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

Date:	**Thursday, 5 September 2019**
Time:	**1pm**
Meeting Room:	**Council Chamber**
Venue:	**15 Forth Street, Invercargill**

Community and Policy Committee Agenda
OPEN

MEMBERSHIP

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

IN ATTENDANCE

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

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

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 and Policy Committee

The Community and Policy Committee is responsible for:

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

The Community and Policy Committee is also responsible for community partnerships and engagement. This includes:

- Monitoring the progress, implementation and effectiveness work undertaken by Venture Southland in line with the Venture Southland Heads of Agreement and specific Service Level Agreement between Southland District Council and Venture Southland.
- Allocations of grants, loans, scholarships and bursaries in accordance with Southland District Council policy.
- International relations.
- Developing and overseeing the implementation of Council's community engagement and consultation policies and processes.

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

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

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

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

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

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1 Apologies

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

2 Leave of absence

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

3 Conflict of Interest

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

4 Public Forum

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

5 Extraordinary/Urgent Items

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

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

(i) the reason why the item was not on the Agenda, and

(ii) the reason why the discussion of this item cannot be delayed until a subsequent meeting.

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

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

(a) that item may be discussed at that meeting if-

(i) that item is a minor matter relating to the general business of the local authority; and

(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."

6 Confirmation of Minutes

6.1 Meeting minutes of Community and Policy Committee, 07 August 2019

Community and Policy Committee

OPEN MINUTES

Minutes of a meeting of Community and Policy Committee held in the Council Chamber, 15 Forth Street, Invercargill on Wednesday, 7 August 2019 at 1.02pm.

PRESENT

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

IN ATTENDANCE

Group Manager - Community and Futures	Rex Capil
Chief Executive	Steve Ruru
Communications Manager	Louise Pagan
Governance and Democracy Manager	Clare Sullivan
Committee Advisor	Fiona Dunlop

1 Apologies

There were no apologies.

2 Leave of absence

There were no requests for leave of absence.

3 Conflict of Interest

There were no conflicts of interest declared.

4 Public Forum

There was no public forum.

5 Extraordinary/Urgent Items

There were no Extraordinary/Urgent items.

6 Confirmation of Minutes

Resolution

Moved Cr Ford, seconded Cr Dillon **and resolved:**

That the Community and Policy Committee confirms the minutes of the meeting held on 10 July 2019 as a true and correct record of that meeting.

Reports

7.1 Stewart Island/Rakiura Future Opportunities project update

Record No: R/19/7/13620

Community Partnership Leader – Karen Purdue was in attendance for this item.

Mrs Purdue advised that the purpose of the report was to update the Committee on the application made to the Ministry of Business Innovation and Employment seeking funding to engage a project manager to lead future focused strategic development and planning for Stewart Island/Rakiura so that the island in partnership with local, regional and central government, iwi and other strategic partners, can proactively plan its future.

Resolution

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

That the Community and Policy Committee:

a) Receives the report titled "Stewart Island/Rakiura Future Opportunities project update" dated 23 July 2019.

b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.

c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.

7.2 Community Board Plan Project - community workshops update

Record No: R/19/7/14270

Community Partnership Leader – Kelly Tagg was in attendance for this item.

Mrs Tagg advised that the purpose of the report was to update the Committee on the community board plan project process.

Resolution

Moved Cr Kremer, seconded Cr Baird **and resolved:**

That the Community and Policy Committee:

a) Receives the report titled "Community Board Plan Project - community workshops update" dated 1 August 2019.

The meeting concluded at 1.57pm.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF THE COMMUNITY AND POLICY COMMITTEE HELD ON WEDNESDAY 7 AUGUST 2019.

DATE:.....

CHAIRPERSON:.....

Long Term Plan 2031 - Updated Project Plan

Record No: R/19/8/15016
Author: Chantelle Subritzky, Corporate Performance Lead
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Purpose

1 The purpose of this report is to update the Community and Policy Committee on the progress of the project plan for the Long Term Plan 2031.

Executive Summary

2 The Long Term Plan (LTP) process is an opportunity for Council to take a long term view of activities and their impact on the communities throughout the District.

3 The development of a long term plan requires significant planning and engagement with internal staff, councillors and communities to ensure that the final plan is robust and fit-for-purpose by 30 June 2021.

4 The attached project plan provides an update on how the project is progressing. An update was recently presented to Council on 24 July 2019 for approval and it was noted that a further update would be provided after meeting with key staff.

5 The majority of the LTP project plan is on track for adoption by July 2021 despite certain policies being removed from the project plan or delayed. The project team have reviewed the timeframes to ensure that the attached project plan is able to be delivered within the expected timeframes.

6 Staff recommend that councillors review the updated project plan and provide feedback. Due to the interdependent nature of the LTP work streams, it is important that any issues that may affect the plan are identified as early as possible so the required work can be scheduled.

Recommendation

That the Community and Policy Committee:

a) Receives the report titled "Long Term Plan 2031 - Updated Project Plan" dated 27 August 2019.

b) Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.

c) Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.

d) Notes the updated project plan for the Long Term Plan 2031.

Background

7 Every three years Southland District Council reviews the Long Term Plan to ensure that Council activities and projects align with community outcomes.

8 The purpose of the Southland District Council LTP 2031 is to:

- provide a long term focus for Council decisions and activities
- provide an opportunity for community participation in planning for the future
- define the community outcomes desired for the District
- describe the activities undertaken by Council
- provide integrated decision-making between Council and the community
- provide a basis for performance measurement of Council.

9 The attached project plan sets out the scope of work for the LTP which includes:

- preparation of position papers on key LTP components to provide for certainty of decision-making
- reporting to Council on the process and approval
- general management of the community, stakeholder and iwi consultation process (including public hearings), responding to correspondence and phone enquiries
- preparation of a consultation document for public consultation
- audit review
- preparation of the final LTP
- separate project plans for the Communications and Engagement Plan (Attachment D), Infrastructure Strategy (Attachment A) and key policies which will be developed (Attachment B).

10 The project plan also includes broad timeframes for completion of the key items.

Issues

11 The project tasks below have been identified as off-track as they are still to be completed, cancelled or not started yet.

12 **Solid Waste Management Plan and Assessment of Water and Sanitary Services** - The solid waste management plan will be developed by WasteNet as a document shared between all three councils. This has been delayed due to other pressing work with this activity. The assessment of water and sanitary services will be referenced through the water supply, wastewater and stormwater activity management plans for Council-owned community infrastructure. Completion date is expected to be 2020.

13 **Affordability Model** – This task has not been started due to the delay in the release of census data.

14 **Remission and Postponement of Rates on Māori Freehold Land** – This policy has been cancelled as it needs to be reviewed every six years and it has been assessed that there is not significant change for this Long Term Plan cycle to review the policy as the policy was updated in 2017. This will be reassessed for the Long Term Plan 2024.

15 **Draft Financial Strategy** – This has been delayed to November 2019. It will be workshopped with the Council at the November strategic workshop.

16 **Draft Investment and Liability Policy** – This has been removed from the Long Term Plan project process as it is not a required disclosure of the Long Term Plan. It will be reviewed separately.

Factors to Consider

Legal and Statutory Requirements

17 Council is required to produce an LTP every three years in accordance with the Local Government Act 2002 (the act), and it must cover a period of not less than ten financial years.

18 The LTP must include the information required in Part 1 of Schedule 10 of the act including significant forecasting assumptions, a financial strategy and infrastructure strategy, a Revenue and Financing Policy and a Significance and Engagement Policy.

Community Views

19 To create a robust LTP, both early and formal engagement will be undertaken with the communities. This engagement will seek to identify key outcomes and objectives for the local communities. Engagement began in early 2019 and will continue throughout the process.

20 Council must also undertake formal consultation with the community through the use of a consultation document. The consultation document sets out and identifies and explains to the people of the District the significant and other important issues and choices facing the local authority and the District and any consequences and opportunities of the choices.

21 Further information is included in Attachment D regarding the communication and engagement process for the long term plan.

Costs and Funding

22 The budget for the development of the LTP is $58,744 over three years. It is funded through the general rate 15% and uniform annual general charge 85%.

Policy Implications

23 A number of policy work streams will arise during the development of the LTP.

24 LTPs are required to include the Revenue and Financing Policy and Significance and Engagement Policy and therefore these policies will be reviewed. In addition, it is good practice to review Council's broader financial and accounting policies.

Analysis

Options Considered

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

Option 1: the Community and Policy Committee note the updated LTP project plan.

Option 2: the Community and Policy Committee recommend changes to the project plan.

Analysis of Options

Option 1 – Note the Project Plan

Advantages	*Disadvantages*
• the LTP 2031 progresses as anticipated in the project plan with any variances managed and reported on by the corporate performance lead.	• any potential changes that the councillors deem necessary will not be included in the project plan and this may impact the successful delivery of the long term plan.

Option 2 – Recommend changes to the Project Plan

Advantages	*Disadvantages*
• councillors are able to recommend necessary changes to the project plan to ensure delivery of the LTP 2031.	• depending on the level of change, this may cause other tasks or projects throughout Council to be delayed or put on hold.

Assessment of Significance

26 While the LTP is an important process for Council, the update on the project plan has a low level of significance.

Recommended Option

27 That Council support option 1 and note the project plan.

Next Steps

28 Staff will continue working on the development of the LTP 2031 and provide a further update to Council in December 2019.

Attachments

A Infrastructure Strategy Timeframes ⇩
B Key LTP Policy Timeframes ⇩
C Detailed LTP Timelines ⇩
D LTP 2031 Communication and Engagement Strategy. 19.08.2019. ⇩

Infrastructure Strategy – Detailed Timeline

Task	Completion date	Teams responsible	Status	Notes
Review of current Infrastructure Strategy, AMPs and revised AMP structure	23 August 2019	External consultant, Ross Waugh	On-Track	A report will be submitted to council once this review has been completed.
Key council staff review the infrastructure report and provide feedback	30 August 2019	Services and assets Strategy and Policy ELT	On-Track	
Infrastructure workshops with external consultant, Ross Waugh.	September 2019	Community Facilities Roading Three Waters Strategy and Policy	On-track	These workshops will be working with the activity managers for Water and Waste, Transport and Community Facilities to determine key inputs into the strategy.
Draft Infrastructure Strategy completed	**December 2019**	External consultants	On-track	
Council sign-off draft Infrastructure Strategy	**18 December 2019**	Services and Assets	On-track	

Key LTP Policies – Detailed Timeline

Policy	Completion date	Teams responsible	Status	Notes
Draft Revenue and Financing Policy	June 2020	Finance and Strategy and Policy	On-Track	Staff are looking to begin consultation in June 2020 on the draft
Draft Development and Financial Contributions Policy	March 2020	Finance and Strategy and Policy	On-Track	The policy will be discussed with councillors on 8 November 2019 to determine the level of change required.
Draft Investment and Liability Policy	**March 2020**	**Finance and Strategy and Policy**	**Removed from LTP project**	**The Investment and Liability Policy has been removed from the Long Term Plan project process as it is not a required disclosure of the Long Term Plan. It will be reviewed separately.**
Draft Significance and Engagement Policy	June 2020	Comms and Engagement and Strategy and Policy	On-Track	
Draft Remission and Postponement of Rates Policy	June 2020	Finance and Strategy and Policy	On-Track	
Draft Accounting Policy	June 2020	Finance	On-Track	
Draft Roading Rate Model	September 2020	Finance	On-Track	This will be included as part of the Revenue and

Policy	Completion date	Teams responsible	Status	Notes
				Financing Policy
Draft Remission and Postponement of Rates on Māori Freehold Land	~~September 2019~~	Finance and Strategy and Policy	Cancelled	This policy needs to be reviewed every six years and it has been assessed that there is not significant change for this LTP cycle to review the policy as the policy was updated in 2017.

Detailed Project Timeline (Key Milestones shown in Bold) – Update August 2019

Task	Completion date	Teams responsible	Status	Notes
Discuss proposed approach for review of Solid Waste Management Plan and Assessment of Water and Sanitary Services (if any)	**March 2019**	3 Waters	Not complete	The solid waste management plan will be developed by WasteNet as a document shared between all three councils. This has been delayed due to other pressing work with this activity. The assessment of water and sanitary services will be referenced through the water supply, wastewater and stormwater activity management plans for Council-owned community infrastructure. Completion date is expected to be 2020.
Develop affordability model	~~June 2019~~ December 2019	Finance	Not started	This task has not been started due to the delay in the release of census data.
Remission and Postponement of Rates on Māori Freehold Land to go out for consultation	September 2019	Strategy and Policy and Finance	Cancelled	This policy needs to be reviewed every six years and it has been

Task	Completion date	Teams responsible	Status	Notes
				assessed that there is not significant change for this LTP cycle to review the policy as the policy was updated in 2017. This will be reassessed for the LTP 2024.
Implement any changes to financial system for LTP, Infrastructure Strategy and Projects	**September 2019**	Finance and IT	On-track	
Hold workshops with activity management and relevant staff about Activity Management Plan (AMPS) completion process (asset and non-asset)	October 2019	Strategy and Project Team and GMs	On-track	These workshops will be held from July to October 2019.
Draft of the Infrastructure Strategy discussed with Council	**December 2019**	**Services and Assets**	On-track	An external consultant, Ross Waugh, has been contracted to complete the strategy. Workshops will be held with key staff in September and a draft is scheduled to be completed 18 December 2019.
Draft of Financial Strategy discussed with Council	~~**September 2019**~~ **November 2019**	**Finance**	**Delayed**	**A draft Financial Strategy will be work-shopped with the Council at the November strategic workshop.**

Task	Completion date	Teams responsible	Status	Notes
Activity Planning launch with activity managers	~~September 2019~~ July 2019	Strategy and activity managers	Complete	There was a workshop with the activity managers on 29 July 2019.
Staff workshop activity management plans	September/October 2019	Strategy and activity managers	On-track	
Review potential consultation topics/issues from pre-engagement and emerging issues	October 2019	Communications	On-track	
Update engagement plan	November 2019	Communications	On-track	
Complete review of policies: Significance and Engagement, Asset Management, ~~Investment Liability~~, Remission and Postponement of Rates, (including any public consultation)	**December 2019**	**Strategy**	On-track	**Investment and Liability has been removed from this process as it does not need to be done with the LTP cycle. Please note that this is a review of the policies, not the completion of the draft.**
Rates modelling approach finalised (for Council, community boards and public)	December 2019	Finance	On-track	
Confirmation Mayoral Policy priorities and involvement in leading LTP (refer S41A(2) of the LGA)	**January 2020**	**Strategy / Chief Executive**	On-track	**This will be initiated post-elections.**
Public engagement on arising issues	**January/February 2020**	**Communications**	On-track	
Strategic workshop **Reconfirmation of strategic direction** **Reconfirm infrastructure strategy and financial strategy approach.**	**19 and 20 February 2020**	**Strategy / Governance**	On-track	**The strategic workshop will now be split into two workshops, the first one-day workshop occurring 8**

Task	Completion date	Teams responsible	Status	Notes
				November 2019 and the second on 19 and 20 February 2020.
Council confirm draft financial strategy and infrastructure strategy for inclusion in LTP (subject to any final budget changes)	March 2020	Finance and Services and Assets	On-track	
Budget/project update meetings with community boards and support staff	February - March 2020	Finance and relevant staff	On-track	These meetings may not go ahead as the Community Board Planning process will help clarify board priorities in June 2020 and then these discussions can happen later.
Draft Development and Financial Contributions Policy	March 2020	Finance	On-Track	The policy will be discussed with councillors in 8 November to determine the level of change required.
Draft Investment and Liability Policy	March 2020	Finance and Strategy and Policy	Removed from LTP project	The Investment and Liability Policy has been removed from the Long Term Plan project process as it is not a required disclosure of

Task	Completion date	Teams responsible	Status	Notes
				the Long Term Plan. It will be reviewed separately.
Complete SOLGM health check (open using hyperlink)	March 2020	Strategy	On-track	
LTP consultation themes and branding ideas completed.	May 2020	Strategy and Communications and Finance	On-track	
Completion Financial Sustainability Review Discussion with ELT around direction for budget prep/limits	April 2020	Finance	On-track	The financial sustainability review has been merged with the affordability model.
Budget system open and workshop with managers about budget preparation	**~~Late May~~ January/February 2020**	**Finance**	**On-track**	**This will need to occur in January/February 2020. To note, this may conflict with the Annual Plan process.**
Draft Revenue and Financing Policy	**June 2020**	**Finance**	**On-track**	Finance will workshop this with the councillors prior to June 2020.
Update on consultation issues/topics/options for LTP consultation document	June 2020	Communications	On-track	
Completion review of objectives for CCOs	June 2020	Strategy	On-track	
Completion water and sanitary services assessment summary	June 2020	Assets and Services	On-track	
Completion waste management plan summary	June 2020	Assets and Services	On-track	
Council adopts draft strategic framework	June 2020	Strategy	On-track	

Task	Completion date	Teams responsible	Status	Notes
Meet Audit Team to discuss information needs and process	**June 2020**	Strategy, Communications and Finance	On-track	Informal meeting prior to first visit in November.
Budget/project finalisation meetings with community boards and support staff	~~June 2020~~	Finance and relevant staff	On-track	
Complete Audit Self-Assessment (refer R/17/10/24404 for 2018 version, Audit will provide updated version)	June 2020	Strategy and relevant staff	On-track	
Draft Significance and Engagement Policy	**June 2020**	**Communications and Engagement**	**On-track**	
Draft Accounting Policy	**June 2020**	**Finance**	**On-track**	
Budgets completed	**July 2020**	**Finance + All**	On-track	**This will be subject to inflation. Inflation costs are expected by October 2020.**
ELT review of budgets	**August 2020**	**Finance**	On-track	
Assess affordability of rates against model	**Mid-August 2020**	Finance	On-track	
Confirm consultation issues/topics/options for LTP consultation document	September 2020	Communications	On-track	
Completion review of key policies (including Development and Financial Contributions and Revenue and Financing Policy)	~~September 2020~~ January 2021	Strategy and Policy	On-track	
Review of roading rate model completed	September 2020	Finance, Strategy and Policy and Transport	On-track	
Community board budgets meetings completed	**October-November 2020**	**Finance and Governance and Community Partnership Leaders**	On-track	
Finalisation fees and charges	October-November 2020	Finance	On-track	

Task	Completion date	Teams responsible	Status	Notes
Council approval draft 10 year financials	**October 2020**	**Finance**	On-track	**This will be subject to BERL**
Activity Management Plans updated with final draft budget information	Late October 2020	Finance and Activity Managers	On-track	This will be subject to BERL
Draft LTP consultation document and draft LTP document (including activity statement format/content) completed	Early November 2020	Strategy and Communications and Finance	On-track	
Council adoption draft Activity Management Plans	**Early November 2020**	**Strategy**	On-track	**The project team are considering staggering the approval of these Activity Management Plans with the councillors as there will be too many for one meeting.**
Council adopt final draft Financial Strategy and Infrastructure Strategy	**Early November 2020**	**Finance and Assets and Services**	On-track	
Audit Interim Visit 1 – Looking at information underlying LTP consultation document/process (Draft AMPs, financial systems, Draft Infrastructure Strategy, Draft Financial Strategy, Draft Assumptions (planning, financial, non-financial), Funding and Financial Policies)	**Mid-Late November 2020**		On-track	
Complete designed consultation document	**December 2020**	**Communications**	On-track	
Council review draft of consultation document and draft LTP Council pass resolution for unbalanced budget if needed	**December 2020**	**Strategy and Communications**	On-track	

Task	Completion date	Teams responsible	Status	Notes
Audit Interim Visit 2 - Audit of Consultation Document and those documents that underpin the consultation document)	January/February 2021		On-track	
Council adoption of LTP consultation document	Mid February 2021	Communications and strategy	On-track	
Public consultation on Consultation Document (five weeks)	March 2021	Strategy and Communications	On-track	The project team notes that these timeframes will be tight. We will be reviewing these timeframes to ensure the adoption of the Long Term Plan
Council hearing submissions	Late April 2021	Strategy and Governance	On-track	
Council deliberations	Early May 2021	Strategy and Governance	On-track	
Final LTP preparation following hearings and deliberations	Late May 2021	Strategy, Communications and Finance	On-track	
Audit of final LTP	Early June 2021		On-track	
Council adoption LTP	23 June 2021	Strategy, Communications and Finance	On-track	
Document put online and on hub and distributed via email/post	30 June 2021	Strategy and Communications	On-track	

Communications and Engagement Strategy For Long Term Plan 2031

Background

Southland District Council is required to develop a Long Term Plan every three years under the Local Government Act 2002. This plan looks at all activities Council carries out and establishes a plan and budget for them for the next 10 years. It is an important document both internally and externally and is one that all staff should know and use, along with being available for all stakeholders from residents to business.

This communications and engagement strategy will set out the overarching plan to both communicate and engage internally and externally for the Southland District Council Long Term Plan 2021-2031, to be known as LTP 2031. It needs to be read alongside the in-depth implementation plan which sets out the actions and tasks to do this.

Council's 2018-2028 Long Term Plan – We're just getting started Southland – has set the scene for LTP 2031 to be a change document. The 2018 plan sets out investment in our community future planning and open space experiences, and highlights the need for research and discussion around the issues facing Southland such as climate change, technological impacts, affordability, partnerships and a reducing and aging population in some areas and a growing population in others.

Asset management and data and other research such as BERL shows that Southland District cannot afford our present levels of service and infrastructure replacement and maintenance. So decisions around infrastructure and all activities of Council along with how to fund these and the levels of service provided need to be made. LTP 2031 aims to do this and so it is essential the conversations are held with our stakeholders early and often.

Aim of this engagement

The aim of this strategy and implementation plan is to ensure staff, elected members and the public, including all our stakeholders from residents and iwi to business and visitors, have involvement in, are engaged with and have their thoughts and opinions heard in both the preparation of and the plan itself.

It also aims to highlight key issues facing the District and to encourage feedback firstly and then submissions on the plan.

Phases and Audiences

All Council stakeholders, from staff, elected members and the public, including all our stakeholders from residents and iwi to business and visitors, are our audience for all the phases of this strategy. However, there will be key audiences at different times and these are highlighted below. We will use specific interest groups, such as Te Ao Marama, Federated Farmers, Dairy NZ and/or Farm Forestry, along with youth groups, education providers, health groups, social service providers, central government agencies, and community and volunteer groups, to reach their stakeholders as well.

PHASES	AUDIENCES	MESSAGES
Phase 1 - now: Begin conversations about the future and what we need to be talking about	All stakeholders	Future risks and opportunities for the district
Phase 2 – June to December 2019: Future engagement with the community on different issues, staff starting work on AMPS, elected members' workshops both before and after the election	Community, staff, elected members	Future focus areas for council and prioritisation of activities
Phase 3 – January to June 2020: More conversations about the emerging key issues and solutions with the community, as well as key stakeholder engagement on the same issues, key documents such as AMPs completed – by the end of this phase the key issues should be identified During this time the community board plans will also be written and the communities engaged around them	Community, Federated Farmers, Te Ao Marama, Farm Forestry, Commercial forestry groups, Dairy NZ, Meridian, Alliance, Fonterra, Wayfare, Southport, SRDA, education providers, health groups, social service providers, central government agencies, volunteer and community groups. Elected members	• Further information on priorities • Early consultation topics
Phase 4 – July to December 2020: Key issue engagement with all stakeholders – what are the options and costs	All stakeholders	• Engagement on key policies • Engagement on options for key LTP topics
Phase 5 – January/February 2021: Create a consultation document that engages with the public and explains the key issues.	Staff and elected members	
Phase 6 –February/March 2021: Formal consultation with the public	All stakeholders alongside elected members and staff	Submissions sought through traditional and non-traditional methods
Phase 7 – April to May 2021: Submission analysis, hearings and deliberation	Staff, elected members, submitters	
Phase 8 – By end of June 2021: Long term plan adopted and submitters informed of decisions	Staff, Council, the public	

Key Messages

The over-riding message for the whole strategy will be that Council wants your input into LTP 2031, and there will also be different key messages during the different phases. However, the

other critical messages for the whole project are: LTP 2031 sets out how we plan to manage the issues we have now and the prospective ones in the future, how Council plans to pay for that and what that means to our stakeholders.

- Before we reach the stage of writing LTP 2031, we want your opinions and feedback on what the future should look like for the District.
- We cannot afford to keep having the services we have now with the present levels of service so some challenging decisions around levels of services, levels of rates and what Council should be providing need to be made.
- Let's work together to do this – we all have a part to play in making Southland better.

Tactics to be used

TYPE OF COMMUNICATION/ENGAGEMENT CHANNEL	COMMENT
We're at your place	Broad spectrum approach to keep as many people as possible informed and encourage feedback and engagement – this means going to A and P shows, sports meets, the Southern Field-days
Community Conversations	Broad spectrum approach to keep as many people as possible informed and encourage feedback and engagement, important to be seen in the community and to be available – this could see staff and/or elected members at the pub, or in the street, or in meetings such as Rotary, Rural Women, Lions, Young Farmers and with our community boards
Community Chats	Important to be seen in the community and to be available eg block out a period of time in a café and sit and talk to people as they come in – also advertise this
Commercial/Cultural/ Conversations	Engagement with key stakeholders such as Fonterra, Alliance, transport companies, Southport, forestry companies, Federated Farmers, Dairy NZ, Fish and Game Southland, Meridian, SRDA, Wayfare, Te Ao Marama and runanga, education providers, health groups, social service providers, central government agencies, volunteer and community groups.
Have a coffee with the Mayor	Important to be seen in the community and to be available
Meeting in a box	Elected members or members of the public or a group of friends run discussion groups on issues –someone in the group takes notes to feed back to Council and it's open conversation
Online engagement – interactive website and Facebook	Website to allow comments, polls, voting on key issues, what's important to you, online chats on Facebook

TYPE OF COMMUNICATION/ENGAGEMENT CHANNEL	COMMENT
Southland Says	Focus groups/online panel to get feedback and suggestions on various issues throughout the engagement
Council newsletters	Broad spectrum approach to keep as many people as possible informed and encourage feedback and engagement
Media campaign – press releases and advertising	Leading the way page in the Advocate – can highlight key questions and where we will be
Kids speak	Going to schools and places where young people hang out to get their ideas – using posters get them to tell us what they want in their communities and for Southland
Brown bag lunches	Inform and engage with staff
Quizzes and updates on The Loop	Inform and engage with staff
CEO's updates (meeting and email)	Key information that staff need to know
Consultation document and submissions	Legal requirement to seek stakeholder feedback on key issues and plans

Communication issues/risks

ISSUE/RISK	POSSIBLE MITIGATION
We miss the point on our engagement – either through the wrong issues being highlighted or not reaching people.	Review at each phase to see what feedback we are getting and where from, and adapt implementation plan if necessary
The community gets stuck on one issue, possibly because of lobby groups or vocal members of the public.	Keep the conversations going, liaise with the groups/people but keep going
People are tired about hearing the same kind of issues over and over again	Create a new one of approaching old/ repeated issues – try another angle
Our engagement methods do not reach certain demographics	Review methodology at each stage to see if we are communicating with a sufficient cross-section of the community

Evaluation

METHOD	

Customer Satisfaction Survey Report August 2018 - July 2019

Record No: R/19/8/18783
Author: Jodi Findlay, Customer Contact Centre Manager
Approved by: Trudie Hurst, Group Manager Customer Delivery

☐ Decision ☐ Recommendation ☒ Information

Purpose

1 To provide the Community and Policy Committee the full year results for the Customer Satisfaction Survey and Net Promoter Score (NPS).

Executive Summary

2 As part of the 2018-28 Long Term Plan, it was identified by staff that there was the opportunity to have an independent research company complete the Request for Service (RFS) customer satisfaction and NPS surveys.

Recommendation

That the Community and Policy Committee:

a) Receives the report titled "Customer Satisfaction Survey Report August 2018 - July 2019" dated 30 August 2019.

Analysis

Findings and opportunities

3 Over the course of the year, a positive NPS of 34 has been achieved. A major variance occurred in November 2018 with the lowest being 8.6. This reflects a time of change in both the Services and Assets group and Building Solutions team. Staff have noted there have been positive improvements since these changes have been embedded within the organisation.

4 Customer's satisfaction with the first point of contact sits at 86% satisfaction for the year. This was consistently high and reflects the results staff see with internal quality assurance training in the contact centre.

5 The report has shown some concerns in relation to the resolution times for some request for service (RFS) types. One improvement planned is an annual review of an activity's RFS types and process flows. This has already highlighted some areas for improvement that we are currently implementing.

Attachments

A Southland District Council Customer Satifaction Survey Report August 2018 - July 2019 ⇩

SOUTHLAND
DISTRICT COUNCIL

Southland District Council

Customer Satisfaction Survey Report
August 2018 – July 2019

Photo credit: SDC - Facebook

Customer Satisfaction Survey

Overview

PublicVoice has been contracted by Southland District Council (SDC) to carry out a customer satisfaction survey for the SDC call centre. The research findings will enable SDC to deliver a positive and consistent service to its customers.

Methodology

Sampling

- A random stratified sampling of customers is used to select prospective customers.
- Stratification uses the 'Department' variable to ensure even representation across departments.
- Measures have been be put in place to ensure that a contact is only called once within a 12-month period.

Calls

- Telephone calls are conducted between the hours of 10:00am and 7:00pm.
- No messages are left. If the call goes unanswered two further attempts will be made to complete the survey.
- All calls are made from the PublicVoice office by trained PublicVoice staff.

Contact Requested

- Survey customers will be asked if they would like a follow up call from Council. Requests for follow up calls are directly emailed to SDC.

SOUTHLAND DISTRICT COUNCIL

Customer Satisfaction Survey

- **Start Date:** 8th August 2018
- **End Date:** 29th July 2019

Participants

Total number of customer responses: 385

Project Management

The survey has been managed by PublicVoice Ltd. Any queries regarding this report can be addressed to:

Jared Bothwell
PublicVoice
Account Director
04 589 5552
jared@publicvoice.co.nz

Response Overview

Department Talked To	%	n
Building Control	31%	119
Transport	20%	77
Community Engineers	18%	71
Water	11%	44
Roading	9%	34
Community Facilities	3%	13
Finance	2%	9
Customer Service	2%	6
Resource Planning	1%	5
Property	1%	4
GIS	0%	1
Commercial Infrastructure	0%	1
Knowledge Management	0%	1
NET	100%	385

2

KEY FINDINGS

SOUTHLAND DISTRICT COUNCIL

RESEARCH OBJECTIVES	WHAT WE LEARNED	KEY INSIGHTS
1. Establish the level of satisfaction with the service customers received when they first called	86% of customers were satisfied with the **service** they received when they first called	Satisfaction with call handling was consistently high. The top-rated* Departments were: 1) Commercial Infrastructure (5.0) 2) Customer Service (5.0) 3) GIS (5.0) 4) Knowledge Management (5.0)
2. Establish the level of satisfaction with the time it took to resolve the request	70% of customers were satisfied with the **time** it took to resolve their request	Some customers expressed concern with the time it took for their request to be resolved, especially in June 2019. Improved communication around the status of the query would help to resolve this issue. The lowest-rated* Departments were: 1) Property (2.3) 2) Resource Planning (2.8) 3) Community Facilities (3.2)
3. Establish the level of satisfaction with the outcome of the request	72% of customers were satisfied with the **outcome** of their request	Satisfaction with the outcome of requests has been consistent over the last 8 months but dropped slightly in April and May 2019. The top 3 rated* Departments were: 1) GIS (5.0) 2) Waste & Water Services (4.8) 3) Customer Service (4.6)

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*Satisfied = 'Satisfied' + 'Very Satisfied' Average satisfaction score used for tracking graphs. 1 = Very Dissatisfied, 5 = Very Satisfied.

3

KEY FINDINGS

SOUTHLAND DISTRICT COUNCIL

RESEARCH OBJECTIVES	WHAT WE LEARNED	KEY INSIGHTS
4. Measure the Net Promoter Score (NPS)	**NPS Overall** **34**	The top 3 NPS scores by Department were: 1) GIS (100) 2) Knowledge Management (100) 3) Waste & Water Services (82) The bottom 3 NPS scores by Department were: 1) Property (-25) 2) Resource Planning (0) 3) Commercial Infrastructure (0)
5. Explore changes that could help increase the Net Promoter Score	50 customers suggested improvements to the response time to remedy issues	The top 3 suggested improvements were*: 1) Improve response time to remedy issue (50) 2) Improve communication around status of query (34) 3) Improve quality of council services (24)
6. Explore any further comments made by customers	93 customers complimented the Council for the work they have done	86 customers were concerned about Council services. 18 customers provided neutral comments.

PublicVoice

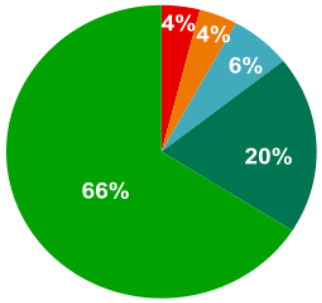
**Coded from open text responses. Numbers = frequency raised.*

4

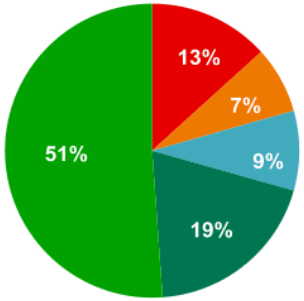
KEY FINDINGS

SOUTHLAND DISTRICT COUNCIL

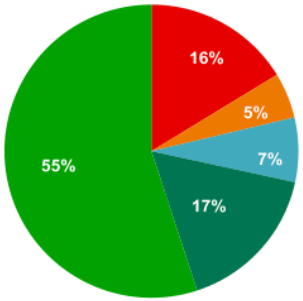
How satisfied were you with the service you received when you first called?



How satisfied were you with the time it took to resolve your request?

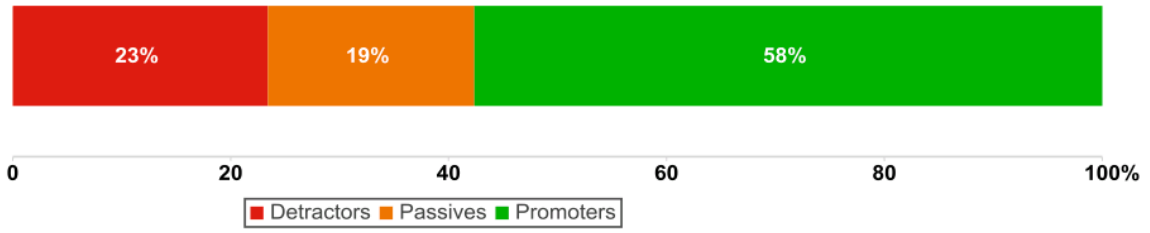


How satisfied were you with the outcome of your request?



Very satisfied | Somewhat satisfied | Neither satisfied or dissatisfied | Somewhat dissatisfied | Very dissatisfied

On a scale of 0 being not at all likely and 10 being extremely, how likely is it that you would recommend this service to a friend or colleague?



NPS Overall*

34

* Net Promoter Score (NPS) is a measure of how likely a person is to recommend your business or services. customers are classified based on their rating into 3 categories: detractors (0-6), passives (7-8) and promoters (9-10). The NPS is calculated by subtracting the percentage of those who are detractors from the percentage of those who are promoters. A positive NPS above 0 is considered good, a NPS of+50 is excellent and anything over +70 is considered exceptional.

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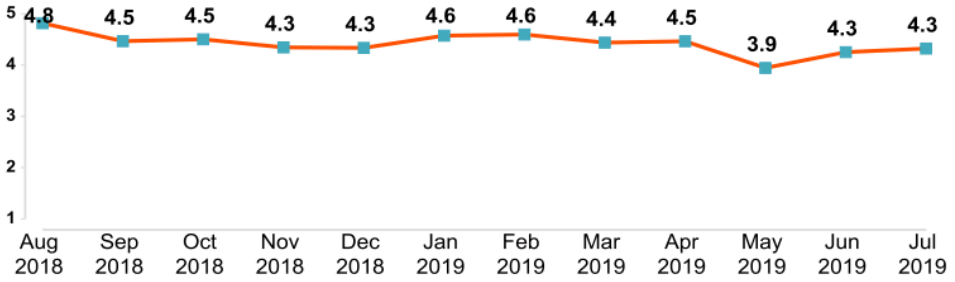
5

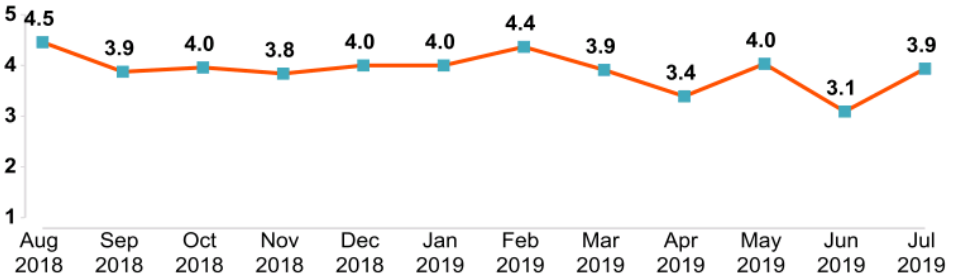
KEY FINDINGS

SOUTHLAND DISTRICT COUNCIL

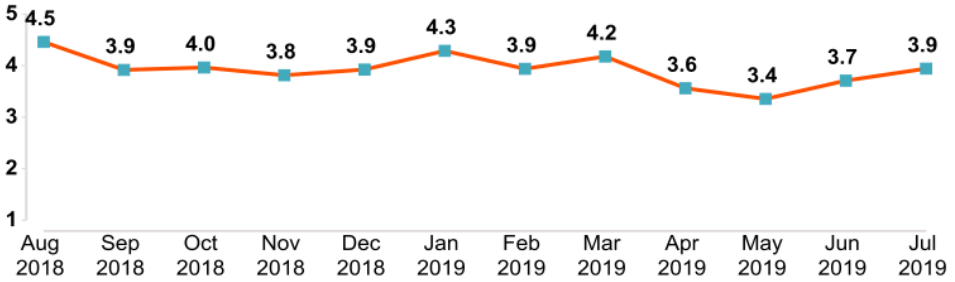
How satisfied were you with the service you received when you first called?



How satisfied were you with the time it took to resolve your request?



How satisfied were you with the outcome of your request?



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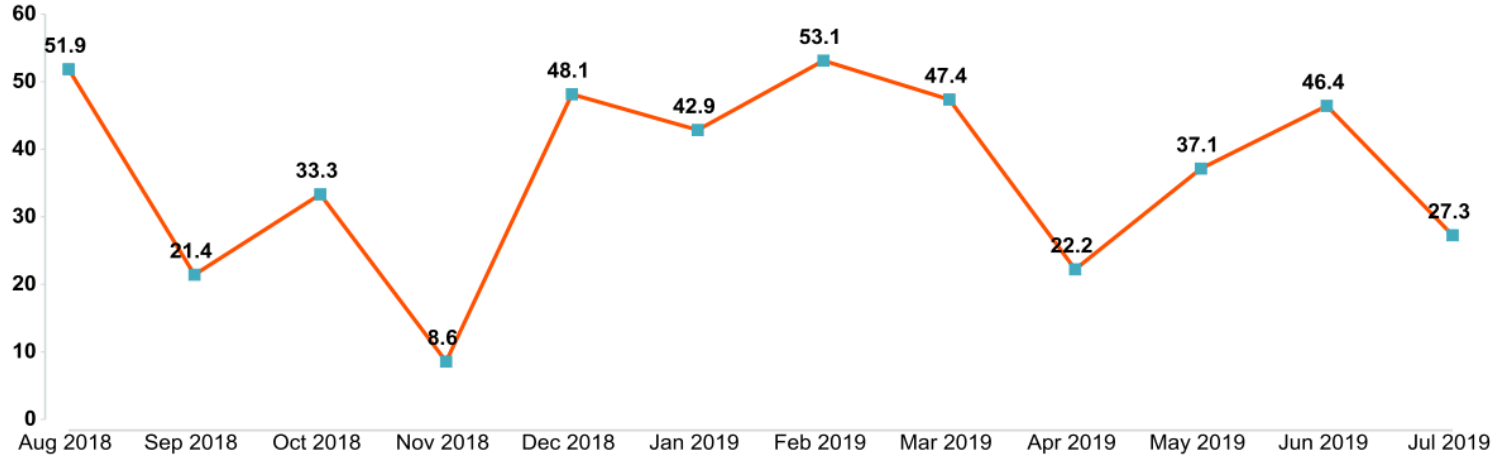
Average satisfaction score used for tracking graphs. 1 = Very Dissatisfied, 5 = Very Satisfied.

6

KEY FINDINGS

SOUTHLAND DISTRICT COUNCIL

On a scale of 0 being not at all likely and 10 being extremely, how likely is it that you would recommend this service to a friend or colleague?



NPS Overall*

34

* Net Promoter Score (NPS) is a measure of how likely a person is to recommend your business or services. customers are classified based on their rating into 3 categories: detractors (0-6), passives (7-8) and promoters (9-10). The NPS is calculated by subtracting the percentage of those who are detractors from the percentage of those who are promoters. A positive NPS above 0 is considered good, a NPS of +50 is excellent and anything over +70 is considered exceptional.

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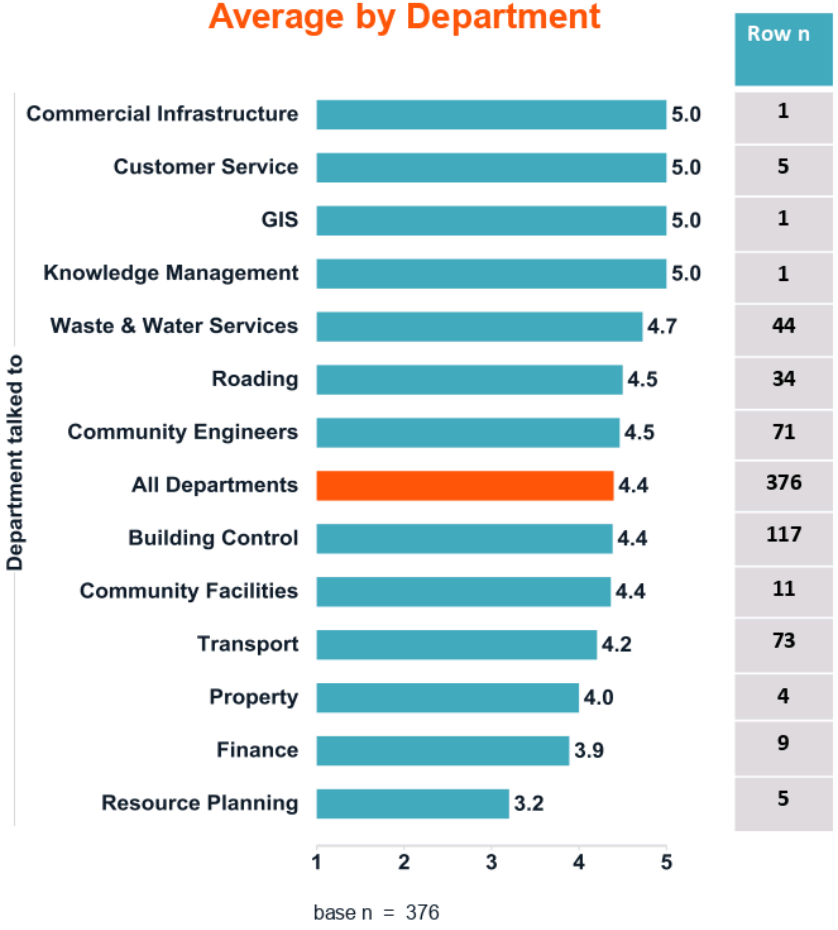
7

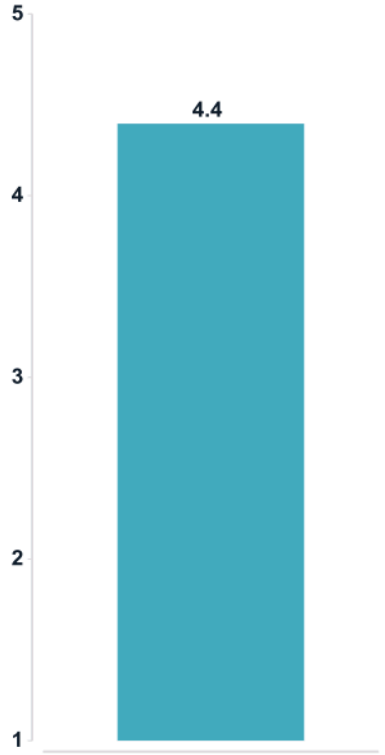
Southland District Council
RESULTS
Photo credit: http://naylorlove.co.nz

How satisfied were you with the service you received when you first called?

Average by Department



Average All Departments



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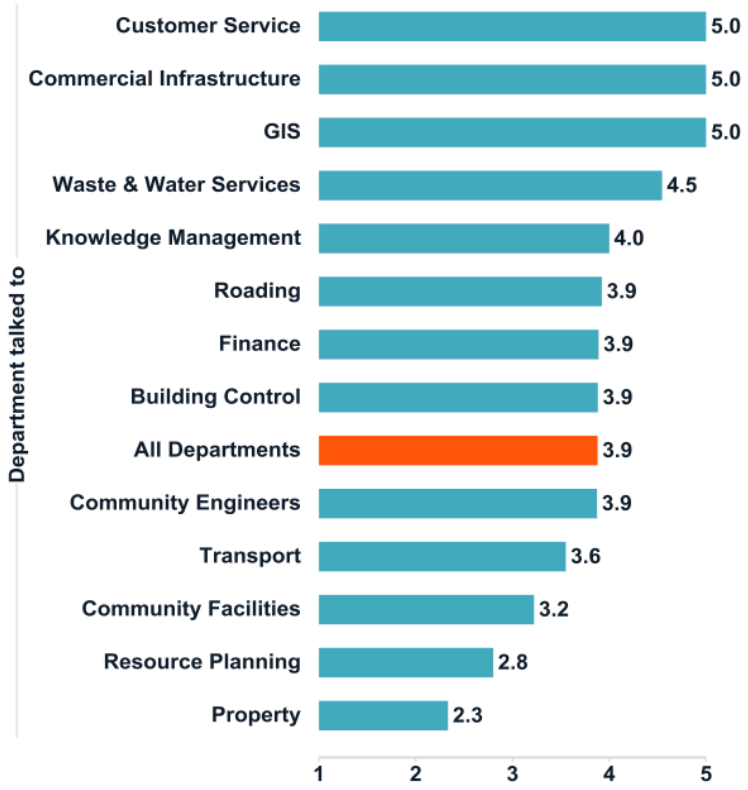
(1 = Very Dissatisfied 5 = Very Satisfied)

9

How satisfied were you with the time it took to resolve your request?

Average by Department



Row n
5
1
1
44
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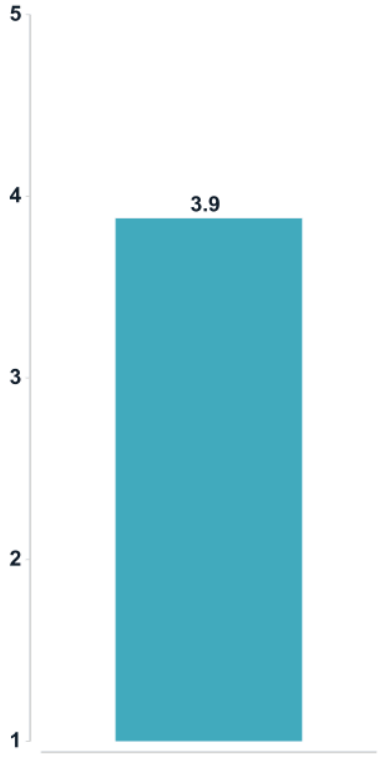
26
9
118
354
63
69
9
5
3

base n = 354

Average All Departments



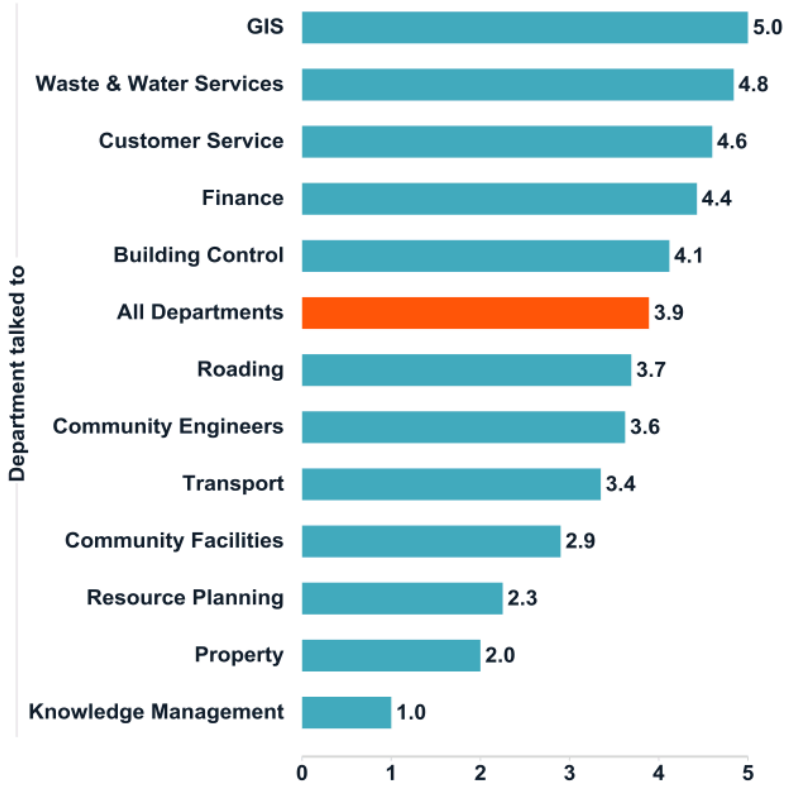
PublicVoice

(1 = Very Dissatisfied, 5 = Very Satisfied)

10

How satisfied were you with the outcome of your request?

Average by Department



Row n
1
44
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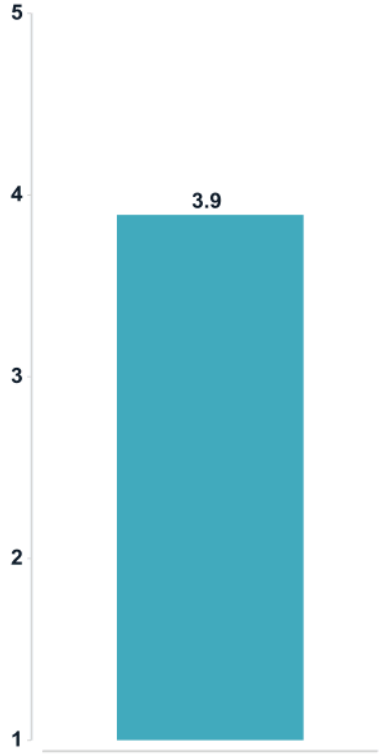
7
117
338
26
61
60
10
4
2
1

Average All Departments



base n = 338

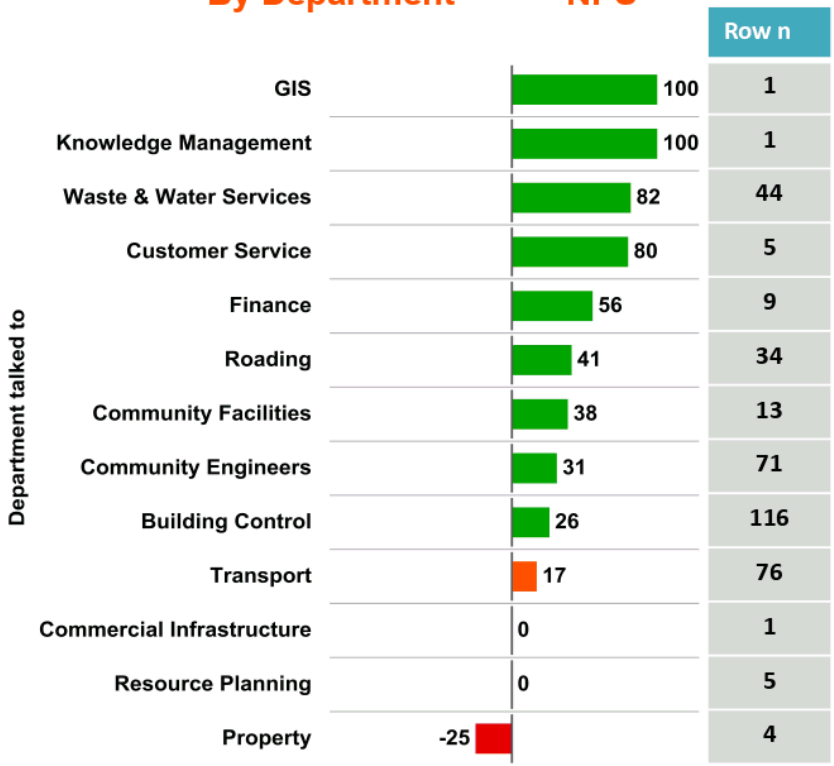
(1 = Very Dissatisfied, 5 = Very Satisfied)

PublicVoice

On a scale of 0 being not at all likely and 10 being extremely likely, how likely is it that you would recommend this service to a friend or colleague?

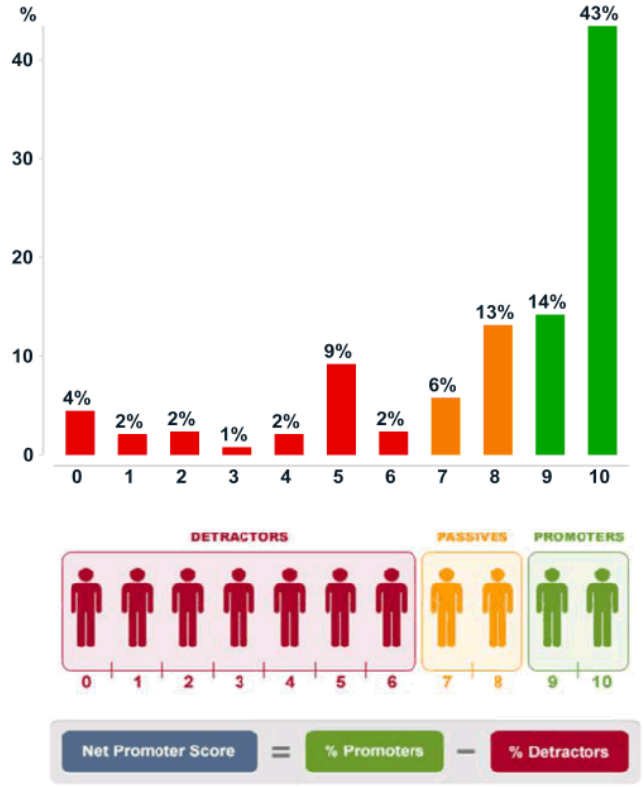
SOUTHLAND DISTRICT COUNCIL

By Department NPS*



NPS Overall*

34



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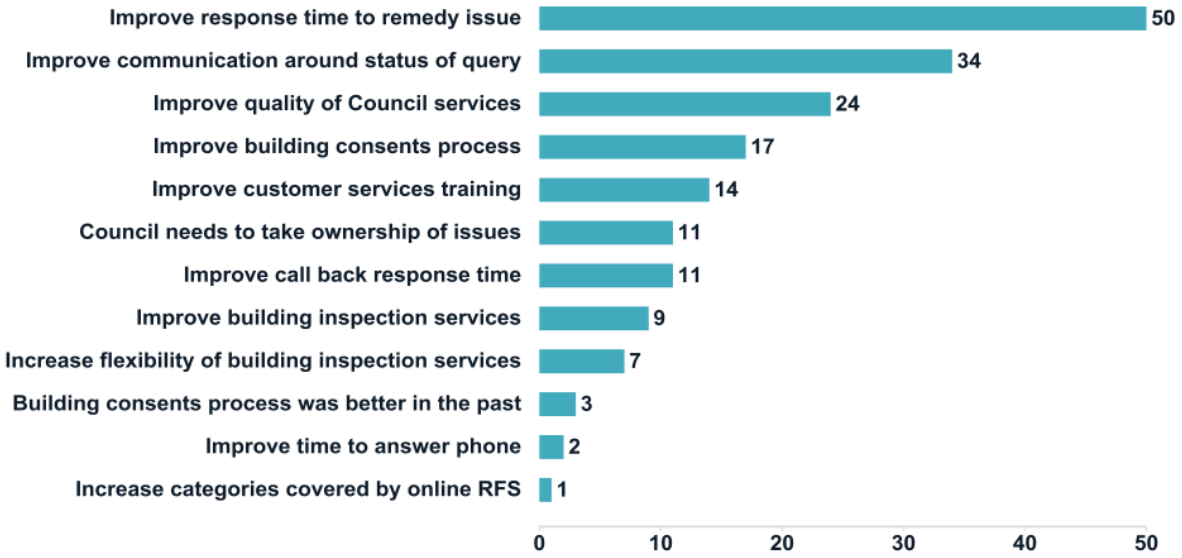
12

What changes would we have to make to give a higher rating?*



"By increasing contact and progress updates, work with the locals and people to get things sorted."

"Better training for the person who took the first call, need to know more information of what is required."

"Stop sending different building inspectors, each time someone else comes out they add new things that need to be done. There is no consistency. The second inspector actually undermined the first and said they hadn't done it correctly. Someone needs to put together a simple process with simple step by step instructions."

"The online RFS system does not cater to all requests. Very limited in its ability to capture all issues. Adding more categories to the online system would help the service."

"Council needs to take a more active approach to fix issues."

"Council has an issue with understaffing regarding building consents. With other requests such as potholes they are pretty good but it's generally known in the community that the consents process is not great. The online request for service system is great… would be great if building consents could also be processed that efficiently."

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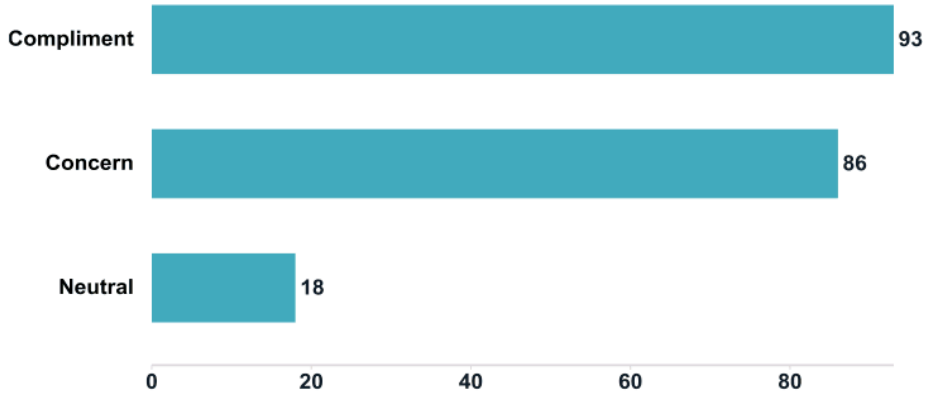
*Coded from open text responses. Numbers = frequency raised.

13

Do you have any further comments?*



"Really good, spoken a few times and always great responses, had many runarounds from other people and services so has been so great to make one call and get it sorted."

"Things take some time to get through the system, poor time-frames, some leniency sometimes required for important things."

"Please send confirmation of receipt of complaint, a thanks for complaint and updates on process too. Generally really good."

"Dissatisfied with the 3-day inspection booking, keeps increasing and getting ridiculous now, long wait but everything else on the ball and on time, would recommend for anybody else seeking similar service."

"Should have been quicker, timelier in getting back to people…I was told I will be contacted back by the council but have not heard anything."

"Came that afternoon, no complaints at all. So happy with everything, very glad to live here."

PublicVoice

*Coded from open text responses. Numbers = frequency raised.

14

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Limited
www.publicvoice.co.nz
Photo credit: http://naylorlove.co.nz

Community and Futures Research and Analysis Programme update of progress

Record No: R/19/8/18786
Author: Michelle Stevenson, Strategy and Policy Manager
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Purpose

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

Executive Summary

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

3. The Community and Policy Committee at its 29 November 2018 and 10 July 2019 meetings further supported the advancement of this programme of work, and the overall monitoring of the work programme.

- The overall work programme and project plans include:
- socio-demographic projects – BERL
- climate change and implications for Southland District Council (SDC)
- service delivery framework – district vs. local levels of service, community facility functional hierarchy framework (by 2023)
- rating affordability modelling and implications for SDC
- Water and Land Plan implications for SDC
- community partnership, community assistance and funding alignment approach
- technological change impact on communities and implications for SDC

4. A number of the projects identified have reached key milestones, as determined by the project plans initially identified. However the projects do not cease to exist, they will evolve as progressed and more information and data becomes available.

5. Since the last update to the Committee, Council has resolved at its 24 July 2019 meeting to establish a community partnership fund that will replace the previous community inititiatives fund. This funding model will have a portion of the funds being allocated for district related activity, and the remaining portion distributed to Council's nine community boards based on a formula of population and equal distribution.

6. Census data 2018 is not available until September 2019, and the commencement of the rating affordability work, indicated to start in August has now been moved out to September. Staff

anticipate being able to update the committee in the new triennium, dependant on Council receiving the required information from Statistics NZ. When the final report can be presented to Council will depend on when Statistics NZ are able to provide the data needed. Staff will keep the committee of Council updated

7. The socio-demographic work undertaken by BERL has been utilised to inform the assumptions for activity managers in the preparation of the LTP 2031. This data will also be used extensively to help inform discussions points for strategy project plan development over the next 6-8 months.

8. Council have been involved in regional workshops around climate change implications being facilitated through Environment Southland. This is an evolving area and staff will continue to be part of and monitor developments as they evolve.

9. It is anticipated that the research and analysis work programme will evolve into developing the programme of work to consider the strategy deficits that staff have identified, and previous information from the programme of works will begin to inform this next stage for Council research and analysis over the next 1-5 years.

10. As identified through the socio-demographic work undertaken in this programme of work, New Zealand's population make-up is changing, and Southland, at a faster rate than the rest of the country in particular, is aging. This raises issues for labour supply across Southland, and greater consideration to the needs of those living here for access and service provision.

11. Consideration will also need to be given to the demand for services across Southland as people from other parts of the country and further afield, elect to call Southland their home. Councils and other agencies and groups will require greater thought in future planning and implications for residents and stakeholders. Understanding these future demands and implications for all communities in Southland is of great importance, and understanding level of service expectations that are affordable and sustainable will need to be managed against investing in the status quo.

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

13. Staff recommend the continued progression of the overall programme of work as it is identified in the updated schedule and individual project plans, and endorsement to utilise and build on the work undertaken throughout this work programme to help determine a programme of works around Councils strategy deficit.

Recommendation

That the Community and Policy Committee:

a) **Receives the report titled "Community and Futures Research and Analysis Programme update of progress" dated 26 August 2019.**

b) **Determines that this matter or decision be recognised as not significant in terms of Section 76 of the Local Government Act 2002.**

c) **Determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with Section 79 of the Act determines that it does not require further information, further assessment of options or further analysis of costs and benefits or advantages and disadvantages prior to making a decision on this matter.**

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

e) **Endorses utilising and building on the work undertaken throughout this programme to help develop a programme of works around Council's strategy deficit.**

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

Background

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

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

16. One of the three key issues Council consulted on in its LTP 2018-28 was to 'invest in our community future planning'. This investment will allow for a greater understanding of the districts changing demographics, socio economic conditions, visitor trends and the emerging impacts of climate change and technological advancement that will lead to more informed decision making in the future.

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

18. The purpose of each project is identified below:

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

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

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

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

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

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

- **technological change impacts on communities and implications for SDC** – to better understand the possible impact of technological change on Southland communities,

including industries, work and land use patterns, community involvement, engagement and lifestyle choices.

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

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

21. The following updates were identified in late 2018 and included:

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

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

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

22. As identified through the socio-demographic work undertaken in this programme of work, New Zealand's population make-up is changing, and Southland, at a faster rate than the rest of the country in particular, is aging. This raises issues for labour supply across Southland, and greater consideration to the needs of those living here for access and service provision.

23. There will also need to be consideration given to the demand for services across Southland as people from other parts of the country and further afield, elect to call Southland their home. This will require Councils and other agencies and groups to be even more innovative and thoughtful in future planning. Understanding these future demands and implications for all communities in Southland is of great importance, and understanding level of service expectations that are affordable and sustainable will need to be managed against investing in the status quo.

Issues and Updates

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

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

Community partnership, assistance and funding alignment

26. The aim of the community grants and funding project is to develop a funding model that supports the future needs of communities and Council in relation to the activities and services provided by Council within the district.

27. The community grants and funding report was received by the Community and Policy Committee at its 5 June 2019 meeting, with recommendations made to Council for the advancement of a funding model that included enabling community boards to allocate a portion of district funding to local communities.

28. Council considered the recommendations at its 24 July 2019 meeting and made resolutions which enable a new community partnership fund to be established with a review period of three years. This fund will have a portion of the funds being allocated for district related activity, and the remaining portion distributed to Council's nine community boards based on a formula of population and equal distribution.

29. The resolution for community boards to allocate District grant funds at a local level will enable community groups wanting to run a project in the respective board areas to apply directly to that board for funding assistance. This new grant model enables the nine community boards to allocate local funding and grants for local events and projects that focus on the overall wellbeing, leadership and sustainability of Southland communities. This will support community initiatives at a local level, with minimal Council intervention and be used to assist community-led projects or events that support greater local independence and opportunity. In addition, the grant allocations may assist in advancing community plans and community board plan outcomes.

Rating affordability modelling and implications

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

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

Service delivery framework – Level of Service

32. Council have engaged consulting company Xyst to undertake the community asset level of service work that looks across the Community Facilities portfolio. The objective of the project is to produce a standardised set of criteria for each asset area with regard to the minimum level of service Council will require or provide. The minimum levels of service will provide the basis for preparing works programmes and asset management.

33. Xyst will develop appropriate parks, open space and community asset levels of service that will address both development and operating levels of service. This level of service work includes community housing, community centres, council offices and buildings, public toilets, parks and reserves (open spaces) and water structures. The project will provide the information and analysis to enable an informed discussion with the community on setting a minimum level of service for all assets within the community facilities portfolio.

34. Xyst have completed three workshops with staff and a draft report is expected to be received from the consultants by the end of August 2019. Following this the levels of service will feed into the Section 17A review, activity management planning, infrastructure strategy and the Long Term Plan.

Socio-demographic project

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

36. Information from the BERL socio-demographic project has been utilised to develop Councils draft assumptions for the 2031 LTP, which will help guide and inform activity managers as they plan for the development of their activities over the next 10 years and beyond.

37. The BERL project work will continue to be incorporated into Council's strategic development and planning processes, and will include greater analysis as we move towards developing short and long term strategies for the Southland district that align to Council's vision, community outcomes and strategic priorities.

Technological change impacts on communities and implications for SDC

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

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

40. A follow up report on the potential impacts of technological change on communities and the implications this may have for Southland District Council will be submitted by December 2020 to the appropriate committee of Council in the new triennium.

Climate change

41. The Southland Climate Change Impacts Assessment was released to the four southland Councils in May and June 2019. The key findings identify that there will be varying climate change impacts across the region, and variability will change between catchments and within catchments. The report identifies predictions for changes in temperature, rainfall, drought, and sea level-rise out to 2090.

42. Submissions on the Zero Carbon Amendment Bill closed on 16 July. Council was part of a joint submission with Environment Southland. The bill sets a target that as a nation we will be net carbon neutral by 2050. Accordingly, some consideration about how to achieve this at an organisational level needs consideration as part of the next phase.

43. Great South have established the Carbon Neutral Advantage Advisory Group and steering group to identify and establish how to transition to a low carbon economy. This advisory group is made up of major businesses and industries (eg Fonterra, NZAS, Real Journeys, PowerNet, HW Richardson, EECA).

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

45. At its 21 August 2019 meeting Council approved its part of the LiDAR (Light Detection and Ranging) funding, subject to all four Councils supporting this with their respective funding contributions. If supported by all Councils, LiDAR mapping has proven to be extremely valuable for spatial, land use and infrastructure planning, and civil defence/emergency management. It can help to better inform important future decisions, such as development of land in floodplains, and infrastructure spend in areas with high hazard exposure.

46. Climate change is a constantly evolving space and has implications across all areas of Council – initial investigations to a staff cross council team be set up internally with mandate to progress these projects in a coherent and consistent manner.

Water and Land Plan implications

47. The Regional Water and Land Plan Environment Court Appeal commenced in June, with Southland District Council alongside Gore and Invercargill Councils giving evidence throughout. An interim decision on the Plan is expected late 2019, however the Plan will not be finalised until the policies and rules (Topic B) are heard in approximately 12 months' time.

Factors to Consider

Legal and Statutory Requirements

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

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

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

Community Views

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

52. In relation to the socio-economic projects (BERL), Council has spent 2 years participating in various discussions, conversations and future thinking about the work needed to prepare for

community futures, and the work stream to invest in big picture research and analysis was a consultation topic in the LTP 2018-28 Consultation Document. A number of stakeholders and community members within the district have been engaged throughout this work with BERL and numerous opportunities to speak with researchers.

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

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

Costs and Funding

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

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

57. If required, it is anticipated that unbudgeted expenditure and/or reforecasting reports will be submitted to Council for consideration of work relating to specific projects within the overall programme.

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

Policy Implications

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

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

Analysis

Options Considered

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

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

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

64. As has been identified to Council, the district has some aging infrastructure and will need to consider how it prioritises the future renewal, repairs and replacement of this around the district. There have been discussions around the way in which Council delivers its services, and what

levels of service are appropriate across the district to best meet the changing needs of our communities.

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

66. There are two options to be considered in this report:

Analysis of Options

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

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

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

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

Assessment of Significance

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

Recommended Option

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

Next Steps

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

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

71. Staff will progress with building on the work undertaken throughout this work programme to determine a programme of works around Councils strategy deficit, and begin to implement that work within the next 6 months.

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

73. If option 2 is considered, the Strategy and Policy team will discuss individual prioritised projects with the ELT project group, and report back to a committee of Council in the new triennium.

Attachments

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

Socio Demographic Research and Analysis - BERL Project Plan

1. Project Outline

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

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

1.2 PURPOSE / OBJECTIVES
BERL to undertake three sequential research projects to consider the social and economic conditions in the District and its communities: Project 1 – Where are we now? Situational analysis Trend analysis of social and economic environment Core industry analysis and relationship to different communities Project 2 - Where are we heading? BAU scenario projection of future employment and population Future industry growth and decline Actions to support sustainable economic and population growth Project 3 – Where do we actually want to be? Shaping the future to enable the vision Defining SMART actions Test SMART actions Integrate SMART actions into the LTP 2021-2031

1.3 KEY DECISIONS IMPACTING THIS PROJECT
Resource allocation to complete

2. Project Scope

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

3. Projects Tasks, Deliverables and Milestones

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

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

4. Stakeholder Management

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

5. Budget

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

Service Delivery Framework Project Plan

1. Project Outline

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

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

1.2 PURPOSE / OBJECTIVES

The purpose of the Service Delivery Framework project is to review and develop Council's Levels of Service (LoS) relating to services and assets and to determine the most appropriate form/standard/level of service required to meet community needs in the future.

This project will consider existing levels of service and investigate how levels are determined, what the minimum requirements are and how prescriptive they need to be.

The project will investigate the application of levels of service within the local and district strategic context, considering the implications by activity and service provision within the region.

Investigation into the financial implications and consultation requirements of the review will also be included.

1.3 KEY DECISIONS IMPACTING THIS PROJECT

As this is a project that has broad implications throughout the organisation, a Project Delivery Team has been established to complete the review.

2. Project Scope

2.1 IN SCOPE

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

(a) Revised and finalised proposed Levels of Service Framework for inclusion in the 2021 LTP.

(b)	The 2021 LTP programme of works reflects the LoS revisions committed to.
(c)	Clear Strategic Framework for each of the Council's Activities in order to inform subsequently proposed LoS.
(d)	Clear understanding and linkage between proposed LoS and the cost/revenue and finance implications.
(e)	Collective engagement and understanding across the Services and Assets group, ELT and Councillors.

2.2 OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.
• «type data»
2.3 ASSUMPTIONS AND CONSTRAINTS
• Assumption that initial work will be undertaken in-house by the Projects Delivery Team • Assumption that the Project Delivery Team will utilise additional delivery support as required (i.e. external consultant resource)
2.4 RISKS
• Analysis not completed on time to inform next steps of the Service Delivery Framework project. • Evidence based findings not sufficient to support decision-making requirements.
2.5 KEY PROJECT DEPENDENCIES

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

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE				
3.1 TIMEFRAME	Completion by June 2021			
3.2 KEY DELIVERABLES				
DELIVERABLES				
• production of the Roadmap in a consolidated visual format for review • development of the prioritised Asset Management improvement programme • ELT review and endorsement of both the Roadmap and the proposed Improvement Programme • develop and implement an Open Space Strategy for Community Facilities (not just limited to Parks and Reserves) • review and amend LoS associated with each activity within Services and Assets Group • consult with the Community on the proposed changes to the LoS Framework				
3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility	

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

4. Stakeholder Management

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

5. Work Management Plan

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

6. Budget

Task	People Hours	Open ($'000)	Comments
TOTAL			

Rates Affordability

1. Project Outline

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

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

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

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

2. Project Scope

2.1 IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.
(a) Obtain details of household income
(b) Compare current Council rates charged to household income
(c) Discussion of the findings with Elected Members

2.2 OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.
• Making any changes to budgets or asset plans as a result of the information received.
• Updating any IT system data fields to enable this research work to be repeated

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

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

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

2.5 KEY PROJECT DEPENDENCIES	
Activity	Depends On
N/A	

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	To December 2019		
3.2 KEY DELIVERABLES			
DELIVERABLES			
• Information regarding the household income of Southland District Residents in the manner yet to be defined (eg: Ward, town, sector) compared to the average rates charged on the same basis. • A report to Elected Members outlining the findings for consideration as part of the Long Term Plan 2021-2024.			
3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Scope out project specifics			Anne/Finance Team
Obtain rating units in mesh blocks			Shelley/Adrian
Obtain Household income in mesh blocks			Finance/Statistics NZ
Prepare report on findings	June 2019		Anne/Finance team
3.4 TASK	Forecast Due Date	Actual Date	Responsibility
Scope the proposed approach to this piece of research			Anne/Finance team

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

4. Stakeholder Management

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

5. Work Management Plan

5.1 RESOURCE PLAN				
Name	Role	Company/Council	Duration	Hours Per Week
Anne Robson	CFO			
Shelley Dela Llana	Accountant			
Adrian Buddle	GIS			
Finance team				
Note: This resource table is always a work in progress				

6. Budget

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

Water and Land Regional Plan Implications Project Plan

1. Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Matt Russell			
Project Manager: Ian Evans			
Project Name: Water and Land Regional Plan Implications			
Project Start Date	July 2017	Project Finish Date	July 2020

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

1.2 PURPOSE / OBJECTIVES

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

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

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

1.3 KEY DECISIONS IMPACTING THIS PROJECT

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

2. Project Scope

2.1 IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project. The pWLRP RMA process – involving mediation, preparation of expert evidence, attendance at planning meetings, pre hearing mediation and hearings. The consideration of the impacts of changes in the policy and rule framework affecting council provided services.
2.2 OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed. Consideration of the impacts of the pWLRP on other resource users or wider community aspirations with regard to use and development of land and water..
2.3 ASSUMPTIONS AND CONSTRAINTS
Timeframes This project is subject to externally imposed timeframes by the Environment Court. These is little ability to influence these timeframes. Outcomes The Council is actively involved along with a number of other parties in working towards balanced outcomes that address their concerns. However the final decision on these matters will be made by the Court and those decisions are subject to appeal to the High Court on points of law only. These processes can result in unexpected or unplanned for outcomes.
2.4 RISKS
See above

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	Completion by July 2020		
3.2 KEY DELIVERABLES			
DELIVERABLES			
1. Evidence and attendance as directed by the Environment Court 2. Analysis of decisions on the management and provision of Council assets including the practical impact on engineering design and levels of service. Consideration of funding implications as a result of any changes in engineering design requirements or levels of service.			
3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Hearing into Policy Framework	March 2019 June 2019		Joint councils – managed by counsel

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

4. Stakeholder Management

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

5. Budget

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

Technological Change impact on communities and implications for SDC Project Plan

1. Project Outline

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

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

1.2 PURPOSE / OBJECTIVES

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

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

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

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

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

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

1.3 KEY DECISIONS IMPACTING THIS PROJECT

Resource allocation to complete.

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

2. Project Scope

2.1 IN SCOPE
This defines the project boundaries to facilitate effective management of deliverables on time and to agreed/approved cost. The scope outlined in any previous document should be confirmed here or updated as necessary. List all items that are included in the scope of this project.
(a) Desktop review of research and literature
2.2 OUT OF SCOPE
List identified items that will not be delivered as part of this project. This is most important as it specifies items which will not be undertaken as part of this project. This assists in managing/avoiding scope creep. The importance of individual out of scope items should be mentioned. Such items may pose significant risks to the project if they are not done at all by others. This may create risks for the project which need to be recognised and managed.
• Technological rating and ranking of technical aspects • Assessment of likelihood and impact measurements
2.3 ASSUMPTIONS AND CONSTRAINTS
• Assumption that initial work will be undertaken in house • Assumption that further detailed analysis work will need to be contracted to an external provider with relevant expertise and technical subject matter understanding
2.4 RISKS
• Analysis not completed on time to inform next steps of CF R&A Work programme • Evidence based findings not sufficient to support decisionmaking requirements

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	Completion by March 2019		
3.2 KEY DELIVERABLES			
DELIVERABLES			
3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Discussion Document prepared for consideration by Community and Policy Committee meeting	October 2018		Rex
Scope next stages of project based on recommendations from C&P Committee	November 2018		Michelle, Corporate Performance Lead
Undertake next stages as defined	December 2018		Michelle, Corporate Performance Lead

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

4. Stakeholder Management

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

5. Work Management Plan

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

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

6. Budget

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

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
COMMUNITY PARTNERSHIPS, ASSISTANCE & FUNDING ALIGNMENT APPROACH KEY MILESTONES:							Prepare update report for C&P Committee	Issues & options paper for ELT consideration	Present findings report to C&P Committee		Develop funding & funding support model for adoption by Council				
Tasks: BUDGET: HOURS: Complete research with TLAs 80 Project Manager 80 TOTAL: 160	Complete research with other TLAs	Complete research with other TLAs			Draft options to GM Community and Futures and relevant key staff		ELT consideration & feedback incorporated		Prepare report for C&P Committee	Incorporate feedback from Committee into draft	Prepare final report & present model to Council for adoption Final report presented to Council 24 July 2019. Resolutions from this will help inform the community board approach to local decision-making in the new triennium			Community Assistance policy to be drafted and presented to Council committee in the new Triennium. Implement new grants approach for regional applications to Council committee and local grants for community boards	
TechNOLOGICAL CHANGE IMPACT ON COMMUNITIES & IMPLICATIONS FOR SDC PROJECT PLAN KEY MILESTONES:								Discussion document. presented to C&P Committee meeting	Scope next stages of project based on recommendations from C&P Committee A watching brief will be maintained for a follow up report updating the topic by December 2020 In essence it will not have any material impact on assumptions or scenarios that need to be dealt with in the immediate term						

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
Tasks: BUDGET: HOURS: Rex Capil 60 Michelle Stevenson 30 Corporate Performance Lead 4 ELT 2 TOTAL: 94	Discussion Document. Research & analysis	Discussion Document. Preparation & recommendations		Scoping as required. Commission next stages of work scoped		Internal analysis to inform assumptions	Issues & Options paper prepared for endorsement to align with LTP 2021-2031 project plan – for endorsement by C&P Committee								
RATES AFFORDABILITY KEY MILESTONES:								Census data to contribute			Discussion of the draft report with Council	Resent final report to Council			
tasks: BUDGET: Statistics NZ $2k. When last completed, cost $400. Building in contingency. HOURS:											Census data is not available until the end of September 2019. There will be little movement in this project until that time.				
SERVICE DELIVERY FRAMEWORK PROJECT PLAN KEY MILESTONES:				Gap analysis of asset management and asset information	ELT endorse asset management and asset information Strategy						Community facilities level of service work – consultants Xyst to complete		Open Space Strategy	December: Activity review	June: LTP consultation Community facilities hierarchy work will be integrated with the level of service research and analysis work. To inform the LTP 2024-34 or earlier
tasks: BUDGET:															

	AUG 18	SEP 18	OCT 18	NOV 18	DEC 18	JAN 19	FEB 19	MAR 19	APR 19	MAY 19	JUN 19	OCT 19	DEC 19	2020	2021
Open Space Planning $150k in 2018/28 LTP to resource this activity HOURS:															
CLIMATE CHANGE: BUILDING KNOWLEDGE AND RESILIENCE KEY MILESTONES	Climate Change Impacts report (ES) Joint councils Communication & Engagement Plan	Identification of joint regional project next steps (ES with TAs)	Completion of further impact and location specific work/projects (ES with TAs) (Date TBC)			Staff Report – Internal analysis to understand risks & impacts									
TASKS BUDGET: HOURS:	Develop Engagement Plan for regional project • key communication messages • approach to community engagement around building mutual understanding of impacts of Climate Change Engage consultant to prepare Climate Change Impacts report (ES) Agree & commission further impact & location specific work/projects (ES with joint working group). Ongoing.	Analysis of science report & implications for council infrastructure & communities, including consideration of community engagement. Ongoing.	Preparation of report outlining risks& impacts with a proposed engagement with community & key stakeholders process (Date TBC)	Review & workshop findings of climate change report with working group & elected representatives (ES with joint working group)				Community engagement as per engagement plan developed earlier. Ensuring key messages are determined.			Workshops will be held in August with local authorities (facilitated by ES). Individual project plans for work streams yet to be determined.				
community facility functional hierachy															Completed facilities inventory & analysis by 2023 to

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

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

Climate Change: Building Knowledge and Resilience Project Plan

1. Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Bruce Halligan			
Project Manager: Rebecca Blyth			
Project Name: Climate Change: Building Knowledge and Resilience			
Project Start Date	July 2017	Project Finish Date	December 2022

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

1.2 PURPOSE / OBJECTIVES

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

The overall objectives for the Climate Change Project are:

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

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

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

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

1.3 KEY DECISIONS IMPACTING THIS PROJECT

1. Funding for continued technical work – aspects of this work have been budgeted for and collaboration at a regional level has ensured efficient use of staff time and funding, however there will be a need for specialist advice in a Southland District Context.
2. Regional Working Group – a regional working group at a staff level has been progressing this work stream since March 2018, a decision as to whether this approach continues or not is yet to be made at a Senior Management and Governance level.
3. Timeframes for the completion of advice to feed into the Long Term Plan 2021 preparation cycle, an additional series of work is in the process of being scoped to the 2024 LTP cycle.
4. Continued allocation of staff time to lead or contribute to this project. The magnitude of staff time required to continue progressing this project has not yet been assessed and will impact on the ability for the project to be completed within timeframes.

2. Project Scope

2.1 IN SCOPE

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

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

2.2 OUT OF SCOPE

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

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

COMPONENT OF CLIMATE CHANGE OUT OF SCOPE FOR PHASE 1	ALTERNATIVE INFORMATION SOURCE / WHY IT IS BEING EXCLUDED FROM SCOPE
MITIGATION	When considering mitigation options it is important to understand the context for NZ and what our emissions are made up of. The 2017 PcE 'Stepping Stones' report states 49% come from agriculture, 18% from transport, 15% from industry, 5% each from electricity and waste, and 8% from 'other' sources. This is quite different from other countries where electricity and transport are the largest contributors. Submissions on the Zero Carbon Amendment Bill closed on 16 July. Council was part of a joint submission with Environment Southland. The bill sets a target that as a nation we will be net carbon neutral by 2050. Accordingly, some consideration about how to achieve this at an organisational level needs consideration as part of the next phase. Local work

	Great South has established the Carbon Neutral Advantage Advisory Group and steering group to identify and establish how to transition to a low carbon economy. This advisory group is made up of major businesses and industries (eg Fonterra, NZAS, Real Journeys, PowerNet, HW Richardson, EECA etc).
DISTRICT WIDE – COMMUNITY & BUSINESS IMPACTS	Much like the mitigation options, there are a number of industry groups considering what the impacts for their businesses might be. The work that Great South is doing will support this. The Deep South National Science Challenge, 'Impacts and Implications' workstream is also looking at the cascade of effects on transport links, businesses and local and n ational economies.
DISTRICT WIDE AND COASTAL – ENVIRONMENTAL IMPACTS	There are a number of environmental impacts to be considered and DOC have prepared some reports looking at the potential impacts of climate change including a 2013 report "Potential effects of climate change on New Zealand's terrestrial biodiversity and policy recommendations for mitigation, adaptation and research" and a 2014 report "Adapting to a changing climate: a proposed framework for the conservation of terrestrial native biodiversity in New Zealand" http://www.doc.govt.nz/Documents/science-and-technical/sap257.pdf The Deep South National Science Challenge also has a workstream looking at the impacts and implications of climate change, including the environmental impacts.

2.3 ASSUMPTIONS AND CONSTRAINTS

Timeframes

This work will be based on a 100 year timeframe, recognising that climate change is a long term challenge that we face, and the solutions could affect investments which have long expected lives. Accordingly, it is worth acknowledging that "data gathering" will not only be confined to Phase 1 of a climate change project.

Assumptions

The Southland Climate Change Impacts Assessment was released to the four southland Councils in May and June 2019. The key findings identify that there will be varying climate change impacts across the region. The variability will be change between catchments and within catchments. The report identifies that predictions for changes in temperature, rainfall, drought, and sea level-rise out to 2090.

2.4 RISKS

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

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

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE	
3.1 TIMEFRAME	Completion by December 2022
3.2 KEY DELIVERABLES	

DELIVERABLES

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

3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Joint Council working group set up for Phase 1 – Building Knowledge	December 2017	December 2017	Initially SDC – transitioned to ES

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

Preparation of report outlining risks and impacts with a proposed engagement with community and key stakeholders process.	TBC – acknowledge need to coordinate with LTP project plan.		Rebecca Blyth – SDC in conjunction with key internal staff and joint working group.

4. Stakeholder Management

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

5. Budget

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

Community assistance and funding approach Project Plan

1. Project Outline

1.1 PROJECT INFORMATION			
Project Leader/Sponsor: Rex Capil			
Project Manager: Michelle Stevenson			
Project Name: Community partnerships, assistance and funding alignment approach			
Project Start Date	March 2018	Project Finish Date	June 2020

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

1.2 PURPOSE / OBJECTIVES

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

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

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

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

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

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

1.3 KEY DECISIONS IMPACTING THIS PROJECT

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

2. Project Scope

2.1 IN SCOPE

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

2.2 OUT OF SCOPE

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

2.3 ASSUMPTIONS AND CONSTRAINTS

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

2.4 RISKS

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

3. Projects Tasks, Deliverables and Milestones

PROJECT TIMELINE			
3.1 TIMEFRAME	To be completed by June 2019 – 1 July 2020 implementation		
3.2 KEY DELIVERABLES			
DELIVERABLES			
• investigate an alternative approach to Council's funding and contracting for service community organisations • develop a funding model that reflects Council's funding and funding support • present funding model to Council for adoption			
3.3 KEY MILESTONES	Forecast Due Date	Actual Date	Responsibility
Issues and options paper for ELT consideration	February 2019		Michelle Stevenson
Present findings report to Community & Policy Committee	April 2019		Michelle Stevenson
Develop funding and funding support model for adoption by Council	July 2019		Michelle Stevenson
3.4 TASK	Forecast Due Date	Actual Date	Responsibility

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

4. Stakeholder Management

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

5. Budget

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

Community Organisation & Volunteer Shared Services Pilot Update

Record No: R/19/8/19335
Author: Megan Seator, Community Liaison Officer
Approved by: Rex Capil, Group Manager Community and Futures

☐ Decision ☐ Recommendation ☒ Information

Purpose

1 The purpose of this report is to provide a final update to the Community and Policy Committee on the pilot project that was undertaken as part of the letter of expectation between Southland District Council and Venture Southland.

2 The pilot project followed on from work undertaken in the 2016/2017 letter of expectation around community organisation and volunteer sector research, and has a focus of investigating shared services and shared service delivery.

Executive Summary

3 The purpose of this project was to expand on the work undertaken in the Community Organisation & Volunteer Sector Research (2017), by running pilot projects around the concept of shared services and shared service delivery within a geographically based and an interest based group of community organisations and volunteer groups.

4 The pilots have been led and supported by Council's community partnership leaders, and were delivered by Venture Southland community development.

5 Part of the project brief included consultation with community funders around the delivery of this project and the potential to apply for funding assistance. Early indicators were that the project had merit but external funders wanted more information, to see the pilot progressed with a suitable model before they could consider what, if any, funding assistance may be available.

6 The community funders further advised they were interested in understanding the potential of this type of community support and approach as well as commentary around its effectiveness, challenges and opportunities together with community feedback. At this point, Venture Southland advised they would allocate internal funding to deliver the pilot and facilitate the implementation in order to be able to provide baseline information for any future funding opportunities.

7 Community development staff initially started working with groups in two distinct geographical areas, one being the more urban area of Winton and the other having a more rural focus in the Edendale and Wyndham communities.

8 After a series of face to face and group meetings with the interested clubs and organisations in both areas, it was agreed that the Winton pilot would not go ahead at this time as three of the groups indicated they no longer wished to be part of the pilot. This was due to two of the groups looking to combine and the third using pro-bono services so a shared service was not required at this time.

Current Project Status

9 The shared service pilot is now complete being delivered55 from October 2018 to April 2019 in the Wyndham/Edendale area. Six community organisations were involved including two netball clubs, a rugby club, a scout group, a sports complex, and a dog trial club.

10 A shared service administrator was appointed to provide the shared service. The administrator was not a member of any of these groups but was a well-known local. Tasks differed for each community organisation included minute-taking, developing policies and procedures, event administration, website and Facebook management, funding, membership drives and general promotion.

11 The administrator recognised the importance of building organisational capacity to allow them to continue to operate effectively at the end of the pilot. This was done by setting up templates, processes, and routines so the community organisations could easily continue upon her departure.

12 All of the community organisations involved found value in the pilot and many showed disappointment that it was a pilot and was not continuing.

13 The administrator overall enjoyed her involvement in the pilot. She found some community organisations more difficult to work with than others but she said she felt appreciated and valued by all groups. She enjoyed working with some of community organisations so much that she has decided to stay on as a volunteer.

14 Key learnings from the pilot include:

- differing needs – each community organisation in the pilot had different strengths and weaknesses and skills (both self-identified and identified by the administrator). This meant that a cookie-cutter approach to the shared service was not appropriate and instead, the shared service needed to embrace their unique strengths and support them where they needed it. Subsequently, this support differed between each group
- timing of support – community organisations (especially sports clubs) have their busy times and quiet times of the year. They may need a lot of support during their busy times but need no support during their quiet times. This affected the number of hours the administrator was working and the consistency of the work and her availability during busy periods
- establishing boundaries – it was important to ensure the boundaries of the shared service was set early on in the pilot. Even though the community organisations were given clear guidelines about what support the administrator would provide (through an agreement which they helped to develop) some community organisations tried to offload work onto the administrator outside the scope of what was agreed to – either by requiring more hours of work or extra tasks than what was in the original agreement. It required the administrator and Venture Southland at numerous times having to remind the community organisations of the boundaries and the agreement of tasks signed by all parties at the beginning of the pilot
- communication – a number of communication issues arose during the pilot. It appeared that for some groups there was a huge sense of relief when she started, that they overloaded her with work at the beginning but then left her unsupported for the rest of the process, with the administrator finding it difficult to contact and engage with them
- this pilot has reinforced the issues facing the volunteer sector such as volunteers being increasingly time-poor, funding being harder to get, increased financial reporting, and an

ageing population. It reinforced the idea that when community organisations are supported on time-consuming administration duties, they can spend more time and energy focussing on their primary purpose.

Next Steps

15 The community leadership team will initiate further discussions with funders regarding the possibility of supporting this type of project, now that the pilot has been completed.

16 The community leadership team will investigate the capacity of community groups to fund a shared service themselves.

17 The community leadership team will look at how this pilot could be replicated elsewhere in the District and provide a final project report to the incoming Community and Policy Committee or its equivalent in the new triennium.

Recommendation

That the Community and Policy Committee:

a) Receives the report titled "Community Organisation & Volunteer Shared Services Pilot Update" dated 21 August 2019.

Attachments

There are no attachments for this report.