and Employment (MBIE).
- 27 Work is underway to confirm the members of the proposed project governance group and organise their first meeting.

Customer Support

- 28 To assist with training for our customer support staff new Call Monitoring technology has recently been installed successfully. Customers are notified that their calls may be monitored for training purposes when they call 0800 732 732. We will be working with staff over the next six - eight months to establish call quality standards.

Library Services

- 29 Winton library is running the “Stepping UP – Free Computer Training” programme, which has been a huge success. With up to a four week waitlist for customers to join the courses, we have demand for the program across the district.
- 30 Modern library services are more than books – connecting people with information and technology. This means we can support our Southland residents with the challenge of the digital age we live in. The Winton library is also refreshing the DVD collection for customers and have seen issues rise from, on average, two per week to now 32 per week. New titles will continue to be provided and will be reviewed across the District longer term.

Customer Service Delivery Scoping Project

- 31 The purpose of this project is to consider how Council delivers its front line customer support services for each of the District’s communities.
- 32 The objectives of this project are:
- to consider the types and levels of services required;
 - to determine how these services might best be delivered;
 - where they could most effectively and efficiently be delivered from; and
 - who should deliver these services, including looking at shared service options.
- 33 The project objectives also include consideration of how Council manages user expectations, what capital and operational expenditure resource allocation needs to be considered to deliver the “ideal” solution and what is a realistic time frame to deliver said solution.
- 34 The scope of works planned includes:
- A community and business survey;
 - Demand analysis for each area office and library; and
 - Key stakeholder engagement – including geographical and sector based engagement.

Services and Assets

Forestry (IFS)

- 35 Harvesting has continued at Ohai, with 9,500 tonnes harvested to date for the year, generating \$1M in income. The 2017/18 logging target is 43,584 tonnes. There will be no further harvesting until the last quarter in the year.
- 36 In conjunction with the completion of Council's annual report the forestry asset (timber value) has been revalued at 30 June 2017 to \$13.179M, which is up \$0.8M on last year.

Strategic Water and Waste

Three Waters Review

- 37 The Government established an inquiry into the issues relating to the contamination of the Havelock North Water Supply last year.
- 38 Stage 1 of the inquiry addressed matters relating directly to the Havelock North water contamination incident and the response to that incident. The stage 1 findings were released in May and included:
- Contamination of drinking water was confirmed as the source of the outbreak.
 - Contamination is understood to have arisen from inundation of neighbouring paddocks, resulting in water from a pond entering the aquifer around 90m from the bore identified as the source.
 - Failings on the part of both the District Council and Regional Council, although not directly responsible for the outbreak, were definitely a contributing factor.
 - Lack of contingency planning by the District Council.
 - Failure of technical advisers to adequately assess and report on security of bore heads.
- 39 Water and Waste staff are currently working through understanding the implications of the findings in relation to the 12 community water supplies for which Council has responsibility.
- 40 Stage 2 of the Inquiry is addressing the broader systemic issues and will provide recommendations about managing water supplies across New Zealand. It will examine the existing statutory and regulatory regimes involved in delivering drinking water to see if improvements can be made. Stage 2 of the Inquiry is now due to be reported back by 8 December 2017. This stage will contain recommendations that will be of significance for all local authorities.
- 41 In late July Central Government announced a review of the way in which water, wastewater and stormwater (3 Waters) are managed by local government. The review, which is to be conducted over the next 18 months, is to assess whether *"local government practices and system oversight are fit for purpose"*.
- 42 The review will initially focus on areas related to financial incentives; asset management practices; and compliance and monitoring but it is also expected that the review will provide a basis for consideration of possible future reform options.
- 43 It can be expected that the outputs from this review, along with the recommendations relating to broader sector performance that will come from phase 2 of the Havelock North Water Inquiry report will provide a basis for future government decision-making about possible reform of the

water sector. The need for change in these areas has been signalled for some time. LGNZ has, for example, been advocating for the introduction of a sector led co-regulatory regime in an attempt to improve current management practices.

Te Anau Wastewater Discharge Project

- 44 At its 17 May meeting Council instructed officers to proceed with the development of a business case for the Kepler option based on the consent option. Officers were also asked to include in the business case an option based on changes to the irrigation area and with an improved level of treatment.
- 45 Work is being progressed to develop a draft business case in line with the resolutions passed by Council. At this stage officers expect to have a first draft completed in October. It will then need be presented to the Te Anau Wastewater Project Committee and the Finance and Audit Committee for comment as well as Council.
- 46 In parallel with development of a business case for the Kepler option Council also asked for work to be completed to develop criteria and a process via which it might be able to identify possible alternative land disposal sites.
- 47 The criteria developed were presented to the Te Anau Wastewater Project Committee at a meeting on Friday 11 August 2017. Following that meeting the criteria have been publicly advertised and an expression of interest process has been commenced. It is intended that information relating to any blocks of land identified through this process will be able to be presented to Council at the time that the Kepler business case is put forward for consideration.

Land and Water Plan Implementation

- 48 Under the National Policy Statement for Freshwater Management (NPS-FM) water quality and quantity are to be maintained and improved, and any over allocation to be phased out over time. Environment Southland is required to set environmental limits by 2025, with all 'communities' required to meet those limits in due course. They are progressing this work via their proposed Water and Land Plan.
- 49 To assist with addressing the impacts of these changes on local authority infrastructure Environment Southland have formed a Three Waters Officer Working Group. The objectives of the Group are to work through the implications of the new freshwater standards, develop an agreed approach to the re-consenting of local authority infrastructure and ensure that the organisational objectives are aligned.
- 50 Council staff, consultants and legal counsel have now prepared evidence for presentation at a hearing in September where submissions on the proposed Water and Land Plan will be heard. Evidence has been prepared in conjunction with both Gore District and Invercargill City Councils given that the range of issues arising from the plan are likely to have an impact on each Territorial Local Authorities.

Roading Contracts

- 51 Council has recently been through a process to tender its roading reseal work for a three year period. Downer were the successful tendering party and will have responsibility for the resurfacing of approximately 3,000,000 m² of urban and rural roads across the district over the next three years.
- 52 Council has also recently granted approval for a project to replace all street lighting in the District with new LED lights. The use of LED lighting will deliver electricity and financial savings for Council.

- 53 Council has also recently completed tendering of its roading professional services contract, which has up until now been held by MWH. The contract for the core services component of these services, which covers asset management, pavement renewal capital works, reseal programmes, maintenance intervention strategies, network controls and network safety has been awarded to Opus.

Community and Futures

Corporate Performance Framework Project

- 54 Council is progressing the development of a Corporate Performance Framework to support stronger business planning and performance management practices within the organisation.

- 55 The overall aims of the framework include:

- To align Council's intended direction to outcomes delivered by teams and individuals, providing a strategic 'thread'.
- To provide a comprehensive planning and reporting regime, supporting strong performance management.
- To link externally focussed deliverables to internal business support.
- To design a suite of documents that will support the ongoing operation of the framework.

Community Futures 2040 Project

- 56 Work is now underway with a research and data analysis project needed to assist Council to work strategically and shape the future development of the District.

- 57 In essence this project and the three sequential research pieces of work identified will be concerned with answering broad questions about community (social) and economic conditions in the District and its communities. Principally these are:

1. Where are we now?
2. Where are we heading?
3. Where do we actually want to be?

The three main elements included in the first phase include –

1. Situational Analysis – current social and economic conditions in the District as a whole and its principal communities of interest. These datasets will include amongst others information on employment, GDP, Business Units, Population, Education, Beneficiaries, Tourism, Income, External Migration, Building Consents and Home Ownership.
2. Trend Analysis – analysing changes during the past decade and analysing the strengths and weaknesses (in terms of the direction in which key economic and social indicators are moving and by relating the indicators for the District with an agreed national benchmark) of the District and communities
3. Identification of core industries – including analysis of the tourism sector – to identify and shine a light on the industries that drive the local economy by assessing each industry according to various criteria.

Phase 2 – Where we are heading? – Comprises two elements –

1. Projection of future employment and population under BAU scenario
2. Future industry growth and decline – in particular to understand why certain industries are likely to grow or decline, rather than simply being presented with forecasts that they will grow or decline. Knowledge of why particular industries are likely to grow or decline will enable Council to determine the areas in which there is scope for strategic action to address the issues and develop the opportunities.

- 58 On completion of phase 1 and 2 Council will consider the results of this work to then determine the next steps.

Welcoming Communities

- 59 In late December 2016 the Ministry of Business, Innovation and Employment (MBIE) approached Council to seek support for the Southland District Council to jointly participate in the Welcoming Communities programme. Funding was officially approved in June 2017 by the Ministers of Immigration and Finance to develop and implement a two year pilot programme called Welcoming Communities – Te Waharoa ki nga Hapori.
- 60 Welcoming Communities is established under the auspices of the New Zealand Migrant Settlement and Integration Strategy and the New Zealand Refugee Resettlement Strategy. It is set up by Immigration NZ – alongside the Office of Ethnic Communities and the Department of Internal Affairs, with support from the Human Rights Commission.
- 61 The programme aims to encourage and support local councils and communities to play a leadership role in welcoming newcomers. This is a change in emphasis from earlier settlement initiatives that have focused on supporting newcomers rather than equipping the receiving communities to be welcoming. This innovation recognises that achieving good settlement outcomes requires a partnership between newcomers and the community they settle into. This partnership in turn needs to be supported by local businesses, and the public as part of the social license underpinning immigration.
- 62 The pilot programme objectives include:
- To proactively foster an environment of belonging and participation at the local level for both newcomers and receiving communities and in doing so contribute to protecting and enhancing social cohesion and cultural vibrancy.
 - To increase social and economic capability and resilience for newcomers and members of the receiving communities.
 - To contribute to the ability of businesses to attract, welcome and retain the skilled people they need to prosper.
 - To contribute to economic growth that benefits the participating regions New Zealand as a whole.
- 63 With this in mind, the programme is intended to involve local government as part of its broader mandate to ensure their communities are resilient and well-functioning. Local government has an interest in making their communities as attractive to live and work in as possible for newcomers. This includes making it a positive environment for newcomers to stay and belong.

- 64 The Southland Pilot Programme has established a Southland Welcoming Communities Governance Group – made up of an elected representative from each of the three local authorities, a board representative from Community Trust of Southland, a representative from MBIE and an Iwi representative. Cr Julie Keast is the Southland District Council representative on the Southland Welcoming Communities Governance Group.

Annual Report 2016/2017

- 65 The preparation of the Annual Report for the year ended 30 June 2017 is progressing well and is on schedule for adoption at the Council meeting on 27 September. The Annual Report outlines what was achieved during the 2016/2017 year compared to what was programmed in the LTP and Annual Plan for that year, both in terms of activity service delivery and financial performance.

Long Term Plan (LTP) 2018-2028

- 66 Work is continuing on the preparation of the draft 2018 LTP with a significant amount of work to be progressed over the coming months. Officers are working through the detail of the programme at the moment to finalise budgets and supporting information which feed into the LTP. The aim is to have a draft of the supporting documents and final budgets for confirmation by Council in mid-December so that the Consultation Document can be prepared and audited in late January 2018 before being adopted by Council in February for consultation.
- 67 The key work currently underway related to the LTP includes:

Activity Management Plans

The first Council workshop was held in early August to discuss the issues identified from the draft Activity Management Plan (AMP'S) and budgeting process. The AMP's underpin a lot of the thinking and detail of what Council is planning for the next 10-30 years.

There are further AMP workshops planned in September for the remaining activities. Following this, budgets for the LTP 2018-2028 will be finalised and used to prepare estimates reports (local and district) with prioritisation and options to be considered by Council and Community Boards/CDAs over the next two months.

Key Performance Indicators (KPI)

Workshops with officers and committee chairs are being held to review the KPI's which the Council uses to monitor its performance. The objective is to identify a series of indicators which clearly link to the Council's strategic objectives and provide meaningful performance information to management, elected members and the community about the benefits of the services provided.

- 68 The outcomes from these workshops will be used to agree KPI's which will be included in the AMPS and LTP and reported on from 1 July 2018.

Local Electoral System Update

- 69 The Council is required to consider which electoral system it will use for the next local authority elections which will be held in 2019. A report was presented to Council in September seeking a decision on whether to use the First Past the Post (FPP) or Single Transferable Voting (STV) electoral system. In the past Council has used FPP.

- 70 Both systems have advantages and disadvantages. For FPP advantages are what is seen as the simplicity of the process including the way votes are cast, counted and announced. Disadvantages relate to the results of the election – including the generally ‘less representative’ nature of FPP councils, the obstacles to minority candidate election and the number of wasted votes.
- 71 The advantages of STV include that it potentially achieves broad proportionality in multi-member wards, majority outcomes in single-member elections, more equitable minority representation and a reduction in the number of wasted votes. Disadvantages relate to the public being less familiar with the system and possibly finding it harder to understand, matters of process such as the way votes are cast and counted and the information conveyed in election results.
- 72 Following the Council decision a public notice will be placed in the newspaper advising of the right to demand a poll on the electoral system to be used. Five percent of electors are required before a valid poll can be received – that amount is approximately 994 valid signatures – three months are provided get the signatures. This would need to be received by 21 February 2018.
- Community Governance Review Update
- 73 A Project Plan has been prepared for the Community Governance Project and Representation Review. The Elected Representative Working Group comprising the Mayor, three Councillors, two Community Board Chairs, and two Community Development Area Subcommittee Chairs. This Working Group will continue to meet throughout the project.
- 74 A community engagement plan is being prepared. While preliminary consultation is not mandatory for a Representation Review it is recommended good practice. The Community Governance Project has been underway for 18 months and will input into the Representation Review. The Council is keen to encourage groups within the district to have discussions within their own networks. The topic will be a focus for the next round of community conversations. Meetings will also be arranged for members of Community Boards and Community Development Area Subcommittees.
- 75 The aim is to encourage a discussion prior to the formal consultation period about what a relationship between Council and its communities might look like. We want to encourage the public to think about where their communities of interest are and acknowledge that they may be different depending on whether it is for school or work or sporting activities. We also would like the public to start thinking about the number of people needed to represent their communities both at a local level and what does local mean and at the district level.
- 76 The aim is to enhance community and individual involvement or influence so that the Council Governance structures are fit for the future and fit for purpose.
- 77 We are preparing for a report with a proposed model/initial proposal to be informed by the Community Governance Review to go to Council and then out for consultation in April 2018. The actual date will then specify the remaining dates as set down in the Local Electoral Act 2001. Following the consultation period, hearings will be held and a final proposal considered and sent to the Local Government Commission (the Commission). It is likely that this will occur in June/July. At that point there will be an opportunity for appeals and objections to be considered by the Commission who will make the final decision.
- 78 This process does not provide for reorganisation or amalgamations with other Councils – there are other provisions in the Local Electoral Act for that.

Residents' Opinion and Satisfaction Survey

- 79 Council conducts a Residents' Opinion and Satisfaction Survey every three years. It recently conducted the latest version of this survey which provides useful feedback to Council on residents; perception of Council services. The survey purpose is
- To measure and monitor residents opinions and satisfaction levels and to assist in providing effective services
 - The outcome of the survey is used to measure progress towards the key performance indicators identified in Council's Long Term Plan
 - The survey results are also used by SDC to identify areas for improvement for activity managers.

A link to the survey and the five ward reports is available on the council website:

<http://www.southlanddc.govt.nz/my-council-/plans-and-reports/residents-satisfaction-and-opinion-survey/>

Community Leadership Plans

- 80 In March/April a number of workshops were held with Council's Community Boards and Community Development Area Subcommittees (CDA's) to start the development of Community Leadership Plans. The initial focus was on gaining an understanding of the future vision and direction of individual communities and the district as a whole for the next three, 10 and 30 years.
- 81 The next phase of this process is to run similar workshops with key stakeholders within the community by the end of the calendar year. Following this, phase three will involve a much wider discussion with communities as a whole to gain their thoughts on the future of their townships and District. This will be undertaken by June 2018. The Community Leadership Plans are something to be owned by our communities, and generate a way of working together that guides the future direction of the Southland District.

District Tour

- 82 In July the District Councillors continued with their Southland Tour, and spent a day in the South Eastern area of the District. Councillors had the opportunity to view local and District projects, as well as spend time with the Edendale/Wyndham Community Board Chair and Operations Managers of the Catlins Sealing project. Key themes discussed by Councillors throughout the tour included Community Housing, Freedom Camping and Tourism, District Facilities, the upcoming Representation Review, Ease of Doing Business, Museums, and declining populations and opportunities for small communities.
- 83 Later in the year the Southland District Tour will continue with Councillors spending time in the Northern Central area of the District.

Stewart Island Wharves Report

- 84 Council received the report Stewart Island Wharfing Provision; Community and Stakeholder Engagement. This report was commissioned to gather the views of the community and stakeholders around the future ownership, management and development of wharves on Stewart Island following an indication from South Port that they want to exit the ownership of (or close) the Golden Bay wharf given that it is in a poor condition and in urgent need of replacement.

- 85 The Golden Bay wharf is of strategic significance to the Stewart Island tourism and aquaculture industries. It currently provides water taxi access to Ulva Island, which is visited by over 23,000 people each year and is also used by cruise ship tenders. A number of recommendations relating to the governance, funding, management and ownership of the wharves on Stewart Island have been made in the Stewart Island Wharfing Provision report.

Stewart Island Community Planning Project

- 86 The Ministry of Business, Innovation and Employment (MBIE) have approved financial support for a Council led community planning process on Stewart Island. The project, which follows from the Bonamia Ostreae response, will essentially enable Council to 'fast track' the Community Leadership Plan process for Stewart Island. Having the Plan developed will provide a clear strategic view on what is needed to take that community forward into the future. This will be of assistance to both Council, the local community and other agencies.

Bylaw Reviews

- 87 Council has been consulting on a proposed amendment to the Freedom Camping Bylaw for Lumsden. Some 150 submissions have been received with a wide diversity of views expressed. The hearing was held in late September and Council is likely to make a decision at its meeting on 18 October.
- 88 Officers are also beginning preliminary consultation to identify possible amendments to the Stewart Island/Rakiura Visitor Levy Policy and Bylaw. If amendments are to be made, it is likely a proposal will be put out for consultation early next year.

Lumsden Railway Precinct Upgrade

- 89 An application to the MBIE Tourism Infrastructure Fund for a grant to assist with the costs associated with the Lumsden Railway Precinct Upgrade has been submitted.
- 90 The scope of works include an upgrade of the toilet and carparking facilities. The Services and Assets Committee has recommended to Council that unbudgeted expenditure for these projects be approved subject to the Lumsden CDA agreeing to co-fund 50% of the local project. The CDA has agreed to this with the Mararoa Waimea Ward also contributing \$5,000.

Venture Southland – Community Development

- 91 Provided advice and assistance for the development of the Gorge Road Heritage Trust. Working alongside the Gorge Road CDA with their proposed display for the bell as well as the development of an interpretation panel commemorating the soldiers from Gorge Road who fought in WW1. Also providing funding advice.

Volunteer/Not-for-Profit database

- 92 The community Development team have been assisting Council to develop a database of volunteer and not-for-profit groups – for SDC to use to provide relevant information to the community on e.g. consultations and events.

Southland District Community Facilities Assessment

- 93 The community development team have just submitted the final report for the Southland District Community Facilities Assessment to Council. Venture Southland conducted this assessment on behalf of Council to learn more about community facilities, community needs, and assist with future facility planning.

94 Over 340 facility managers and users completed an online survey or spoke with the team about the facilities they manage or use. This was an incredible response, and the Community Development team are very appreciative of all of the time community facility managers and users took to have input and for their insights.

95 The report was tabled at the Community and Policy Committee on the 27 September – for more information on how to obtain a copy of the report, contact your Community Partnership Leader.

Southland District Story

96 Council's new Southland District Story project has been launched to staff and launched publicly on 2 October.

97 It will also be presented to our key shared services – Wastenet, Emergency Management and Venture Southland, and our contractors. Communications staff are working on pulling all the elements together for the public launch, including the final signoff on building signage and district signage. Part of the story will be standardisation of signage for Council facilities and reserves and this will happen after 2 October 2017.

98 The rebranding project is Council's first since its formation in 1989. It is a major project designed to ensure Southland District Council is best positioned to meet the challenges of our rapidly changing social and economic landscape, while building on the values and standards that have earned Council its reputation for reliability.

99 Council's brand values are: leadership, honesty, responsibility, working together, pride, innovation, respect and service.

Open Spaces Project Update

100 Council currently has an Open Spaces Strategy which sets out a strategic direction to guide the provision of and planning for, and the consistent management and maintenance of reserves and open spaces within Southland District, to meet current and future needs.

101 Increasing visitor numbers and shifting demographic/recreational trends are changing who, how, where and why people use (or do not use) Southland District's open spaces and associated facilities.

102 Council is looking to move towards a more strategic and co-ordinated approach to its open space management to ensure residents and visitors have a good experience when using open spaces. The aim is to create pride from a local resident's perspective, maintain and improve the reputation of the district as a visitor destination, and potentially support the development of new economic opportunities in the District.

103 This will require Council to move towards a "people, places and spaces" approach versus an infrastructure-focussed approach. It will also require Council to consider what is needed to deliver a better result district-wide and what this means in terms of management, consistency of level of service and funding requirements/mechanisms.

104 As a result there is need to determine whether the Council's existing open spaces are capable of meeting the expectations and demands being placed on them by users now and in the future.

105 To achieve this, Council is seeking to assess the situation and better understand:

- what is currently being provided in open spaces/facilities and the experience from a user's perspective;

- how this compares to what users expect (in particular for visitors);
- how user demand and expectations are expected to change in the future;
- what this means for Council in terms of what open spaces/facilities should be provided where, for whom and to what level/standard;
- what the priorities are and what needs to be done to address any gaps/issues;
- what level of expenditure/funding is needed and options for how this should be funded.

Environmental Services

Waituna Partnership

- 106 The Waituna Lagoon is one of the best remaining examples of a natural coastal lagoon in New Zealand, and is unique in the Southland region and to New Zealand. From time to time, the lagoon has been mechanically opened to the sea initially for fish passage and latterly to help manage drainage for surrounding farms. Waituna Wetland is a taonga (treasure of high significance) to Ngāi Tahu and was formally recognised by a Statutory Acknowledgement under the Ngāi Tahu Claims Settlement Act 1998.
- 107 Historically, the lagoon was surrounded by peat bog wetland, the drainage from which gave the lagoon its characteristic clear brown stain. In addition, it is highly valued for its aesthetic appeal, its rich biodiversity, duck shooting, fishing (for brown trout primarily), boating, walking, and scientific values.
- 108 The Waituna Partners' Group has recently been successful in gaining \$5 million of funding from the Government's Freshwater Improvement Fund to further the work already underway in the Waituna catchment.
- 109 The Partners (Environment Southland, Department of Conservation, Southland District Council, Te Runanga o Awarua and Te Rūnanga o Ngāi Tahu) have been working together in since 2013, and in conjunction with Living Water (Fonterra's 10-year partnership with the Department of Conservation), have agreed to contribute significantly in terms of cash and in-kind support to continue the programme. Over the next few months the Group will be further developing the work programme and providing more detail as required by the fund criteria.

Predator Free Rakiura

- 110 Council has been part of the Predator Free Rakiura Governance Group for several years. A recent meeting of the Governance Group was held in early August, which was a very useful stocktake of where the Group is at.
- 111 DOC is commissioning social research on Rakiura in September, in order to seek to better quantify the community appetite for predator-free initiatives and how these may be best structured to achieve community buy-in and progress.

Building Control

- 112 There has been an unexpected upsurge in activity with 107 consents being issued in July, this was up from 94 for the same period last year. The past three months have recorded an increase in activity when compared to the same period as last year. In particular, an increase in the value of the consents being issued on commercial properties has been noted as has the trend of 50% of works being carried out in Riverton, Winton and Te Anau.

Environmental Health

Smoke Pollution in Winton

- 113 Staff are working with the Winton Community Board concerning the level of smoke pollution in the town that is being monitored by Environment Southland. It is proposed to do a community survey presenting the facts to the community and options available.

Animal Control

New Fee Discounts

- 114 The new fee discounts were introduced in July this year.
- 115 Immediate benefits have been an increase in dogs being microchipped, fewer infringements being issued (with the new use of warning letters that are recognised in the responsible owner discounts), and fewer wandering dogs and attacks.

Resource Management

New Zealand Transport Agency Notice of Requirement to Designate Land for State Highway Purposes

- 116 Appointed Commissioner Mr Allan Cubitt considered this matter at a Hearing on Wednesday, 16 August 2017. The Commissioner recommended, pursuant to Section 171 of the Resource Management Act 1991, that the requirement to designate the SH 1 realignment at Edendale, be confirmed, with the designation to read “State Highway Purposes” and further, that conditions be imposed. The NZTA has advised it accepts the recommendation in whole.
- 117 Accordingly a copy of the decision has now been served on submitters and landowners – this appeal period will close early October 2017.

Rakiura Heritage Centre

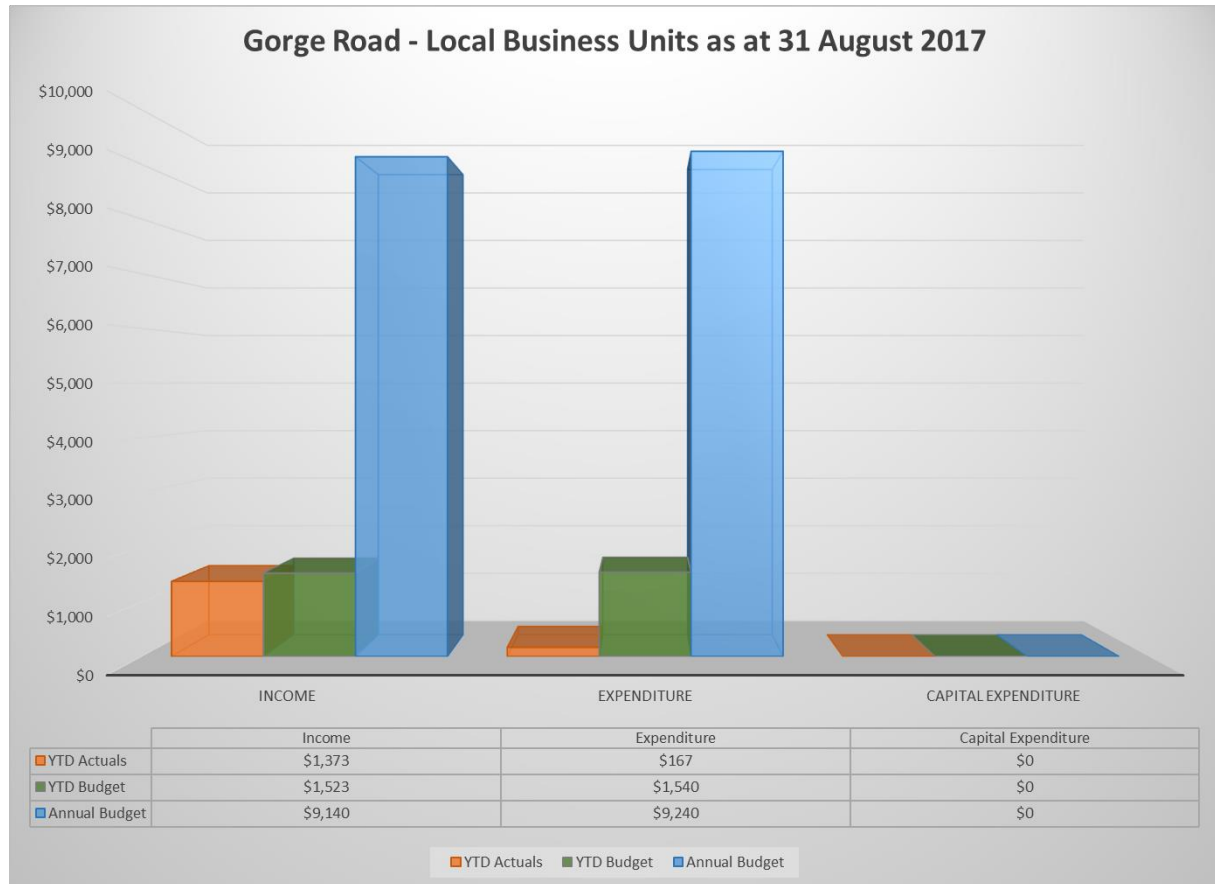
- 118 An approved resource consent was issued for the Rakiura Heritage Centre on Stewart Island. Project plans are being developed for some landscape, heritage and climate change work streams. Once these plans have been formulated they will be reported to the Regulatory and Consents Committee for endorsement.

People and Capability

- 119 In July 2017, Council approved the Health and Safety Plan 2017/18, this included a commitment to care for the wellbeing and safety of our people and those who interact with us.
- 120 An action plan has been developed. There are five key focus areas including completing the implementation of the Health and Safety Framework, critical risk, health and safety participation, incident management and measuring and monitoring.

Finance

- 121 Income for the Gorge Road Community Development Area Subcommittee is on track and within expected levels.
- 122 Expenses for Gorge Road Community Development Area Subcommittee is lower than expected in the year to date and is due to maintenance works yet to be identified and undertaken.
- 123 There are no Capital Expenditure projects for this financial year.



Gorge Road - Business Units as at 31 August 2017										
BU Code	Business Unit	Income			Expenses			Capital		
		Actual YTD	Budget YTD	Budget Full Year	Expenses YTD	Budget YTD	Budget Full Year	Actual YTD	Budget YTD	Budget Full Year
23900	Administration - Gorge Road	\$407	\$557	\$3,340		\$407	\$2,440			
23907	Street Works - Gorge Road	\$250	\$250	\$1,500		\$250	\$1,500			
23932	Recreation Reserve -Gorge Road	\$717	\$717	\$4,300	\$167	\$883	\$5,300			
Total		\$1,373	\$1,523	\$9,140	\$167	\$1,540	\$9,240	\$0	\$0	\$0

Reserve Balances - Annual Plan

Gorge Road													
	Opening Balance	Current Budget	Forecast Budget	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Local													
Operating													
Gorge Road General	31,137	32,037	32,037	32,975	33,952	34,970	36,031	37,136	38,287	39,487	39,487	39,487	39,487
Total Local Operating	31,137	32,037	32,037	32,975	33,952	34,970	36,031	37,136	38,287	39,487	39,487	39,487	39,487
Reserve													
Gorge Road Local Rates Res	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316
Total Local Reserve	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316
Total Local Balance	32,453	33,353	33,353	34,291	35,268	36,286	37,347	38,452	39,603	40,803	40,803	40,803	40,803
Total Gorge Road Reserve Balance	32,453	33,353	33,353	34,291	35,268	36,286	37,347	38,452	39,603	40,803	40,803	40,803	40,803

Recommendation

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled “Council Report” dated** 10 October 2017.

Attachments

There are no attachments for this report.

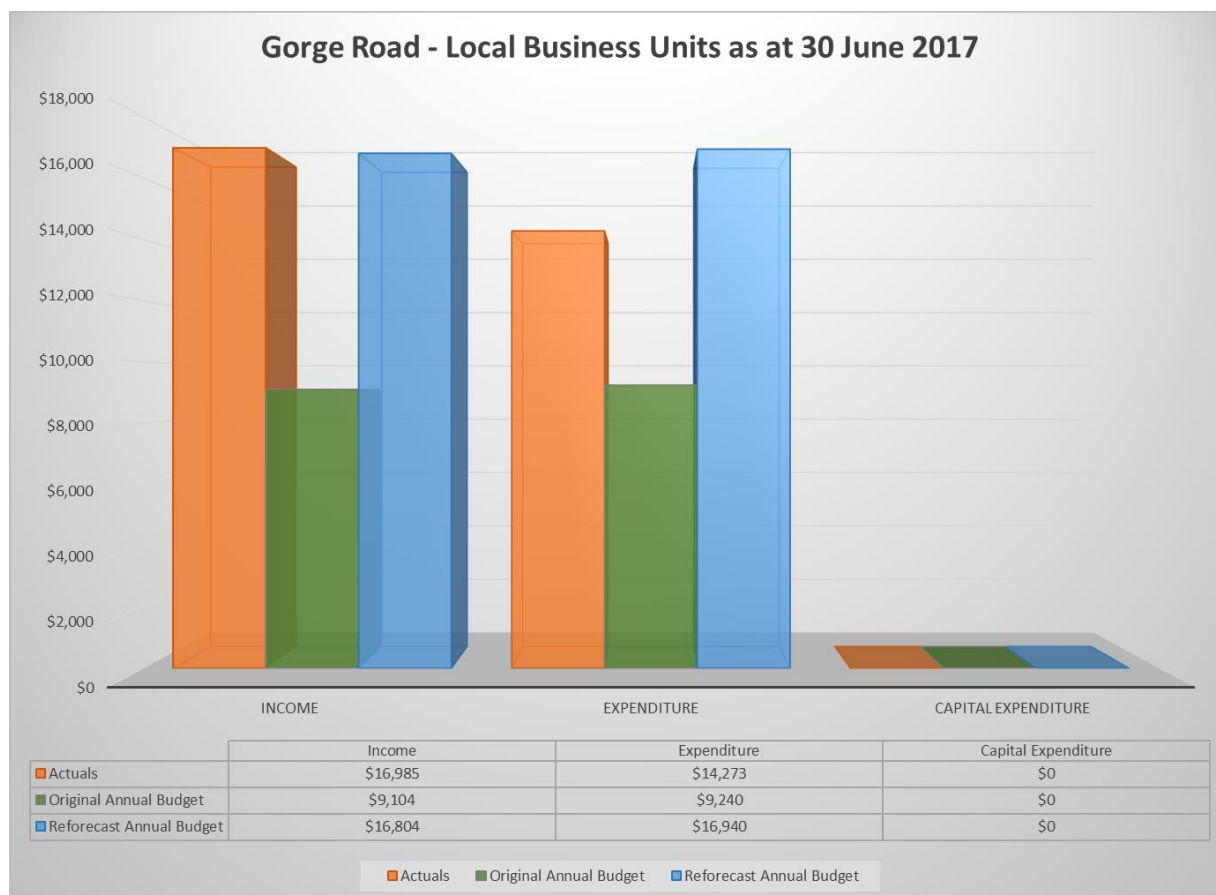
Financial Report to Gorge Road and Districts Community Development Area Subcommittee for the year ended 30 June 2017

Record No: R/17/8/19354
Author: Brendan Gray, Community Engineer
Approved by: Anne Robson, Chief Financial Officer

☐ Decision ☐ Recommendation ☒ Information

- 1 These financial results are subject to review by Audit NZ in September, and therefore may change.

Community financial performance for the year



- 2 The graph above shows what actually happened (Actuals), what the original budget was (Original annual budget) and then what was expected to occur by year end (Reforecast annual budget) for each of the Income, Expenditure, and Capital Expenditure categories.
- 3 The 'Reforecast' totals show the effect of unbudgeted expenditure, projects that have been put on hold or are to be completed in 2017/2018 and/or expected changes to income and operating expenditure over the year.

- 4 Monthly reports provided to you by the community engineers compared the actual YTD against reforecast YTD totals.
- 5 Any significant variances between the 'Actual' and 'Original budget' totals are explained below. The details are provided in the attached annual report figures.

Significant Variances to the Annual Budget

Income

- 6 The maintenance of the trees in the Recreation Reserve (\$7,700) was funded by way of an internal grant from the Old Waihopai Ward reserve.

Expenditure

- 7 An unbudgeted project, approved by the CDA for the tree maintenance at the Recreation reserve was the reason for the increase in expenditure (\$7.7k). There were some other minor underspends in general maintenance, as the budget was not required.

Capital Expenditure

- 8 There was no capital expenditure for the year.

Project List

- 9 Community projects that were budgeted to be undertaken in the 2016/2017 year are in the table below.

Activity	Project Name	Financial Year	AP Budget	Actual cost	Status	Officer's Comment
Parks and Reserves	Removal and Maintenance of Trees at the Gorge Road Recreation Reserve	2016/17	-	\$7,700	Completed	This is an approved unbudgeted expenditure project, Completed Jan 2017.

Financial Considerations

Reserves

- 10 Interest has been allocated to the reserve accounts. Interest is calculated on the average balance of the reserves for the year at an interest rate of 3.27%. The budgeted interest rate was 4.19%.

Gorge Road Schedule of Reserve Balance

		Actual June - 016	Transfers To/(From)	Actual June -017
Local				
<i>Operating Account</i>				
Gorge Road General	88203	28,720.97	2,415.89	31,136.86
		<u>28,720.97</u>	<u>2,415.89</u>	<u>31,136.86</u>
<i>Reserve Account</i>				
Gorge Road Local Rates Res	88875	0.00	1,316.32	1,316.32
		<u>0.00</u>	<u>1,316.32</u>	<u>1,316.32</u>
Local Total		<u>28,720.97</u>	<u>3,732.21</u>	<u>32,453.18</u>
Total Gorge Road Reserves		<u>28,720.97</u>	<u>3,732.21</u>	<u>32,453.18</u>

Recommendation

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) Receives the report titled “Financial Report to Gorge Road and Districts Community Development Area Subcommittee for the year ended 30 June 2017” dated 10 October 2017.

Attachments

- A Gorge Road Annual Report figures for the year ended 30 June 2017 [↓](#)

Gorge Road - Financial Report

for the Period Ended June 2017

2016/2017 Financial Year

Item 7.3 Attachment A

3900 Administration - Gorge Road

<u>Annual Budget</u>	<u>Department</u>		<u>Year to Date Actuals</u>	<u>Year to Date Budget</u>	<u>%Variance</u>
Income					
(2,440.00)	23900.11171	Rates - Collected	(2,469.19)	(2,440.00)	101.20%
(864.00)	23900.19151	Internal - Interest on Reserve	(984.11)	(864.00)	113.90%
(13.00)	23900.19171	Internal Rates Income	(8.21)	(13.00)	63.15%
13.00	23900.19175	Internal Rates offset	0.00	13.00	0.00%
(3,304.00)			(3,461.51)	(3,304.00)	104.77%
Expenditure					
400.00	23900.21811	Donations	0.00	400.00	0.00%
2,040.00	23900.31542	General Projects	2,151.74	2,040.00	105.48%
2,440.00			2,151.74	2,440.00	88.19%
(864.00)	Net Operating (Surplus)/Deficit		(1,309.77)	(864.00)	
Capital Movements					
864.00	23900.88202	To-WAIH WD Gorge Rd Gen - OP	1,309.77	864.00	151.59%
864.00			1,309.77	864.00	151.59%
0.00			0.00	0.00	

3907 Street Works - Gorge Road

<u>Annual Budget</u>	<u>Department</u>		<u>Year to Date Actuals</u>	<u>Year to Date Budget</u>	<u>%Variance</u>
Income					
(750.00)	23907.11171	Rates - Collected	(756.48)	(750.00)	100.86%
(750.00)	23907.19115	Contribution - Ward	(750.00)	(750.00)	100.00%
(5.00)	23907.19171	Internal Rates Income	(5.04)	(5.00)	100.80%
5.00	23907.19175	Internal Rates offset	0.00	5.00	0.00%
(1,500.00)			(1,511.52)	(1,500.00)	100.77%
Expenditure					
1,500.00	23907.35214	Maint - General	542.04	1,500.00	36.14%
1,500.00			542.04	1,500.00	36.14%
0.00	Net Operating (Surplus)/Deficit		(969.48)	0.00	
Capital Movements					
0.00	23907.88202	To-WAIH WD Gorge Rd Gen - OP	969.48	0.00	0.00%
0.00			969.48	0.00	0.00%
0.00			0.00	0.00	

3932 Recreation Reserve -Gorge Road

<u>Annual Budget</u>	<u>Department</u>		<u>Year to Date Actuals</u>	<u>Year to Date Budget</u>	<u>%Variance</u>
Income					
(2,150.00)	23932.11171	Rates - Collected	(2,168.44)	(2,150.00)	100.86%
(2,150.00)	23932.19115	Contribution - Ward	(2,150.04)	(2,150.00)	100.00%
(10.00)	23932.19171	Internal Rates Income	(14.48)	(10.00)	144.80%

3932 Recreation Reserve -Gorge Road

<u>Annual Budget</u>	<u>Department</u>		<u>Year to Date Actuals</u>	<u>Year to Date Budget</u>	<u>%Variance</u>
Income					
10.00	23932.19175	Internal Rates offset	0.00	10.00	0.00%
0.00	23932.19186	Internal - Grant Income	(7,700.00)	0.00	0.00%
(4,300.00)			(12,032.96)	(4,300.00)	279.84%
Expenditure					
1,300.00	23932.31527	Mowing	200.00	1,300.00	15.38%
0.00	23932.35214	Maint - General	7,700.00	0.00	0.00%
1,000.00	23932.41118	Depn - Improvement	999.66	1,000.00	99.97%
3,000.00	23932.43346	Internal - CTF Services	2,680.00	3,000.00	89.33%
5,300.00			11,579.66	5,300.00	218.48%
1,000.00	Net Operating (Surplus)/Deficit		(453.30)	1,000.00	
Capital Movements					
0.00	23932.88202	To-WAIH WD Gorge Rd Gen - OP	1,452.96	0.00	0.00%
(1,000.00)	23932.99511	Add Back Non Cash Depn	(999.66)	(1,000.00)	99.97%
(1,000.00)			453.30	(1,000.00)	-45.33%
0.00			0.00	0.00	

Item 7.3 Attachment A

Local Budgets for the Long Term Plan 2018-28

Record No: R/17/10/23599
Author: Brendan Gray, Community Engineer
Approved by: Anne Robson, Chief Financial Officer

☐ Decision ☒ Recommendation ☐ Information

Purpose

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

Executive Summary

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

Recommendation

That the Gorge Road and Districts Community Development Area Subcommittee:

- a) **Receives the report titled “Local Budgets for the Long Term Plan 2018-28” dated 10 October 2017.**
- b) Determines that this matter be recognised as not significant in terms of Section 76 of the Local Government Act 2002.
- c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.
- d) Recommends to Council that the following rates and charges (including GST) for the year commencing 1 July 2018 be included in the 2018-2028 Long Term Plan.

Rate

Rate GST inclusive

CDA rate

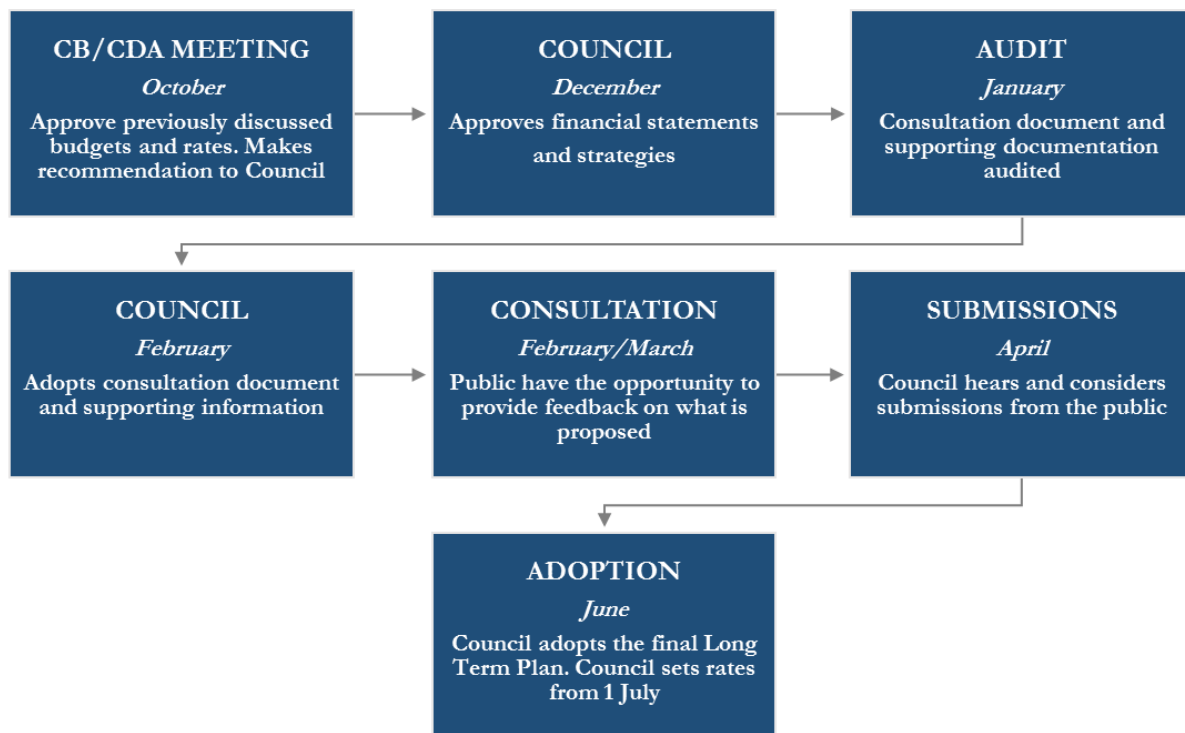
\$6,141

- e) Identifies any issues/priority projects for the local area that need to be included in the 2018-2028 Long Term Plan consultation process to encourage feedback from the local community (to be discussed at the meeting, and advised if any).

Background

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

Overview of the Process



- 9 The separate Strategic Framework paper on the committee agenda outlines some of the significant changes predicted in Southland communities and the Council's operating environment in the future that will impact on our activities, services and rates affordability in the future.
- 10 Council has been discussing these changes as part of the development of the 2018 LTP and the implications in terms of affordability and appropriateness of Council services for the community in the future.
- 11 However, in order to be able to engage in a meaningful way with the community about the issues and options, Council has identified a need to gather better information to inform choices and develop a more strategic approach to responding to these issues across the District.

- 12 As such, as part of the 2018 LTP, Council is looking to begin developing this information over the next three years to inform these conversations ahead of the 2021 LTP, where specific choices and decisions will need to be made.
- 13 In the interim, the 2018 LTP is going to be a transitional plan, where budgets and work programmes are generally expected to be similar to previous years except in areas where there is legislative or regulatory compliance requirements, outstanding issues that need to be addressed or where work is needed to progress the Council's strategic priorities (see diagram below).
- 14 This is expected to enable Council to start working on the more strategic/fundamental issues facing Southland in the future and get better information and analysis to assist the Council and communities to make informed decisions about how to adapt to these changes as part of the 2021 LTP and beyond.



- 15 As such each local committee (community board, CDA water supply subcommittee) should also be aware that while the 2018 LTP has minimal change, there is likely to be a fuller review of activities and services and what is 'fit for purpose' and how they are funded over the next three years. As part of the process, local committees will have an opportunity be involved in this work.

Issues

District Wide

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

Open Spaces

- 17 The Council has recently commissioned a report reviewing its open spaces (parks, reserves, playgrounds, picnic/rest areas, playgrounds, playing fields etc) across the District. The review found that there was a significant amount of work needed if Council is to address the gap between the Vision and Objectives set by the Council's Open Space Strategy and the current

state of these spaces. The Council considers that a more strategic approach is necessary to managing open spaces but has not decided on the way in which this will be done. Officers are currently working through the report and assessing what can be done and when to close this gap. It is expected that this work, along with recommendations about priority areas and levels of service will be completed during 2018/2019. This will then enable Council to make decisions about how it would like to progress. In the meantime it is worth community boards and community development area subcommittees being aware that any changes may affect the types of decisions that are made for the open spaces in their local area and potentially how this may need to be funded.

Freedom Camping

- 18 Freedom Camping is another area where Council is considering taking a more district-wide strategic approach. It is developing a freedom camping strategy that will set the direction for future decision making about what is appropriate for Southland and where that may be. It is expected that Council will be in a position to consult with communities during 2018 about any changes.

Land and Water Plan

- 19 The implementation of the Water and Land Plan (Plan) by Environment Southland will result in higher costs for the Council, particularly in the wastewater and stormwater activities. Although what is actually needed to comply with the Plan is not yet known an estimate of the potential change to operational and capital costs has been included in the LTP. This is a combination of monitoring costs and additional infrastructure needed to improve discharges from these activities. The water activity may be impacted when additional water is required.

Revenue and Financing Policy

- 20 As part of the review of the Revenue and Financing Policy, Council is considering the most appropriate way to rate for library services across the district (along with a number of other changes to rates which are set at the district-level). Under the current policy the rates for the library activity are collected from a combination of some local communities and the district at large. The Council is considering whether the activity should only be funded from the district at large, given the greater proportion of residents now accessing library services online. If this occurs then some local rates will be reduced and the costs will be included in the District General rate. The draft policy including this information will be consulted on and the public will have opportunity to provide feedback.

Community Leadership Plans

- 21 Our communities will be finishing the Community Leadership Planning process with their community partnership leaders over the plan period. While this process looks a lot wider than simply the Council's activities and services, there may be initiatives or programmes that come out that fit within the local committee's areas of responsibility. Council is encouraging local committees to deal with these as they arise through the annual budgeting process (via the Annual Plan) or via the unbudgeted expenditure process rather than putting aside funding in the 2018 LTP budgets for any "possibilities".

Local Community Issues

- 22 Key issues that the committee need to be aware of for Gorge Road and Districts over the next 10 years are:
- Wastewater Consent Expires in Dec 2029, preparation of the consent renewal will begin in 2027/28 financial year.
 - Installation of the bell from the old Oteramika Church will occur at the war memorial on Gorge Road (\$10,000). This project has been included in the ward budgets and funded by the ward.
 - Fencing between the school and the recreation reserve is also planned for 18/19 along with some planting to occur. This is also budgeted within and funded by the ward.

Local Budget Development

- 23 The draft budgets for Gorge Road and Districts for 2018-2028 have been prepared. Figures for these budgets have flowed out of the review of Activity Management Plans as well as discussions between local committees and community partnership leaders/community engineers over the past few months.
- 24 The aim of this has been to ensure that all projects and changes to expenditure have been discussed prior to the budget meetings so that the meetings are focussed primarily on the rates recommendation. This approach has been taken because the LTP is audited and officers need budgets to be finalised earlier to enable to the audit to occur.
- 25 While we are aiming to have few changes at budgets meetings, we realise that some committees may want to carry out further investigations before finalising their programme. If this is the case, we would encourage committees to keep their changes to a minimum if possible and consider whether these can be processed through the annual budget/project review (via the Annual Plan) or through the unbudgeted expenditure process.
- 26 The objective of this budget report is to highlight issues, confirm priorities and plan expenditure and funding for the next 10 years for the CDAs consideration as part of the Council's LTP.
- 27 If approved by Council via the LTP, the CDA will be able to spend the Council funds allocated in accordance with the budgeted expenditure. This occurs via Council officers approving purchase orders. If the CDA wishes to spend funds that are unbudgeted, including monies from reserves, the CDA has a delegation to approve up to \$10,000 otherwise the decision will need Council approval.
- 28 In preparation for the 2018-2028 LTP, Council officers are reviewing and updating Council's various Asset/Activity Management Plans (AMPs).
- 29 Included in Attachment A (Section C) of this report is a summary of all planned projects for Gorge Road and Districts for the next 10 years as extracted from the draft AMPs. Copies of the full draft AMPs can be obtained by contacting the relevant Council officer who manages the asset portfolio. Summaries of Council's AMPs will also be available online throughout the duration of the LTP consultation period.
- 30 Attachment A is organised into four main sections as follows:

(A) Overview

This section includes details of the proposed rates for Gorge Road and Districts (compared to the previous year). The section also includes an overview of reserves and loans.

(B) Rate Type Financial Information and Activity Summary

This section is organised by rate type and is broken into four subparts:

- i. This part contains a graph showing income and expenditure projected over the 10 years.
- ii. This part contains a summary of the financial budgets. It shows the expenditure and income projected over the 10 years, the amount of rates required and the rate calculation summary.
- iii. This part shows the business unit costs making up income and expenditure for the rate type. This financial information reconciles with the rate type financial summary mentioned above (ii).
- iv. This part contains a schedule of fees and charges showing the current fee and charge (2017/2018) with a column for the committee to consider charges to be set for 2018/2019.

(C) Planned Projects

This section includes a list of the maintenance and capital projects planned for Gorge Road and Districts for the next 10 years.

Where applicable, this includes the water and wastewater programme for the 10 years. The water and wastewater programme is determined and rated at Council level, but has been included for the local committee's information.

More detailed reports, outlining options for specific projects will be submitted to the subcommittee closer to the implementation dates as is appropriate.

(D) Appendices

The appendices contains detailed reports in support of information in the body of the report as follows:

- (i) Reserves Report - this shows the balance of every reserve for each of the 10 years.
- (ii) Loan Report - this shows the balance of every internal and external loan for each of the 10 years.

Factors to Consider

Legal and Statutory Requirements

- 31 The draft budgets (including details of projects) will form part of the activity statements and financials in the Council's LTP 2018-2028. The LTP (and associated Consultation Document) is a requirement of the Local Government Act 2002.
- 32 There is a statutory requirement to adopt an LTP before rates can be set in accordance with the provisions of the Local Government (Rating) Act 2002.

Community Views

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

35 *Local committees are also asked to advise officers of any local issues/projects that they would like to be highlighted in the consultation material where they are wanting to encourage feedback from the local community or let the community know of any significant projects.*

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

Costs and Funding

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

Assumptions

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

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

Policy Implications

39 The report is a summary of plans prepared in respect to all of the services the CDA intends to provide in the Gorge Road and Districts community during the 10 year period from 1 July 2018 to 30 June 2028. The information including the estimates will be incorporated in the draft 2018 LTP Consultation Document and final LTP 2018-2028.

Analysis

Options Considered

- 40 The community partnership leader has discussed with the committee the projects to be included in the LTP and the remaining budgets have been reviewed and updated by the community engineer.

Analysis of Options

Option 1 – Accept the estimates as proposed in this report

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Enables the LTP to be complied and audited with the set timeframe• Rates recommendation to Council is finalised.• Budgets and project estimates can be updated or reviewed annually as part of the Annual Plan budgeting process (or approved via unbudgeted expenditure process).	<ul style="list-style-type: none">• None identified

Option 2 – Amend the estimates proposed in the report

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

Assessment of Significance

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

Recommended Option

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

Next Steps

- 43 The draft 10 year budgets and rating information for 2018-28 for the Gorge Road and Districts CDA subcommittee will be included in the draft LTP financial information for confirmation by Council in February 2018 and consultation through March-April 2018.

Attachments

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

A. OVERVIEW

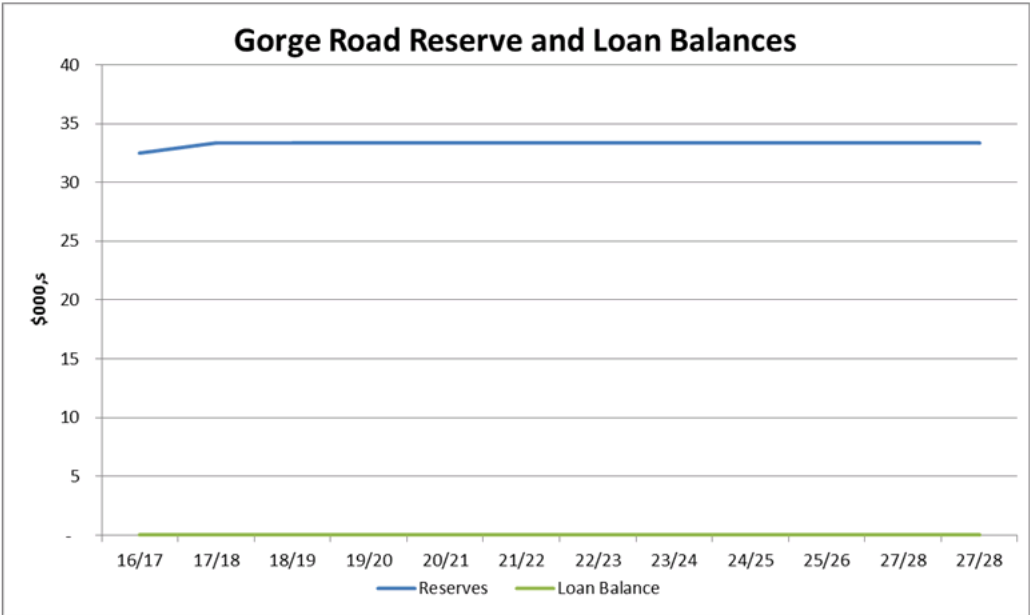
Rates

The following table summarises the percentage rates change compared to the previous three years (GST inclusive).

Rate	Budget			Proposed LTP
	15/16	16/17	17/18	18/19
Gorge Road CDA Rate	\$6,142	\$6,140	\$6,141	\$6,141
Per Unit	\$31.18	\$31.65	\$31.17	\$31.33
% Increase/(decrease)	0.02%	-0.04%	0.02%	0.00%

Reserves and Loans

The graph below shows the projected balances of reserves and loans for the Gorge Road CDA. These figures have been calculated taking into account the budgets which have been prepared and staff recommendations on whether projects should be funded by reserves or loans. A detailed breakdown of the reserves and loans held is included in the Appendices 1 and 2.



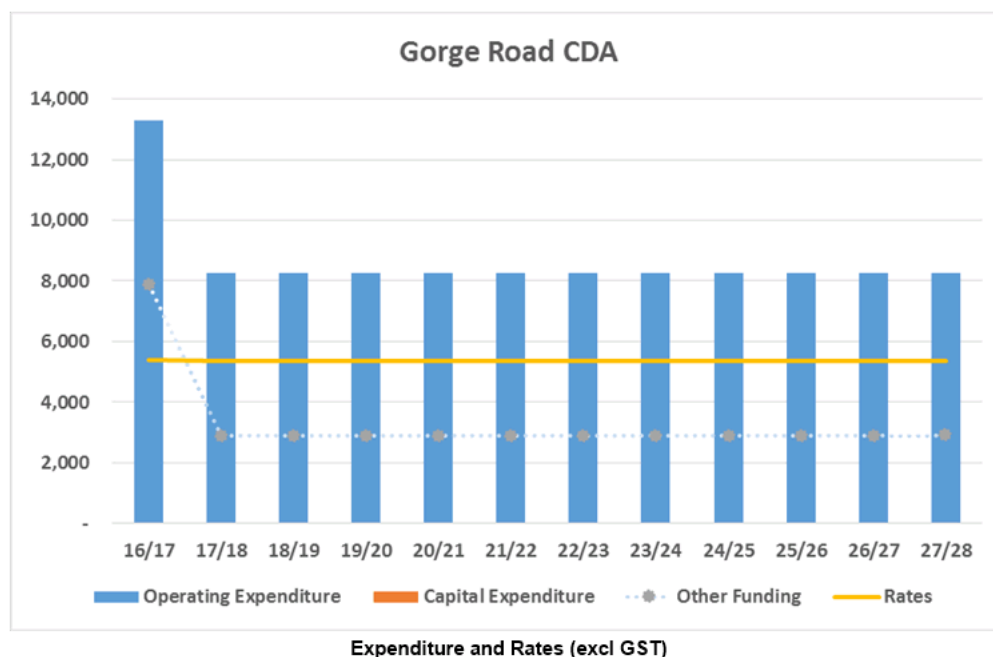
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B. RATE TYPE FINANCIAL INFORMATION AND ACTIVITY SUMMARY

1.1 Gorge Road Rate Overview

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

The graph and table below is a financial summary of the business units making up this rate.



*Other Funding includes transfer to/from reserves, loans, internment fees, rentals etc

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Item 7.4 Attachment A

1.2 Gorge Road CDA Rate - Financial Summary and Rates Calculation

	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Operating Expenditure	(14,273)	(9,240)	(9,240)	(9,240)	(9,240)	(9,240)	(9,073)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)
Non Cash Expenditure	1,000	1,000	1,000	1,000	1,000	1,000	833	-	-	-	-	-
Total Expenditure	(13,274)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)	(8,240)
Less Funding												
Net Reserve Movements	(3,732)	(900)	-	-	-	-	-	-	-	-	-	-
Other Income	11,612	3,800	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900
Total Funding	7,880	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900
Total Rates Required	5,394	5,340	5,340	5,340	5,340	5,340	5,340	5,340	5,340	5,340	5,340	5,340
GST	809	801	801	801	801	801	801	801	801	801	801	801
Rate (including GST)	6,203	6,141	6,141	6,141	6,141	6,141	6,141	6,141	6,141	6,141	6,141	6,141
\$ Increase/(Decrease)		-62	0	0	0	0	0	0	0	0	0	0
% Increase/(Decrease)		(1.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Calculation of Rates					
Rate Type	Basis of Rate	2017/2018 Actual Rate	2018/2019 Proposed	Variance	Total Rates Required
Gorge Road Community Development Area Rate (1.00)	FixedCharge	31.17	31.33	0.16	6,141
					<u>6,141</u>

1.3 Gorge Road CDA - Business Unit Financial Summary

Operating Expenditure												
	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Operating Expenditure												
Administration - Gorge Road	2,152	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440	2,440
Recreation Reserve -Gorge Road	11,580	5,300	5,300	5,300	5,300	5,300	5,133	4,300	4,300	4,300	4,300	4,300
Street Works - Gorge Road	542	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total	14,273	9,240	9,240	9,240	9,240	9,240	9,073	8,240	8,240	8,240	8,240	8,240
Non Cash Expenditure												
Recreation Reserve -Gorge Road	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(833)	-	-	-	-	-
Total	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(833)	-	-	-	-	-
Total Operating Expenditure	13,274	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240
Funding Sources												
	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Net Reserve Movements - (To/From)												
Administration - Gorge Road	1,310	900	-	-	-	-	-	-	-	-	-	-
Recreation Reserve -Gorge Road	1,453	-	-	-	-	-	-	-	-	-	-	-
Street Works - Gorge Road	969	-	-	-	-	-	-	-	-	-	-	-
Total	3,732	900	-	-	-	-	-	-	-	-	-	-
Other Income												
Administration - Gorge Road	(992)	(900)	-	-	-	-	-	-	-	-	-	-
Recreation Reserve -Gorge Road	(9,865)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)
Street Works - Gorge Road	(755)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)
Total	(11,612)	(3,800)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)
Total Funding Sources	(7,880)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)	(2,900)
Rates												
	Actuals 2016/2017	Budget 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024	Forecast 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
Rates												
Administration - Gorge Road	(2,469)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)
Recreation Reserve -Gorge Road	(2,168)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)	(2,150)
Street Works - Gorge Road	(756)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)
Total Rates	(5,394)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)	(5,340)

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2.4 Gorge Road CDA – Fees and Charges

There are no fees and charges for Gorge Road CDA.

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C. Gorge Road CDA PLANNED PROJECTS

Projects for the 10 Years 2018-2028

Shows the projects the Gorge Road CDA has planned for the 10 years.

<u>Project Description</u>	<u>Object</u>	<u>2018/2019</u>	<u>2019/2020</u>	<u>2020/2021</u>	<u>2021/2022</u>	<u>2022/2023</u>	<u>2023/2024</u>	<u>2024/2025</u>	<u>2025/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>Funding</u>
23970 Sewerage Scheme Gorge Road												
WW107 - A - Consent Renew al Preparation	65531	-	-	-	-	-	-	-	-	-	62,626	District Funding
WW1623 - A - Pump station pumps	65532	-	-	-	-	-	-	-	23,456	-	-	District Funding
		-	-	-	-	-	-	-	23,456	-	62,626	

D. APPENDICES

Appendix i - Reserve Report

Shows the balance of every reserve Gorge Road CDA has for each of the 10 years.

	Opening Balance	Current Budget	Forecast Budget	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Local													
Operating													
Gorge Road General	32,453	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353
Total Local Operating													
	32,453	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353
Total Local Balance	32,453	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353
Total Gorge Road Reserve Balance	32,453	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353
Overall Reserve Balance:	32,453	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353	33,353

Appendix ii - Loan Report

Shows the balance of every internal loan Gorge Road CDA has for each of the 10 years.

There are no loans for Gorge Road CDA over the period.