



Date: Wednesday, 14 February 2024
Time: 9.30am
Meeting room: Council Chamber
Venue: Level 2
20 Don Street
Invercargill

Finance and Assurance Committee OPEN ATTACHMENTS

ATTACHMENTS UNDER SEPARATE COVER

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Performance Measurement Framework

LTP 2024-2034

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Document Revision

Date	Amendment	Amended by	Approved by	Approval date
27/11/2023	Draft version 1	Robyn Laidlaw		
29.01.24	updated	Robyn Laidlaw		

Introduction

Council set its groups of activities for the current Long Term Plan (LTP) following a review of the groups from the 2018-2028 LTP. The groups are as set out below.



Strategic framework

As part of the Long Term Plan (LTP) process, we revised our strategic framework and updated our community outcomes (see table below)

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
VISION	Together, with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

In May 2019 the wellbeing's were re-introduced in to the Local Government Act by an amendment called the Local Government (community wellbeing) Amendment Act. The main objectives were to restore the purpose of local government to be "to promote the social, economic, environmental, and cultural well-being of communities and to allow for local authorities to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities, taking a sustainable development approach".

Taituarā (formally Society of Local Government) managers developed the following definitions for each wellbeing.

SOCIAL	ECONOMIC	CULTURAL	ENVIRONMENTAL
<i>Involves individuals, their families, whanau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.</i>	<i>Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity</i>	<i>Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities</i>	<i>Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.</i>

Source: Taituarā – what are the wellbeing's?

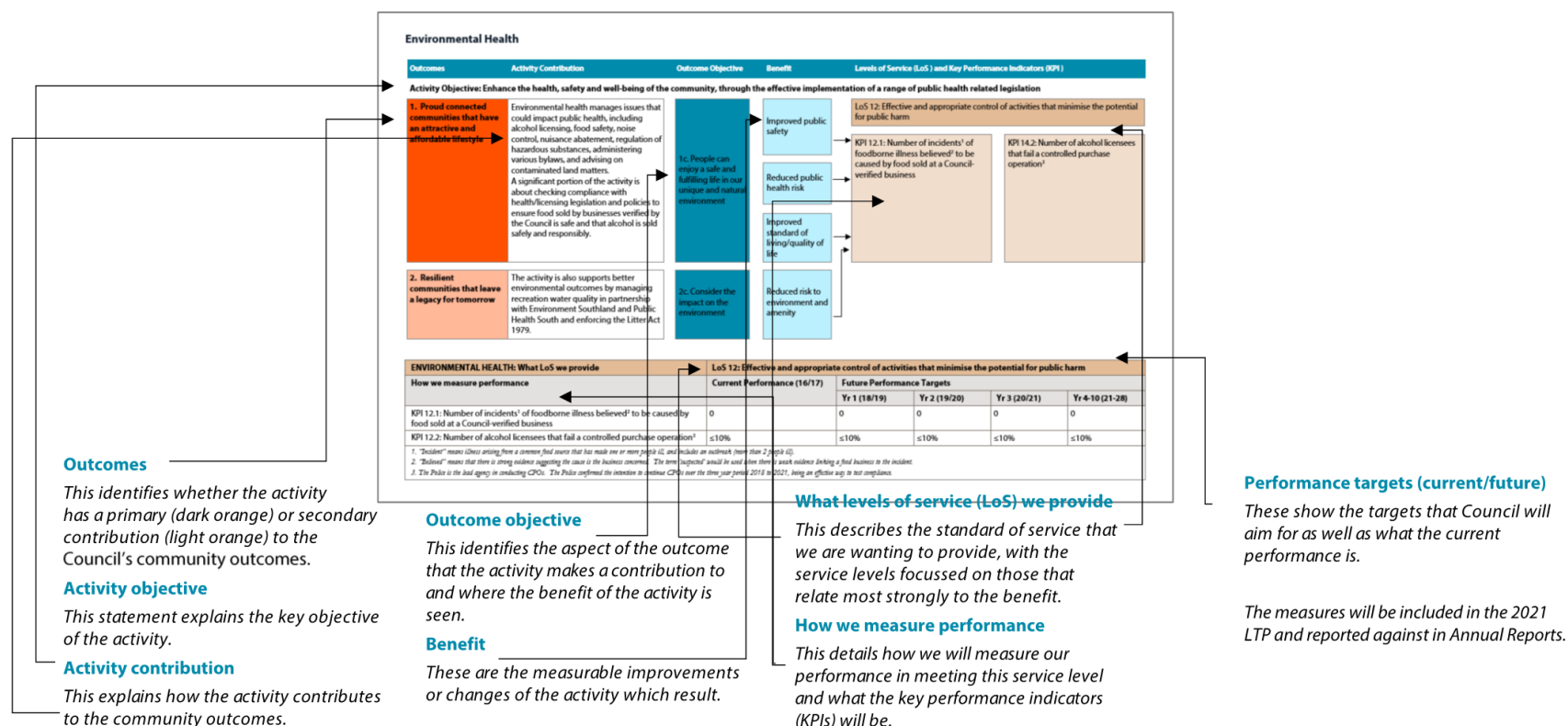
What's changed since the last LTP?

STRATEGIC FRAMEWORK COMPONENT	LONG TERM PLAN 2021-2031	Long term plan 2022034
MISSION	Working together for a better Southland	Together, with our people, for our future, it's our Southland
VISION	Southland – one community offering endless opportunities	Working together for a better Southland
COMMUNITY OUTCOMES	<ul style="list-style-type: none"> • Kaitiakitanga for future generations (Environment) • Inclusive, connected communities (Culture) • A diverse economy creating healthy and affordable lifestyles (Economic) • Empowered communities with the right tools to deliver the best outcomes (Social) 	<ul style="list-style-type: none"> • Communities which are connected and have an affordable and attractive lifestyle (Social) • Communities with a sense of belonging for all (Cultural) • Communities committed to the protection of our land and water (Environmental) • Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	<ul style="list-style-type: none"> • improve how we work to build resilience • better preparing our communities and council for future changes • provision of appropriate infrastructure and services • support healthy environments and sustainable communities 	<ul style="list-style-type: none"> • Connected and resilient communities • Ease of doing business • Providing equity • Thinking strategically and innovatively • Robust infrastructure

Corporate performance framework

Overview – mapping the benefits

Council's performance management framework is an important part of the way that Council explains what it is doing, and why in its Long Term Plan. The framework describes how each of Council's activities contribute to the community outcomes, what levels of service will be provided, how performance will be measured using key performance indicators (KPIs) and what Council's targets are. It also helps the community, elected members and staff to assess whether the Council's policies and services are actually making the community's lives better. For the 2024 Long Term Plan, Council has considered the benefits of the activity in terms of outcomes, and used these to focus on key levels of service and key performance indicators. The layout of the information in the statements is explained below. The key changes to the framework are explained in the section header for each activity group.



Activity group - Community leadership

Key changes to activity group overview

This activity group incorporates representation and advocacy. The level of service has been updated to reflect the two teams within this group new performance measures were added (1.0.1 and 1.0.2). There are two new measures.

Community leadership (including representation and advocacy, community and futures and community assistance)

Level of Service 1.0: Council makes decisions in an open and transparent manner					
Level of Service 1.1: Council supports partnerships with key stake holders in the district and region					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (28/34)
KPI 1.0.1: All agendas are out on time ¹	New measure	100%	100%	100%	100%
KPI 1.0.2 A recommendation is included in each report being withheld from the public about what (if anything) will be released to the public, when and how	New measure	75%	80%	80%	85%
KPI 1.0.3: Proportion of agenda items held in an open meeting	93%	90%	90%	90%	90%
KPI 1.1.1: Percentage of the community partnership fund and district initiatives fund requested meets the budgeted amount	100%	100%	100%	100%	100%
KPI 1.1.2: Percentage of Community Board meetings and workshops where residents and rate payers are in attendance	81%	50%	50%	50%	50%
1 This refers to agendas for Council, Council committees, Council subcommittees, community boards and joint committees administered by Council					

Outcomes	Activity contributions	Outcome objective	Benefit	Levels of service (LoS) and key performance indicators (KPI)	
Communities which are connected and have an affordable and attractive lifestyle (Social)	This activity encourages collaboration and partnerships so communities can achieve more, but also strengthens community connections, understanding and self-reliance.	People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	Better connectedness Improved reputation Increased social wellbeing Improved quality of life	LoS 1.0: Council makes decisions in an open and transparent manner	
				LoS 1.2: Council supports partnerships with key stake holders in the district and region	
Communities committed to the protection of our land and water (Environment)		A sustainable impact on the environment Planning for the future	Better connectedness	KPI 1.1.2: Percentage of community board meetings and workshops where residents and rate payers are attendance.	
				KPI 1.0.3: Proportion of main items held in open meetings	

Outcomes	Activity contributions	Outcome objective	Benefit	Levels of service (LoS) and key performance indicators (KPI)	
Communities with a sense of belonging for all (Culture)		People are well connected		KPI 1.0.1: All agendas are out on time	KPI 1.0.2 A recommendation is included in each report being withheld from the public about what (if anything) will be released to the public, when and how
Communities with the infrastructure to grow (Economic)		Strong communities	Increased economic wellbeing Improved quality of life	KPI 1.1.1: Percentage of the community partnership fund and district initiatives fund requested meets the budgeted amount	

Activity group - community resources

Key changes to activity group overview

This is a new activity group which incorporates community facilities (including toilets, halls and library buildings), community services (including cemeteries, community housing, library services, heritage and culture), open spaces (including parks, reserves and streetscapes), Stewart Island Electrical Supply Authority (SIESA) and waste services. Staff have simplified three of the levels of service 2.0, 5.0 and 6.0, along with this there are updated and new KPI's identified below.

Community facilities (including toilets, halls and library buildings)

Level of service 2: Council owned facilities are fit for purpose					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 2.1: Council owned halls are fit for purpose definition <ul style="list-style-type: none"> ease of booking Cleanliness of kitchen and toilets Would you book again 	New measure	Baseline data Scale 1-5 Fit for purpose =3+ on the scale.	baseline+10%	baseline+20%	baseline+30%

Additional data will be collected from the Halls booking system such as usage numbers, groups using Halls

All Halls will be on the booking system by the end of the financial year

Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Activity objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities				
Communities with a sense of belonging for all. (Cultural)	The activity provides a range of facilities, including Council offices, libraries, halls/community centres, sports clubrooms, sports field grandstands, medical and maternity centres, miscellaneous buildings and public toilets, that support community activities and needs. Regular checks ensure that facilities are safe to use.	People have everything they need to live, work, play and visit	Healthier, more active communities Improved natural environment Increased recreation opportunities More socially connected	LOS 2: Council owned facilities are fit for purpose
				KPI 2.1: 1Council owned halls are fit for purpose ¹ ¹ Halls are clean, booking is easy, customer would book again
Communities which are connected and have an affordable and attractive lifestyle (Social)	Community Centres enable communities to be more socially connected, and by fostering healthier, more fulfilled and more active communities. This activity also helps provide people with the things they need to live, work and play in the District.	A sustainable impact on the environment Planning for the future	More socially connected Stronger local identity and connection	
Communities with the infrastructure to grow (Economic)	Community centres enable communities to have a stronger local identity and connection, and by fostering the social, cultural and economic wellbeing of our communities.	People are well-connected	Better history and heritage preservation Stronger local identity and connection More opportunities for economic growth	
Communities committed to the protection of our land and water. (Environmental)		Strong communities	Improved natural environment	

Community services (including cemeteries, community housing, library services,)

Level of Service 3: Facilities are fit for purpose, to enable healthy grieving and memorialisation for the community					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 3.1: To meet family expectations that the burial plots are prepared by the time required.	100%	100%	100%	100%	100%
Level of Service 4: Facilities are fit for purpose.					
KPI 4.1: Community housing occupancy rate	94%	85%	87%	90%	93%
KPI 4.2: Percentage of people who meet priority criteria ¹	New measure	80%	80%	80%	80%
Level of Service 5: Council provides a library service for the district including a mobile service					
KPI 5.1: the library network will increase the digital proportion of lending year on year	New measure	Baseline	Baseline + 5%	previous yrs measure +5%	previous yrs measure +5%
KPI 5.2 the library and service network will increase programme participation numbers year on year	New Measure	Baseline	Increase Yes/No	Increase Yes/No	Increase Yes/No
1. Policy states that priority criteria include that persons are over 60 years old or persons that are considered to be in need of community housing					

Outcomes	Activity contributions	Outcome objective	Benefit	Levels of service (LoS) and key performance indicators (KPI)	
Communities which are connected and have an affordable and attractive lifestyle (Social)	The activity provides a range of services, including Council libraries, community housing and cemeteries, supporting heritage and culture, developing solutions for community activities and needs. Regular checks ensure that Council facilities are safe to use.	People have everything they need to live, work, play and visit	More socially connected Reduced environmental impact Healthier, more active communities Better customer service	LoS 3 Facilities are fit for purpose, to enable healthy grieving and memorialisation for the community	
				KPI 3.1: To meet family expectations that the burial plots are prepared by the time required	
				LoS 4 - Facilities are fit for purpose, in the appropriate locations and cater for future needs	
				KPI 4.1: Community housing occupancy rate	KPI 4.2: Percentage of people who meet priority criteria
				LoS 5 Council provides a library service for the district including a mobile service	
Communities committed to the protection of our land and water (Environment)		A sustainable impact on the environment Planning for the future	Improved natural environment Reduced environmental impact Increased recreation opportunities	KPI 5.1 the library network will increase the digital proportion of lending year on year	
				KPI 5.2 the library and service network will increase programme participation numbers year on year	
Communities with a sense of belonging for all (Culture)		People are well-connected	More connected		

Outcomes	Activity contributions	Outcome objective	Benefit	Levels of service (LoS) and key performance indicators (KPI)
			Better history and heritage preservation	
Communities with the infrastructure to grow (Economic)		Strong communities	Stronger business sector and local / regional economy More opportunities for economic growth	

Open spaces (including parks, reserves and streetscapes)

Level of service 6: Council provides safe, well maintained open spaces.					
How we measure performance	Current performance (23/34)	Future performance targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 6.1 All SDC playgrounds will meet NZ standards over the next 3 years	New Measure	80%	85%	90%	95%
KPI 6.2: Open spaces requests for services ¹ are completed within specified timeframes	89%	90%	95%	98%	98%
KPI 6.3 Council collaborated in partnership with a minimum of three community groups in the biodiversity /ecological or environmental space	New Measure Set MOU with community groups 3 per year	3	3	3	3
1. Open spaces requests includes requests for related activities e.g. playgrounds, reserves etc					

Activity Objective: A network of open spaces and facilities that celebrate and enhance our natural environment that can be appreciated and enjoyed by current and future generation				
Outcome	Activity contribution	Outcome objective	Benefit	Levels of service (LoS) and Key performance Indicators (KPI)
Communities which are connected and have an affordable and attractive lifestyle (Social)	<p>The activity supports improving community and social wellbeing through partnerships with other agencies (Sport Southland, New Zealand Recreation Association and other local authorities) to manage open spaces for community wellbeing.</p> <p>Free access to parks, reserves and open spaces is important and they are recognised as a key part of life in Southland and continue to be a service which residents' value.</p> <p>Some reserves protect areas of natural and ecological significance and the use of native plantings can provide for restoration and a level of conservation.</p> <p>These areas and other open spaces can help to raise community awareness and appreciation of natural areas.</p> <p>A number of open spaces are also destinations in their own right, attracting visitors to the area to enjoy the scenery and unique environment.</p>	<p>People have everything they need to live, work, play and visit</p> <p>People can enjoy a safe and fulfilling life</p>	<p>Increased economic wellbeing</p> <p>Improved health and safety</p> <p>Enhanced responsiveness</p>	<p>LoS 6: Council provides safe, well maintained open spaces</p> <p>KPI 6.1: All SDC playgrounds will meet NZ standards over the next 3 years</p> <p>KPI 6.2 Open spaces requests for service are completed within specified timeframes</p> <p>KPI 6.3 Council collaborates in partnership with a minimum of three community groups in the biodiversity/ecological or environmental space. (set up MOU with community groups 3 per year)</p>
Communities committed to the protection of our land and water (Environmental)		<p>A sustainable impact on the environment</p> <p>Planning for the future</p>	<p>More sustainable environments</p>	
Communities with a sense of belonging for all (Cultural)		<p>People are well connected</p>	<p>Better connectedness</p>	
Communities with the infrastructure to grow (Economic)	<p>Open spaces are managed to provide areas where the community can engage in active or passive recreational opportunities that enhance their health and well being.</p> <p>A significant portion of the activity is about maintaining the open spaces and equipment so that they meet New Zealand Standards and.</p> <p>Some reserves protect areas of natural and ecological significance and the use of native plantings can provide for restoration and a level of conservation.</p> <p>These areas and other open spaces can help to raise community awareness and appreciation of natural areas.</p> <p>A number of open spaces are also destinations in their own right, attracting visitors to the area to enjoy the scenery and unique environment.</p>	<p>Strong communities</p>	<p>Increased economic wellbeing</p>	

SIESA

Level of Service 7: Council provides a reliable, sustained electricity supply to Stewart Island that meets current and future needs					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 7.1: Number of unplanned point of consumer supply interruptions to Stewart Island electricity supply	5	≤6	≤6	≤6	≤6

Activity - SIESA				
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Communities with the infrastructure to grow (Economic)	To provide one reliable electricity supply at the lowest sustainable cost which improves the environment and aesthetic values within the supply area whilst supporting the local economy.	Communities are aware, adaptable and doing the right thing	More sustainable environments Increased economic wellbeing Improved quality of life	LoS 7: Council provides a reliable, sustainable electricity supply to Stewart Island that meets current and future needs KPI: 7.1: Number of unplanned point of consumer supply interruptions to Stewart Island electricity supply
Communities which are connected and have an affordable and attractive lifestyle (Social)		Timely and accurate service delivery	More self-sufficient communities	
Communities with a sense of belonging for all (Cultural)		We communicate and provide the necessary tools needed to get the work done	Increased economic wellbeing	
Communities committed to the protection of our land and water (Environmental)		People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	District becomes more attractive place to live Improved health and safety	

Waste Services

Level of Service 8: Council Provides rubbish and recycling services that minimise the amount of waste going to landfill					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 8.1: The amount of waste diverted from landfill (tonnes) as a percentage of total waste ¹	a) 35%	a) 40%	a) 40%	a) 40%	a) 40%
KPI 8.2: The maximum amount of waste per property disposed of to landfill (kilograms)	b) 588 kg per property	b) 650kg per property	b) 650kg per property	b) 650kg per property	b) 650kg per property
1. Total waste diverted by weight includes material from drop-off centres, (yellow) recycling wheelie bins, greenwaste sites and scrap metal. Weight calculations are estimated based on the number of collection containers processed multiplied by an average weight for different material types					

Activity – Waste services					
Activity Objective: Protect public health and reduce environmental impacts through waste collection, disposal, reduction, reuse and recycling.					
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Communities committed to the protection of our land and water (Environment)	Promote the principle of Kaitiakitanga/Stewardship. All residents are responsible for looking after the environment, and for the impact of products and wastes they make, use and discard. Kaitiakitanga expresses an integrated view of the environment and recognises the relation between all things. It represents the obligation of current and future generations to maintain the life sustaining capability of the environment for present and future generations.	A sustainable impact on the environment Planning for the future	More sustainable environments Improved health and safety	LoS 8: Provide rubbish and recycling services that minimise the amount of waste going to landfill	
				KPI 8.1: The amount of waste diverted from landfill (tonnes) as a percentage of total waste ¹	KPI 8.2: The maximum amount of waste per property disposed of to landfill (kilograms)
Communities with a sense of belonging for all (Culture)	The activity can also help to reduce the risk of disease from waste incorrectly disposed of.	People are well connected	Better connectedness Improved quality of life		
Communities with the infrastructure to grow (Economic)	The delivery via Wastenet (a single regionally coordinated waste and recycling collection service between Southland councils), helps to ensure the service is cost effective (through economies of scale) and also convenient and accessible.	Strong economies	Increased economic wellbeing		
Communities which are connected and have an affordable and attractive lifestyle (Social)	Waste management helps to reduce impacts of waste disposal on the environment by ensuring waste is appropriately disposed of. In addition, kerbside recycling services, recycling drop-off centres and other waste minimisation initiatives help to make it easier to reduce, recycle and re-use material that would otherwise have to be disposed of.	People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	Improved public safety Reduced environmental impact		

Activity Group - Environmental Services

Key changes to activity group overview

There were no changes to the Environmental Services Level of service, however there is an additional KPI. (9.6)

Environmental Services

Level of Service 9: Enhance the health, safety and well-being of the community and environment, through the effective implementation of a range of legislation					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 9.1: Percentage of non-notified resource consents processed within statutory timeframes	100%	100%	100%	100%	100%
KPI 9.2: Percentage of building consent applications processed within statutory timeframes	100%	100%	100%	100%	100%
KPI 9.3: Percentage of code compliance certificate applications processed within statutory timeframes	100%	100%	100%	100%	100%
KPI 9.4: Number of serious injuries to the public from dog attacks ¹	0	0	0	0	0
KPI 9.5: Percentage of non-working dogs subject to the responsible owner category	90%	85%	86%	87%	90%
KPI – 9.6 new food and alcohol applications processed and issued within 30 working days	New	0	0	80	100
KPI 9.7: On site Building Warrant of Fitness audits completed in the community	New measure	20% of buildings audited	20% of buildings audited	20% of buildings audited	Continue 5 year cycle of audits. 20% of buildings annually
KPI 9.8: Number of incidents ² of foodborne illness believed ³ to be caused by food sold at a Council-verified business	0	0	0	0	0
KPI 9.9: Average time to respond to request for service (RFS)	New Measure	Baseline			
<ol style="list-style-type: none"> 1. This is not intended to capture injuries from dog bites within a home environment. 2. "Incident" means illness arising from a common food source that has made one or more people ill, and includes an outbreak (more than 2 people ill). 3. "Believed" means that there is strong evidence suggesting the cause is the business concerned. The term 'suspected' would be used when there is weak evidence linking a food business to the incident. 					

Activity – Environmental services					
Activity Objective: Enhance the health, safety and well-being of the community, through the effective implementation of a range of public health related legislation					
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Connected and resilient communities (social)	<p>The activity supports improving community and environmental wellbeing through partnerships with other agencies (Environment Southland and Public Health South) to manage recreational water quality and reduce nuisances which would otherwise have a negative impact on community wellbeing.</p> <p>Environmental Services has a stewardship role in how buildings, development and activities are established and undertaken.</p> <p>As a decision maker Environmental Services is required to consider current and future generations in allocation of resources.</p> <p>The activities in this group contribute to a wider appreciation of the environment we live in and how it informs who we are as Southlanders.</p>	<p>A sustainable impact on the environment</p> <p>Planning for the future</p>	<p>More sustainable environments</p> <p>Improved health and safety</p> <p>Improved efficiency</p> <p>Higher quality services</p>	LoS 9 : Enhance the health, safety and well-being of the community and environment, through the effective implementation of a range of legislation	
				KPI 9.1: Percentage of non-notified resource consents processed within statutory timeframes	KPI 9.4 Number of serious injuries to the public from dog attacks
				KPI 9.2 percentage of building consents applications processed within statutory timeframes	KPI 9.3 percentage of code of compliance certificate applications processed within statutory timeframes
				KPI 9.5: Percentage of non-working dogs subject to the responsible owner category	KPI 9.6 new food and alcohol applications processed and issued within 30 working days
				KPI 9.7: On site Building Warrant of Fitness audits completed in the community – 33%	KPI 9.8: Number of incidents ¹ of foodborne illness believed ² to be caused by food sold at a Council-verified business
Communities with a sense of belonging for all (Culture)	Environmental services integrate cultural values in the decision making on buildings, development and activities, including recognition of the Treaty of Waitangi principles.	People are well connected	Better connectedness		
Communities with the infrastructure to grow (Economic)	<p>Environmental health manages issues that could impact public health, including alcohol licensing, food safety, noise control, nuisance abatement, regulation of hazardous substances, administering various bylaws, and advising on contaminated land matters.</p> <p>A significant portion of the activity is about checking compliance with health/licensing legislation and policies to ensure food sold by businesses verified by the Council is safe and that alcohol is sold safely and responsibly.</p> <p>Environmental Services create a safe and healthy built and natural environment within which our communities live, work and play.</p>	Strong communities	<p>Improved health and safety</p> <p>Increased quality of life</p>		
Communities committed to the protection of our land and water		People can enjoy a safe and fulfilling life			

Emergency Management

Level of Service 10: Build community resilience to emergency events					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27))	Yr 4-10 (27/34)
KPI 10.1: there are 26 community plans, eight of those plans will be enhanced and reviewed on an annual basis	All communities are covered with a plan.	8 per year	8 per year	8 per year	Maintain up-to-date community plans
KPI 10.2 10.2 : increase the percentage of surveyed households that have an emergency plan (written or verbal) form 55% - 60%	67%	maintain above 60%	maintain above 60%	maintain above 60%	maintain above 60%

Activity – Emergency Management				
Activity Objective: Safer, strong communities understanding and managing their hazards				
Outcomes	Activity Contribution	Outcome Objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Communities which are connected and have an affordable and attractive lifestyle (Social)	The activity involves ensuring communities are prepared for emergencies and that they are able to respond to and recover from these when they do happen. This involved establishing plans to ensure people are connected and safe in an emergency.	People have everything they need to live, work, play and visit	Improved health and safety	LoS 10: Build community resilience to emergency events
		People can enjoy a safe and fulfilling life	Increased social wellbeing Enhanced responsiveness	KPI 10.1: there are 26 community plans, eight of those plans will be enhanced and reviewed on an annual basis KPI 10.2 : increase the percentage of surveyed households that have an emergency plan (written or verbal) form 55% - 60%
Communities with a sense of belonging for all Culture	Specific actions include public education and ensuring a pool of trained personnel are in place to support the community in the events and in particular coordinate and manage.	People are well-connected	More self-sufficient communities	
Communities with the infrastructure to grow Economic	The activity involves building capacity to effectively prepare, respond to, and recover quickly from emergency events. Coordinated planning and community awareness building reduces the potential for damage in emergencies and a speedy response mitigates the effects of damage where practicable.	People have everything they need to live, work, play and visit	More healthy communities	
Communities committed to the protection of our land and water (Environmental)		People can enjoy a safe and fulfilling life in our unique and natural environment	Reduced impact of disaster	

Activity Group - Stormwater

Key changes to activity group overview

The LoS and KPI's for Stormwater are staying the same, these are all DIA required measures.

Stormwater

Level of Service 11: Provide a reliable stormwater system that protects public health and the environment					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 11.1: System adequacy - Overflows resulting from the stormwater system that result in the flooding of a habitable floor' (a) The number of "flooding events" that occur within the district. (b) For each flooding event, the number of habitable floors affected (expressed per 1000 properties connected to the council stormwater system).	a) 0 b) 0	a) ≤ 5 b) ≤ 1	a) ≤ 5 b) ≤ 1	a) ≤ 5 b) ≤ 1	a) ≤ 5 b) ≤ 1
KPI 11.2: Discharge compliance - Compliance with the resource consents for discharge from the stormwater system, measured by the number of: (a) abatement notices (b) infringement notices (c) enforcement orders (d) successful prosecutions, received in relation to those resource consents.	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0
KPI 11.3: Response to stormwater issues - The median response time between the time of notification and the time when service personnel reach the site when "habitable floors" are affected by flooding resulting from faults in the stormwater system.	There were no flooding events to habitable floors in the year	≤ 2 hours	≤ 2 hours	≤ 2 hours	≤ 2 hours
KPI 11.4: Customer satisfaction – The number of complaints received about the performance of the Council's stormwater system, expressed per 1000 properties connected to the stormwater system.	a) 15 per 1000 properties	a) ≤ 15 per 1000 properties	a) ≤ 15 per 1000 properties	a) ≤ 15 per 1000 properties	a) ≤ 15 per 1000 properties
KPI 11.5: Percentage of monitoring results that show compliance with resource consent conditions.	85%	100%	100%	100%	100%
1. Habitable floor refers to a floor of a building (including a basement) but does not include ancillary structures such as stand-alone garden sheds or garages. A flooding event means an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor.					

Activity – Stormwater				
Activity objective: Reliable stormwater collection, treatment and disposal that protects people and property from flooding and minimises the impact of any discharges on the environment				
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of service (LoS) and key performance indicators (KPI)
Communities committed to the protection of our land and water (Environment)	Stormwater collection, treatment (where required) and disposal helps to control the level of pollutants and sediments in stormwater discharged to waterways or coastal areas used for recreation and food gathering	A sustainable impact on the environment	More sustainable environments Improved reliability Enhanced responsiveness	LoS 11: Provide a reliable stormwater system that protects public health and the environment
				<p>KPI 11.1: System adequacy - Overflows resulting from the stormwater system that result in the flooding of a habitable floor-</p> <p>a) The number of "flooding events" that occur within the district</p> <p>b) For each flooding event, the number of habitable floors affected (expressed per 1000 properties connected the council stormwater system)</p>
				<p>KPI 11.2 Discharge compliance - Compliance with the resource consents for stormwater system discharges, measured by the number of:</p> <p>(a) abatement notices</p> <p>(b) infringement notices</p> <p>(c) enforcement orders</p> <p>(d) successful prosecutions, received in relation those resource consents.</p>
Communities with a sense of belonging for all (Culture)	Stormwater collection, treatment (where required) and disposal also helps to protect public health by providing for general sanitation.	People are well connected	Better connectedness	KPI 11.3: Response times – The median response time to attend a flooding event, measured between the time of notification to the time when service personnel reach the site.
Communities with the infrastructure to grow (Economic)	Stormwater helps to prevent flooding which otherwise may affect the safety and accessibility of homes.	Strong economies	Improved economic wellbeing	KPI 11.4: Customer satisfaction – The number of complaints received about the performance of the Council's stormwater system, expressed per 1000 properties connected to the stormwater system
Communities which are connected and have an affordable and attractive lifestyle (Social)	Stormwater helps to prevent flooding which otherwise may affect the safety and accessibility of homes, businesses and public places.	People have everything they need to live, work, play and visit People have a safe and fulfilling life	Improved social wellbeing	KPI 11.5: Percentage of monitoring results that show compliance with resource consent conditions.

Activity Group - Transport

Key changes to activity group overview

The activity includes the airport and water facilities. There are no changes to the LoS or KPI's for the Transport group, however the target for KPI 12.3, 12.4 and 12.6 have all been increased.

Transport (provision of Roading, footpaths, airport, cycle trails, water facilities and bridges)

Level of Service 12: Our transport network provides for safe, comfortable and efficient travel					
How we measure performance	Current Performance	Future Performance Targets			
	(23/24)	Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 12.1: Condition of the sealed road network – The average quality of ride on sealed local road network measured by smooth travel exposure ¹ .	99%	Smooth Travel Exposure ¹ of ≥ 98%	Smooth Travel Exposure ¹ of ≥ 98%	Smooth Travel Exposure ¹ of ≥ 97%	Smooth Travel Exposure ¹ of ≥ 97%
KPI 12.2: Percentage of gravel road tests where road roughness² meets acceptable standards	88%	≥85%	≥85%	≥85%	≥85%
KPI 12.3: Maintenance of a sealed local road network – The percentage of sealed local road network that is resurfaced	5.2%	8.5%	8.5%	8.5%	8.5%
KPI 12.4: Response to service requests – The percentage of customer service requests relating to roads and footpaths to which the Council responds within the required timeframes ³	95%	≥93%	≥94%	≥95%	≥95%
KPI 12.5: Road Safety – The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	22	Reduction of 1 from prior year	Reduction of 1 from prior year	Reduction of 1 from prior year	Reduction of 1 from prior year
KPI 12.6: Footpath condition⁴ – The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).	96%	≥90%	≥90%	≥90%	≥90%
KPI 12.7: Around the Mountains cycle trail has Great ride status	Retain accreditation	Retain accreditation	Retain accreditation	Retain accreditation	Retain accreditation
KPI 12.8: CAA compliance requirements for Part 139 certification is maintained	Retain certification	Retain certification	Retain certification	Retain certification	Retain certification
1. Smooth travel exposure is an index that determines the proportion of travel on sealed roads which are smoother than a defined threshold. 2. Road roughness is measured by RoadRoid testing. 3. Timeframes for responding to requests related to roads and footpaths vary from 24 hours to up 60 days depending on the urgency and risk associated with the request. Overall around 80% of the Council's requests for service have a target timeframe of 10 days or less. The Transport AMP includes more detail about the individual request types and timeframes. 4. Footpaths are assessed and given a condition rating that uses a visual rating scale of 1-5 where 1 is the highest (3 is reasonable). The percentage is calculated according to the length of the network that meets or exceeds the average of all condition ratings.					

Activity -Transport

Activity Objective: A safe and integrated corridor that enables people, goods and services to move throughout Southland and makes it easy to live, work, play and visit here					
Outcomes	Activity Contribution	Outcome Objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Communities which are connected and have an affordable and attractive lifestyle (Social)	Roads, footpaths and cycle trails provide people with access to their land, homes, schools, social centres and recreational areas. They also help achieve an integrated, safe, responsive and sustainable land transport system. Road safety improvements and initiatives also help to reduce the social impact of road fatalities and injuries.	People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	More convenience Improved reliability Increased social wellbeing Improved health and safety Higher quality services	LoS 12: Our transport network provides for safe, comfortable and efficient travel	
				KPI 12.1: Condition of the sealed road network – The average quality of ride on sealed local road network measured by smooth travel exposure.	KPI 12.4: Response to service requests – The percentage of customer service requests relating to roads and footpaths to which the Council responds within the required timeframes
				KPI 12.2: Percentage of gravel road tests where road roughness ³ meets acceptable standards	KPI 12.5: Road Safety – The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number
Communities with the infrastructure to grow (Economic)	Roads contribute to economic development by providing a corridor for the efficient movement of goods and services.	Strong Communities	Increased economic wellbeing District becomes more attractive to live and visit Improved quality of life	KPI 12.3: Maintenance of a sealed local road network - The percentage of sealed local road network that is resurfaced	
				KPI 12.7: Around the Mountains cycle trail has Great ride status	KPI 12.6: Footpath condition – The percentage of footpaths in reasonable or better condition
Communities committed to the protection of our land and water (Environment)		A sustainable impact on the environment Planning for the future	More sustainable environments		
Communities with a sense of belonging for all (Culture)		People are well connected	Better connectedness		

Water Facilities

Level of Service 13: Council provides safe and well-maintained water facilities to enable public enjoyment and access to the district's rivers, lakes and sea					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 13.1 – Water facilities requests for services are completed within specified timeframes	New measure	80%	80%	90%	95%
Specified time frame =					

Activity – Water facilities

Activity Objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities

Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Communities committed to the protection of our land and water (Environment)	Water structures provide access to water for both recreational and commercial purposes, which in turn contributes to sustaining our local communities. By providing facilities that enable easy access to the water and coast, water structures also help to prevent damage to sensitive water and coastal environments.	A sustainable impact on the environment Planning for the future	Improved health and safety More sustainable environments	LoS 13: Council provides safe and well-maintained water facilities to enable public enjoyment and access to the district's rivers, lakes and sea KPI 13.1: Water facilities requests for services are completed within specified timeframes
Communities with a sense of belonging for all (Culture)	Water facilities provide the opportunity for communities to tap into tourism opportunities that are key to the lifestyle of the district.	People are well connected	Better connectedness	
Communities which are connected and have an affordable and attractive lifestyle (Social)	The district is seen as a destination where water based activities abound and are easily accessible to locals, local and international tourists.	People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	Increased social wellbeing Improved health and safety	
Communities with the infrastructure to grow (Economic)		Strong communities	Increased economic wellbeing	

Activity Group - Wastewater (Sewerage)

Key changes to activity group overview

The level of service and KPI's for wastewater (sewerage) stay the same.

Wastewater (Sewerage)

Level of service 14: Provide reliable wastewater (sewerage) collection and treatment services that protects public health and the environment					
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 14.1: System and adequacy – The number of dry weather ¹ wastewater (sewerage) overflows from the territorial authority's wastewater (sewerage) system, expressed per 1000 wastewater (sewerage) connections to that wastewater (sewerage) system.	<1	≤1	≤1	≤1	≤1
KPI 14.2: Response to wastewater (sewerage) system faults - Where the Council attends to wastewater (sewerage) overflows resulting from a blockage or other fault in the Council's wastewater (sewerage) system, the following median response times ² measured: (a) Attendance time: from the time of notification to the time when service personnel reach the site; and (b) Resolution time: from the time of notification to this time that service personnel confirm resolution ¹ of the blockage or other fault	a) 1.54hrs b) 1.54hrs	a) ≤1 hour b) ≤6 hours	a) ≤1 hour b) ≤6 hours	a) ≤1 hour b) ≤6 hours	a) ≤1 hour b) ≤6 hours
KPI 14.3: Customer satisfaction – The total number of wastewater (sewerage) system complaints about any of the following: (a) wastewater (sewerage) odour (b) wastewater (sewerage) system faults (c) wastewater (sewerage) system blockages; and (d) the Council's response to issues with its wastewater (sewerage) system, expressed per 1,000 connections to the Council wastewater (sewerage) system.	7 per 1,000 connection	≤8 per 1,000 connections	≤8 per 1,000 connections	≤8 per 1,000 connections	≤8 per 1,000 connections
KPI 14.4: Discharge compliance - Compliance with resource consents for wastewater (sewerage) discharges, measured by the total number of: (a) Abatement notices (b) Infringement notices (c) Enforcement orders (d) Convictions received in relation to the resource consents	(a) 0 (b) 0 (c) 0 (d) 0	(a) 0 (b) 0 (c) 0 (d) 0	(a) 0 (b) 0 (c) 0 (d) 0	(a) 0 (b) 0 (c) 0 (d) 0	(a) 0 (b) 0 (c) 0 (d) 0
KPI 14.5: Percentage of monitoring results that show compliance with resource consent conditions.	93%	100%	100%	100%	100%
1. Dry Weather" is defined as a period of 24 hours prior to an event of no catchment rainfall. 2. In accordance with operations and maintenance contract timeframes.					

Activity – Wastewater (sewerage)						
Activity Objective: Reliable wastewater (sewerage) collection and treatment that protect public health and the environment.						
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)		
Communities which are connected and have an affordable and attractive lifestyle (Social)	Utilising culturally sensitive methods of disposal is also an important part of the activity	People have everything they need to live, work, play and visit People can enjoy a safe fulfilling life	Increased social wellbeing Improved health and safety	LoS 14: Provide reliable wastewater (sewerage) collection and treatment that protect public health		
				KPI 14.1: System and adequacy - The number of dry weather wastewater (sewerage) overflows from the territorial authority's wastewater (sewerage) system, expressed per 1000 wastewater (sewerage) connections to that wastewater (sewerage) system.	KPI 14.2: Response to wastewater (sewerage) system faults - Where the Council attends to wastewater (sewerage) overflows resulting from a blockage or other fault in the Council's wastewater (sewerage) system, the following median response times measured: (a) Attendance time: from the time of notification to the time when service personnel reach the site; and (b) Resolution time: from the time of notification to this time that service personnel confirm resolution ¹ of the blockage or other fault	KPI 14.3: Customer satisfaction - The total number of wastewater (sewerage) system complaints about any of the following: (a) wastewater (sewerage) odour (b) wastewater (sewerage) system faults (c) wastewater (sewerage) system blockages; and (d) the Council's response to issues with its wastewater (sewerage) system, expressed per 1,000 connections to the Council wastewater (sewerage) system.
Communities with a sense of belonging for all (Culture)	The potential for growth of an area is strongly linked to the availability of reticulated wastewater (sewerage). Without such systems in place, there is a limit to the level of residential, industrial and commercial development which can be accommodated.	People are well connected	Better connectedness			
Communities with the infrastructure to grow (Economic)	By providing a wastewater (sewerage) service which meets the needs of businesses and industry at the lowest sustainable cost, the activity contributes towards building a strong economy in the district.	Strong communities	Increased economic wellbeing More sustainable environments	KPI 14.4: Discharge compliance - Compliance with resource consents for wastewater (sewerage) discharges, measured by the total number of: (a) Abatement notices (b) Infringement notices (c) Enforcement orders (d) Convictions received in relation to the resource consents		KPI 14.5: Percentage of monitoring results that show compliance with resource consent conditions.
Communities committed to the protection of our land	The health and safety of urban built areas is strongly influenced by the sanitary systems available and the	A sustainable impact on the environment	Improved health and safety			

Activity – Wastewater (sewerage)				
and water (Environment)	reliability of those services - without which public health may be at risk. By providing a wastewater (sewerage) service which meets the needs of businesses and industry at the lowest sustainable cost, the activity contributes towards building a strong economy in the district.	Planning for the future	More sustainable environments	

Activity Group - Water Supply

Key changes to activity group overview

The Level of service and KPIs are staying the same for water supply.

Water supply

Level of Service 15: Our water supply network provides safe, reliable and adequate supply of water					
How we measure performance	Current Performance	Future Performance Targets			
	(23/24)	Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 15.1: Fault response times – Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: (a) <u>attendance</u> for urgent call-outs ¹ : from the time Council receives notification to the time that service personnel reach the site; (b) <u>resolution</u> of urgent call-outs ¹ : from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption; (c) <u>attendance</u> for non-urgent call-outs ¹ : from the time that Council receives notification to the time that service personnel reach the site; and (d) <u>resolution</u> of non-urgent call-outs ¹ : from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption.	a) 125minutes b) 5.57hrs c) 48 minutes d) 20 hours, 35 minutes	a) ≤ 1 hour b) ≤ 6 hours c) ≤ 4 hours d) ≤ 24 hours	a) ≤ 1 hour b) ≤ 6 hours c) ≤ 4 hours d) ≤ 24 hours	a) ≤ 1 hour b) ≤ 6 hours c) ≤ 4 hours d) ≤ 24 hours	a) ≤ 1 hour b) ≤ 6 hours c) ≤ 4 hours d) ≤ 24 hours
KPI 15.2: Customer satisfaction – The total number of complaints received by Council about any of the following: (a) drinking water clarity; (b) drinking water taste; (c) drinking water odour; (d) drinking water pressure or flow; (e) continuity of supply, and (f) the way Council responds to any of these issues expressed per 1000 connections to Council's networked reticulation system.	1.24 per 1,000 connections	≤10 per 1,000 connections	≤10 per 1,000 connections	≤10 per 1,000 connections	≤10 per 1,000 connections
KPI 15.3: Drinking water safety – The extent to which the Council drinking water supplies complies with: (a) drinking water standards (bacteria compliance criteria) and (b) drinking water standards (protozoal compliance criteria).	a) 82% b) 82%	a) 100% b) 100%	a) 100% b) 100%	a) 100% b) 100%	a) 100% b) 100%
KPI 15.4: Maintenance of the reticulated network – The percentage of water lost from the Council's networked reticulation system ²	19.30%	≤25%	≤25%	≤25%	≤25%
KPI 15.5: Demand management – The average consumption of drinking water per day, per resident within the territorial authority district.	889 litres	≤ 850 litres per person per day	≤ 850 litres per person per day	≤ 850 litres per person per day	≤ 850 litres per person per day
1. Attendance means from the time that the Council receives notification to the time that service personnel reach the site. Resolution means from the time that the Council receives notification to the time that service personnel confirm resolution of the fault or interruption. "Urgent" is considered complete loss of drinking-water to an urban drinking water supply. "Non-urgent" includes all other fault/interruptions to an urban drinking water supply 2. The water loss calculation is the weighted averaged percentage loss reduction per urban drinking water supply					

Activity – Water Supply					
Activity Objective: Providing reliable water supplies that are safe to drink and have adequate supply for use					
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Communities which are connected and have an affordable and attractive lifestyle (Social)	The activity provides safe water for drinking as well as water to be used for sanitary services such as showers, toilets, washing and food preparation. In reticulated areas, water is available to support both recreation, such as swimming pools and access to drinking fountains/public toilets, and to improve amenity in areas through use of water for water gardens or for water features. The firefighting capability of the water supply helps improve the safety of people in their homes.	People have everything they need to live, work, play and visit People have a safe and fulfilling life	Increased social wellbeing Improved health and safety Improved reliability	LoS 15: Our water supply network provides safe, reliable and adequate supply of water.	
				KPI 15.3: Drinking water safety – The extent to which the Council drinking water supplies complies with: (a) drinking water standards (bacteria compliance criteria) and (b) drinking water standards (protozoal compliance criteria).	KPI 15.2: Customer satisfaction – The total number of complaints received by Council about any of the following: (a) drinking water clarity; (b) drinking water taste; (c) drinking water odour; (d) drinking water pressure or flow; (e) continuity of supply, and (f) the way Council responds to any of these issues expressed per 1000 connections to Council's networked reticulation system.
Communities committed to the protection of our land and water (Environment)	Environmental effects are reduced by ensuring that water extractions comply with consent conditions.	A sustainable impact on the environment Planning for the future	Higher quality services Improved reliability More sustainable environments	KPI 15.1: Fault response times – Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured ¹ : (a) attendance for urgent call-outs: from the time Council receives notification to the time that service personnel reach the site; (b) resolution of urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption; (c) attendance for non-urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site; and (d) resolution of non-urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption.	
				KPI 15.5: Demand management – The average consumption of drinking water per day, per resident within the Council district. KPI 15.4: Maintenance of the reticulated network – The percentage of water lost from the Council's networked reticulation system ²	
Communities with a sense of belonging for all (Culture)	Where required reticulated supplies are capable of being modified to apply conservation and demand management tools (water meters, flow	People are well connected	Better connectedness		

Activity – Water Supply				
	restrictors, financial incentives), to forcibly reduce demand.			
Communities with the infrastructure to grow (Economic)	The potential for growth of an area is strongly linked to the availability of water. Without access to reticulated supplies, residential, industrial and commercial development may not be as viable and may face additional difficulties.	Strong communities	Increased economic wellbeing Enhanced cost effectiveness	



SIESA

2024 - 2034 Activity Management Plan

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Quality Assurance Statement				
Draft AMP Template				
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Executive summary

This activity management plan is for the generation and supply of electricity to consumers on Stewart Island, by the Stewart Island Electrical Supply Authority (SIESA).

The Electricity Supply activity involves the generation and supply of electricity to consumers on Stewart Island by the Stewart Island Electrical Supply Authority (SIESA). There are 431 permanent electricity consumers (as at start of June 2023) connected to a network powered by diesel generators. This activity also undertakes waste collection, ownership and operation of the Rakiura Resource Recovery Centre.

Council contracts PowerNet Limited, an electricity network management company, to manage, operate and maintain the Stewart Island electricity supply network. This management contract was renewed in 2020 for a five plus five year term and utilises a standard form NZS 3917 contract, appropriate for fixed term contracts. PowerNet's scope includes development of an asset management strategy, plan and annual works programme.

As part of the management agreement, asset management strategy, a planning and annual works programming will be developed. The asset management strategy and plan will inform the content of the annual works programme.

The annual works programme will capture all maintenance and capital renewals required in a given year and will be submitted to staff for discussion ahead of the Council annual planning process. The strategy will include sizing the works programme to ensure full utilisation of PowerNet management contract resource and relatively consistent budgets between years, while ensuring spending on asset maintenance and renewals is sustainable. Work scope will be instructed as a variation to the PowerNet management contract.

Financial summary

The following section contains financial information for the activity which has been generated from the Council's Fulcrum budget platform as at June 2023. All of the financial data shown includes inflation (unless otherwise stated).

Figure 0-1 and Figure 0-2 present the financial forecasts for the Electricity Supply Activity over the next 10 years until financial year 2034.

Increases in operating costs have been primarily related to the price of diesel and additional inflationary adjustments, and general maintenance costs. Fuel costs have been forecast to increase in line with domestic and global trends and fuel consumption proportional to electricity sales. With significant increases in fuel prices, we are less confident that SIESA will remain financially sustainable long-term.

Capital expenditure across the LTP focuses primarily on asset renewals to maintain the current modern generator setup. Significant capital expenditure includes:

- generator sets renewals (gensets)
- engine renewals
- continual network renewal and upgrade projects over the 10-year period to ensure the distribution network is reliable and efficient.

Purpose of the Activity Management Plan

The purpose of this activity management plan (AMP) is to document Southland District Council's (Council) asset management practices and achieve an optimised life-cycle strategy for Stewart Island Electricity Supply Authority (SIESA) infrastructure for the next 10 financial years until 2034.

This is a long-term planning document. It represents the aspirations of Council and will be reviewed every three years. The budgets and timeframes provided in this AMP will be recommended to Council for adoption through the Long Term Plan (LTP) and Annual Plan process.

Plan Limitations

This AMP is a living document which will undergo a formal review every three years to make amendments to reflect changes in levels of service, demand projections, risk profile, lifecycle information, or financial information.

The following limitations have been identified:

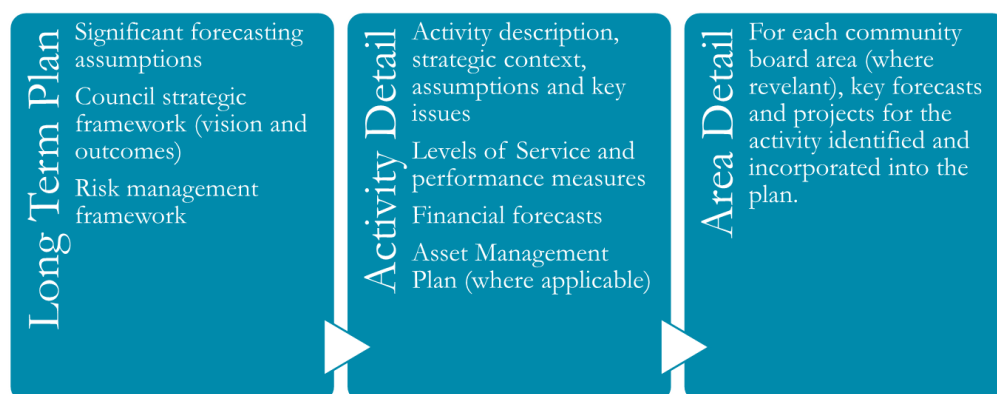
- for the purpose of long-term planning and budgeting, a capital works program has been sized on the basis of replacement cost and expected useful life of the supply network assets. Once the detailed plan and works programme has been developed, individual projects will be developed and incorporated within the programme
- based on size of capital works programme, it is assumed that the power station/network operators have enough capacity to deliver renewals demand on a sustainable basis, excluding specialist resource. Programme scope will be adjusted annually to reduce excess workload or utilise spare capacity as appropriate.
- the AMP assumes that the current distribution network and generation configuration will continue for the plan period (ten years). However, nothing we do will be limiting Council's ability to further invest in a renewable energy source which could be commissioned within that timeframe. Investigations into network improvements for renewable energy, is also part of the renewed management scope and there may be reason to modify our approach within the plan period based on the results of such investigations.

Plan Framework

The AMP framework is illustrated below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP. Information on locally funded activities and services are included in the appendices to this AMP.

The key points are:

1. forecasting assumptions have been included
2. new levels have been developed and will be incorporated into any new contracts associated with activities



Activity Description

What we do

The Electricity Supply activity involves the generation and supply of electricity to consumers on Stewart Island by the Stewart Island Electrical Supply Authority (SIESA). There are 431 permanent electricity consumers (as at July 2023) connected to a network powered by diesel generators. This activity also undertakes waste collection, ownership and operation of the Rakiura Resource Recovery Centre.

As the successor to the Stewart Island County Council, under the 1989 local government reform legislation, Council succeeded the functions, duties and powers conferred by the Stewart Island County Council Electricity Supply Licence 1987. Council's status as electricity operator under the Electricity Act 1992 is derived from this succession. It should be noted that SIESA is not a separate legal entity and while some elements such as accounts are managed separately to other Council business, SIESA is effectively a trading name only.

Many schemes have been investigated over time for the supply of electricity to Stewart Island. This includes a hydroelectric station, wave generation and cable. A survey was undertaken for a new scheme and government grants funded the construction, as well as land purchase and commencement of building works. Mobil donated two 16,000L fuel tanks and the first feeder was livened, enabling the scheme to officially open in 1988. SEPS provided continued support and donated a vehicle.

The scheme is now operated by PowerNet under a contract with SIESA.

Recent electrical reticulation statistics are outlined in the following table:

Network component	Quantity
High Voltage Overhead line	14.56km
High voltage underground cable	25.19km
Low voltage overhead line	14.4km
Low voltage underground cable	21.7km
Streetlighting cable	0.35km
Distribution transformers - Ground Mount	32

Distribution transformers - Pole Mount	11
Step up transformers	3
Earthing transformers	3
Air break switches	6
ICPs (total)	431 (Aug 2023)
ICPs Residential	342
ICPs Industrial	38
ICPs Commercial	51

Why we do it

The Electricity Supply Activity in Southland District Council (SDC) is focused on the achievement of the following objective:

- To meet the electrical demands of consumers connected to the SIESA electricity supply.
- To provide one reliable electricity supply at the lowest sustainable cost which improves the environment and aesthetic values within the supply area whilst supporting the local economy.

The standard to which this objective will be delivered is outlined by the Levels of Service (LOS) section.

Strategic Considerations

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenges it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	PROPOSED 2024-2034 STRATEGIC FRAMEWORK
VISION	Together, with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

The framework guides staff, informs future planning and policy direction and forms the basis for the performance framework. It outlines how the SIESA activity contributes to the Council's community outcomes. The full levels of service and performance management framework is presented below.

Activity - SIESA					
Activity Objective: To meet the electrical demands of consumers connected to the SIESA electricity supply.					
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Communities with the infrastructure to grow (Economic)	To provide one reliable electricity supply at the lowest sustainable cost which improves the environment and aesthetic values within the supply area whilst supporting the local economy.	Communities are aware, adaptable and doing the right thing	More sustainable environments Increased economic wellbeing Improved quality of life	LoS: 7 Council provides a sustained reliable, electricity supply to Stewart Island that meets current and future needs KPI: 7.1 Number of unplanned point of consumer supply interruptions to Stewart Island electricity supply	
Communities which are connected and have an affordable and attractive lifestyle (Social)		Timely and accurate service delivery	Communities get good service		
Communities with a sense of belonging for all (Cultural)		We communicate and provide the necessary tools needed to get the work done	People are connected and understand what is needed		
Communities committed to the protection of our land and water (Environmental)		People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	Increased social well being		

h

Strategic Priorities ►	<i>Connected and resilient Communities</i>	<i>Ease of doing Business</i>	<i>Providing equity</i>	<i>Robust Infrastructure</i>	<i>Thinking innovatively and strategically</i>
Contribution Area ▼					
What will be done in the long-term (next 10 years)	<p>Promote further collaboration with other Councils and key stake holders such as Department of Conservation and Māori</p> <p>Ensure the SIESA activity management develops with a strategic cognisance of te ao Māori in support of sustainable asset management practices</p> <p>SIESA Governance continues to represent the outcomes of SIESA</p> <p>Deliver on legislative requirements for Carbon Zero as far as practically possible</p> <p>Plan for long term infrastructure renewals and monitor progress</p> <p>Provide relief from energy poverty</p> <p>Provide a scalable renewable energy system that is</p>	<p>Further improve the SIESA applications and queries process</p> <p>Further refine operational customer facing policies</p> <p>Adapt the functionality of the SIESA website to connect the consumer to the activity</p>		<p>Transition to renewable energy generation system and to reduce carbon emissions and Insulate SIESA from fuel price rises</p> <p>Further inspection, monitoring and analysis to determine long term renewal impacts.</p> <p>Optimise renewals to increase the efficiency of the network</p> <p>Develop and improve distributed generation opportunities</p>	<p>Renewable electricity option are being investigated</p>

Strategic Priorities ►	<i>Connected and resilient Communities</i>	<i>Ease of doing Business</i>	<i>Providing equity</i>	<i>Robust Infrastructure</i>	<i>Thinking innovatively and strategically</i>
Contribution Area ▼					
	financially self-sustaining				
What will be done in the short term (next 3 years)	<p>Develop and commission an improved SIESA website</p> <p>Develop a reporting and education programme in the website to inform customers of the SIESA improvements</p> <p>Engage with communities early to understand their needs and desires</p> <p>Socialise implications of the legislative requirements to meet Carbon Zero.</p> <p>Actively monitoring and analyse demand data to identify long term trends and pattern implications to demand and renewals.</p> <p>Monitor the LCOE to ensure energy poverty</p>	<p>Further improve the SIESA applications and queries process</p> <p>Further refine operational customer facing policies</p> <p>Provide clear and understandable guidance for SIESA activities online</p> <p>Adapt the functionality of the SIESA website to connect the consumer to the activity</p> <p>Focus on customers and improve on how we do business</p>		<p>Develop the use of financial models to improve decision making processes</p> <p>Improve asset knowledge and analysis to better inform activity management practices.</p> <p>Introduce smart meters to ensure asset data can inform governance on network stability with alternative generation</p> <p>Further refine the Annual works programme and optimise resources.</p>	

Strategic Priorities ▸	Connected and resilient Communities	Ease of doing Business	Providing equity	Robust Infrastructure	Thinking innovatively and strategically
Contribution Area ▼					
	is minimised in the community				

Strategic Context

The purpose of the Southland District Council Long Term Plan 2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community

Representation framework

There are nine community boards that provide representation across the District. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takitimu	

As a locally funded activity, Stewart Island/Rakiura is the relevant community board for SIESA. Council aim to have a high level of engagement with its communities and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Key Risks, Issues and Assumptions for the Activity

This AMP is based on the premise that electricity will be generated, reticulated and retailed to the residents of Stewart Island using a relatively consistent approach as it has been for the life of the activity.

Options of alternative energy generation have been assessed and will continue to be assessed overtime to determine other viable financial options.

This AMP is based on principles of operating, maintaining and renewing the existing infrastructure in the most efficient way, practical to supply electricity to residents. The electricity business is highly regulated and the service levels mandated so there is no potential for offering varying or optional levels of service.

Key Issue	Context, Options and Implications
Changing Climate	<p><i>Context:</i></p> <p>As stated in LTP34 SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p><i>Options:</i></p>

	<p>For the SIESA Activity Management Plan, the team are identifying what assets and community facilities could be at risk and as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP.</p> <p>The Staff working within the SIESA AMP recognise the SDC commitment to the reduction of our organisational carbon baseline measurement, with a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050.</p> <p>To reach that target the staff working group will complete an organisational carbon reduction plan, that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p> <p>These changes can include:</p> <ul style="list-style-type: none"> • Promote less electricity use in the offices i.e. switching off lights and computers at the end of the day. • Switching to LED lighting in our community facilities. • Support the finance team in the procurement of low emission vehicles. • Provide opportunity for staff to work from home 1 day per week where practical. • Carpooling to community meetings, workshops and events. • Encouragement of staff to use multiple transport modes to and from work i.e. walking, cycling, E scooters, public transport, ride sharing. <p><i>Implications:</i></p> <p>Council will continue to reduce its carbon footprint in a sustainable way when there is behavioural change at the centre of what we do.</p>
Volatility in fuel price	<p>The price of fuel per liter has risen significantly in the previous triennium.</p> <p>The implications are that the SIESA reserve was used to fund the additional operational costs of diesel above what the current sales could provide. Additionally, the price to the customer has increased 26% to recover the increased volatility of diesel prices.</p> <p>The cost of electricity for Kw/H for the customer will need to be a function of both the price of diesel, and, carbon omissions pricing. Adjustments are likely to be made quarterly to ensure reserves are not impacted.</p>
Long term affordability of renewals	<p>Significantly improved asset inspections and asset renewal planning has identified significant expenditure in the 50-year timeframe.</p> <p>The implications are that the SIESA reserve and forward estimates of depreciation place a risk of capital renewals not being able to be undertaken.</p> <p>The options for SIESA are to; reduce overall operating expenditure with longer term investment in renewable energy initiative, adjust the method of depreciation and amount of depreciation to allow for</p>

	renewals; make decisions of future renewals funding plans based on intergenerational equity.
Transitioning to renewable energy generation	SIESA will need to transition to a renewable energy general system as much as practically possible to reduce net carbon emissions to zero by 2050 in response to the Climate Change Response (Zero Carbon) Amendment Act.
	SIESA produces 1,853 tonnes of Co2 or 4.54 tonnes per kwh per capita, this is 5 times the New Zealand average of 0.9 tonnes per capita.
	Transitioning to renewable energy generation. It makes economic sense in the long term, to consider a renewable generation system that could include a wind/solar/diesel hybrid generation system possibly supplemented by a centralized battery system.

Regulatory Considerations

Planning Framework

Legislation, regulation and Council's existing strategies and policies mandate or influence some of the levels of service and performance targets we set.

SIESA aims to comply with all relevant legislation and regulations.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
The Treaty of Waitangi	Continue to partner with Te Ao Marama to facilitate stakeholder engagement and consultation on any renewable energy initiative.
The Resource Management Act	Under current regulatory settings, the development of a renewable energy site will involve interaction with the resource management system which will occur at construction when consents will be required under the Resource Management Act 1991 (RMA) or (NBA).
The Natural and Built Environment Act (NBA)	Could affect the implementation of renewable energy generation system when superseding the RMA.
Climate Change Response (Zero Carbon) Amendment Act 2019	It provides a framework for reducing emissions by 2050 and achieving a climate resilient future. This is orientating SIESA to a renewable generation system.
Emissions Reduction Plan (ERP) 2022	Incorporates climate change mitigation into their planning and infrastructure investment decisions will be required for transitioning to renewable energy and incentivises engagement with communities and tangata whenua to help inform decisions on land use, resource management, infrastructure funding and servicing.
National Adaptation Plan (NAP) 2022	Collaborate with central and local government to build climate resilience against risks and costs of adapting to climate change.
Climate Change Response Act (CCRA) 2002	Provides a framework by which New Zealand can develop and implement clear and stable climate change policies which SIESA would need to adhere to.
The Southland Murihiki Energy Strategy	Used to provide regional strategic context to renewable energy.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
The Electricity Act 1992	Licensing of electrical workers, restrictions on electrical work, discipline, appeals, and the electrical code of safety practice.
The Electricity Industry Act 2010	Regulation of SIESA as member of the electricity industry.
The Electricity (Hazards from Trees) Regulations 2003	Protects security of supply and safety of public by providing rules around safe distances of power lines from trees. SIESA is currently developing a system for vegetation management so that it will be compliant with this act.
Electricity (Safety) Regulations 2010	Regulates that SIESA must have a safety management system in place to determine risks from the operation and maintenance of its electricity network.
Consumer Guarantees Act 1993	Ensures that consumers have certain guarantees when acquiring services from SIESA, and that they also have rights of redress if those services fail to comply with a guarantee.

Table 0-1: Planning Framework

Demand Management Strategies

This section describes how demand for SIESA is likely to change over the period of the AMP, the impact any changes are likely to have, and whether the Council is planning to make any changes to the activity as a result.

Predicting Future Demand for the Service

The factors influencing demand for the service are summarised in the Table 0-2 . Council has prepared corporate wide assumptions/projections for growth drivers (population, land use, dwellings, tourism) which have been used as the basis for assessing future demand for the service. These projections are detailed in the Assumptions section of the LTP.

The overall impact of the drivers explained in the table below is a slow growth rate for maximum demand on SIESA's network of 1.5-2.0% per annum. SIESA's total maximum demand is forecast to increase from approximately 430 kW in 2024/25 to about 530kW in 2034/35.

Demand for the SIESA service can be measured in terms of kWh of energy generated on the Island and peak kVA, the maximum demand for electricity during the year.

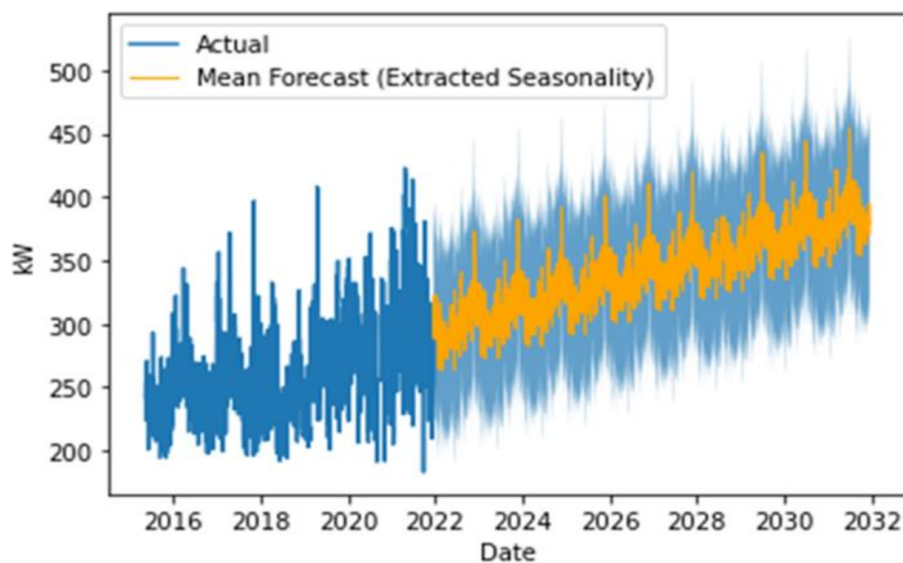


Figure 0-1: Projected Electricity demand over the LTP term

Demand Driver	Impact on Future Demand
Population growth and decline	Population projection statistics are not available at the level of Stewart Island. Expect energy consumption to increase or decrease in proportion to population, all other factors remaining constant.
Increasing energy use per customer	The new connection uptake is forecast to be less than 2% over the 10-year time frame, whereas load growth has been tracking approximately 2% year on year from 2015 to 2022. SIESA expects this trend to continue year on year to 2034 due to customers choosing to electrify certain aspects of their households, such as heating and cooking.
Convenience of electrical heating	Electrical heating has become popular due to convenience and less reliance on extra logistics to support other fuels in Stewart Island. Heat pump technology has become more efficient, the conversion trend from electrical heating to heat pump technology will likely increase. Heat pump technology uses three to four times less power than a traditional electrical heater.
Electricity Affordability	There is a higher risk in electricity affordability due to volatility of global fuel prices. Global fuel prices are expected to increase as the world moves towards a decarbonised future. This means electricity prices for residents in Stewart Island will continually increase in line with global fuel prices and could lead to a drop-in demand due to electricity affordability.
Removal of coal as heating	SDC's alignment with the Climate Change Response (Zero Carbon) Amendment Act 2020, which includes a target zero net accounting emissions of greenhouse gases by 2050, would mean that there would be an expected increase in the usage of alternative fuel sources such as electricity.

Demand Driver	Impact on Future Demand
Energy Conservation Initiatives	Customers are responding to energy efficient products to reduce their consumption. Considered a significant driver of demand contraction. Energy savings are likely to increase to some degree estimated at 0.5% (demand contraction) over the next ten years.
Increasing Average Ambient temperature	The increasing ambient temperature predicted by climate scientists suggests it may increase the electricity demand for cooling and reduce the electricity demand for heating. This may mean that demand peaks may be reduced and that network utilisation may increase.
Wider Range in Weather Variations	Potential impact on maximum demand and worsening load factor. Some impact on network reliability.
\$NZD Variation & Commodity Cycles	The improving economy will support the growth initiatives discussed in population growth and lifestyle. Recent foreign exchange developments have not been favourable to the NZD, resulting in higher import prices for fuel and materials.
Major Industry Continuance or Growth	Southern Seafood is one of the largest connected customers to the network. The electricity power cost and the extra cost of operating on the island have made the cost of their production on Stewart Island to have a very minimal competitive advantage over the mainland. Therefore, the loss of this business could significantly impact the local economy and the growth of SIESA's network. It is considered most likely Southern Seafood will continue to operate unchanged in the short to medium term; therefore, no change to growth forecasts has been made. A medium to long-term view is more difficult to predict and will be assessed as future developments unfold.
Electrical Vehicles	Negligible of the planning period.
Distributed Generation	Generation system tends not to coincide with network peak demand therefore the effect on network peak demand is expected to be negligible. There are low numbers of distributed generation installations on Stewart Island at the current stage. Smart meter monitoring will be crucial here to monitor the impacts of these systems on the LV network.
Energy Storage (Residential and Domestic)	Not expected to have a significant presence within the ten-year planning horizon and therefore negligible effect on network demand.
Energy efficiency	Improving energy efficiency has been a government strategy for several years (energy conservation initiatives). It is also desired by customers as a means of keeping their power bills down. More efficient appliances, lighting and heating are being developed to meet this demand. Other initiatives such as subsidies for home insulation are also helping customers to use energy more efficiently.
Tourism	Expect maximum demand (peak kVA) to increase proportional to tourist numbers.
Increasing energy use per customer	The new connection uptake is forecast to be less than 2% over the 10-year time frame, whereas load growth has been tracking

Demand Driver	Impact on Future Demand
	approximately 2% year on year from 2015 to 2022. SIESA expects this trend to continue year on year to 2034.
Heat source substitution	May increase or decrease demand for electricity depending on whether heat source is switching to, or away from electricity. There are recent reports of heat source substitution toward heat pumps.
Solar hot water heating	Reduce consumption of electricity as solar heating provides most of water heating requirements.
House Types	New houses tend to be larger and higher in electricity demand than older houses.

Table 0-2: Demand Drivers for Electricity

Demand Forecasts

The overall impact of the drivers explained above is a slow growth rate for maximum demand on SIESA's network of 1.5-2.0% per annum. SIESA's total maximum demand is forecast to increase from approximately 430 kW in 2022/23 to about 530kW in 2034/35.

Southland population projections were completed by Business and Economic Research Limited (BERL) in 2023. This report projected relatively low growth in the Stewart Island population of 440 people in the year 2023 to 515 people in the year 2050.

Considering the key drivers for this activity above, the information suggests that:

- Population growth is slowly increasing as such energy consumption (kWh) is expected to increase. It is expected that the population on the Stewart Island will increase by 3.0% to 453 by 2033 from its 2023 value (440) with an upper bound of 7.5% (476) and a lower bound of -2% (432). Furthermore, similar to other areas in New Zealand, the population is going through significant aging.
- A significant change in electricity demand could occur if an industrial change occurs. This could be a reduction due to an industry close down or transition to improve self-sustaining energy technology. Or it could be a step increase in demand due to an industry start up. No such changes are anticipated in this AMP.

The SIESA provision of electrical power has to be sufficiently robust and economical to meet the low demand required overnight at the lowest point in the year, but still be able to meet the highest demand at peak time in the highest usage time of the year, such as mid-summer when there are a lot of tourists and holidaymakers visiting the island.

Implications of Growth/Demand

Generation

The generation plant has a firm capacity of 500kVA with a historical maximum demand of 430kVA. There is the capacity for growth within the ten-year planning horizon based on the growth rate estimate, and in some occasions, two generators would be required to meet the short-duration peak demand.

Distribution Network

There are no constraints on the distribution network that could prevent the generation plant capacities being utilised.

Distributed Generation

Distributed generation at a small scale (household) level is expected to have little consequence with network peak demand, and therefore will have little impact on network configuration within the ten-year planning horizon.

Asset Management Strategies to Manage Demand

Actual future demand for existing customers may depart from the short term forecast, however, they are more predictable in the long term 10-year period which is expected to be in the range of 2%. The significant challenge, however, is that future load management from that demand will become more complex as alternative energies and renewable energies are developed.

Improvements in alternative generation technologies are likely to see their increasing integration into the system in the future. These developments will have to be closely monitored as there is a limit to the amount of alternative generation which can be added to the system without affecting overall stability. Therefore, SIESA will require adjustments in SIESA resourcing and/or work scheduling to be able to respond. Grid stability analysis will be undertaken to determine if the system can maintain stability with alternative energy load management.

Ongoing consideration will also have to be given to the viability of buying energy from generating consumers. Currently, generating consumers inject power into the grid at times of low demand. Should technologies in battery storage become more economical this would allow usage to be shifted to peak times and reduce peak load on the LV network. However, these additional power inputs into the grid could potentially increase the problems with the destabilisation of the system.

An applications and engineer review process has been implemented for household distributed generation systems to ensure the network safety and reliability risks (particularly safety and voltage) associated with an increase or contraction in demand is managed.

Plans Programmed to Meet Growth/Demand Changes

This AMP is based on the premise that growth over the plan period will be low. Given the spare capacity within the current system no growth specific projects have been allowed for. Should unexpected growth arise as the result of a step increase in demand, the existing capacity will handle it in the medium term (1-10 years). The future asset management strategy will need to incorporate that new unplanned demand increase.

Sustainability

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business, considering the current and future needs of communities for good-quality local infrastructure, and the efficient and effective delivery of services.

At the SIESA level, a sustainable development approach is demonstrated by the following:

- A drive for ever increasing efficiency from mechanical plant such as engines and generators.
- Network improvements will primarily be driven by the need for 100% reliability and transmission efficiency.
- Transitioning to a renewable energy general system to reduce net carbon emissions to zero by 2050 in response to the Government commitment to the Paris Agreement and in the Climate Change Response (Zero Carbon) Amendment Act.
- Reducing over cost to ensure the activity is self-sustaining and also minimise the effect of energy poverty and improving community well being

Renewable Energy Generation and SIESA's Carbon Emission Profile

This section describes SIESA's Carbon Emission profile and how SIESA may future proof the island with affordable sustainable and resilient renewable electricity supply over the period of the AMP.

SIESA's Carbon Emissions Profile

New Zealand generates around 82% of its electricity from renewables whereas energy use on Stewart Island comes primarily from the combustion of diesel (for electricity and general energy needs), LPG (for general energy use) or solid fuels (for general energy use).

This means that the supply of energy on Stewart Island/Rakiura results in particularly high levels of carbon dioxide emissions. The current diesel generation system produces 2 GWh annually and uses 550,000 litres of fuel in the process. This is the equivalent of 1,853 tonnes of CO₂ or 4.54 tonnes per capita, noting that this is excluding the diesel used to transport the fuel from the mainland.

By comparison, in 2020, the New Zealand electricity system emits 0.90 tonnes CO₂ per capita. This means that SIESA generates carbon at a rate of 5 times the rest of New Zealand.

Planning for a Renewable Energy Generation

New Zealand has established a target to reduce carbon emissions to net-zero by 2050. Key targets set by the Climate Change Response (Zero Carbon) Amendment Act 2019 and roadmap recommended by the Climate Change Commission will drive a transition to (as close to as practical) 100% renewable energy. The climate change commission advises that transition to a low emissions society can be economically affordable and socially acceptable. However, the ongoing use of diesel to generate electricity in Stewart Island are in contradiction with those outcomes.

A project steering group to determine the future of generation in SIESA has been established. The group will address the high cost of electricity which presents a material constraint on business growth and personal wellbeing on Stewart Island. An end to end delivery of a new generation system will likely take the form of a three-stage process of a project establishment phase, a design and procurement phase, and a construction phase. This programme will occur within the term of this LTP.

Drivers for change addressed by this group will be that electricity is very expensive, the existing system is fragile and exposed to volatile fuel prices, that funding for depreciation renewals or growth is not affordable for the community; and that electricity supply is a major emitter of carbon from Stewart Island, and therefore leading to an inability to contribute to national carbon emissions reduction targets.

The steering group will need to commission a robust technical feasibility study which will need to conclude the preferred options for a new generation scheme. The scheme will need to be the minimum necessary to provide a robust and resilient generation supply that can be further expanded in the future to respond to demand growth. The scheme will need to also be the lowest cost solution available that can provide a material switch to renewable energy.

The impact of addressing this matter will ensure that the scheme is more affordable, insulated against fuel price rises and carbon emission pricing as well as addressing relief to intergenerational energy poverty. Overall, the impact will support community wellbeing by improving the affordability of energy bills in low-income homes and will have a measurable effect on improving physical and mental well-being and preventing illness.

Reducing and suppressing exposure to diesel price volatility will have a major and sustainable impact on the Island economy. Any savings could lead to more consumers connecting to the scheme, stimulating business growth that in turn will increase network throughput and utilisation of new generation and

further spread costs over a larger sales volume, enabling costs to reduce and lead to greater economic activity and improved community wellbeing.

Renewable Generation Opportunities

High level modelling using SIESA load data shows there is opportunity for renewable energy generation mix in Stewart Island. This is mainly driven by the long-term higher cost of diesel for the Island. Because of the lower cost of electricity of energy for solar and wind generation, it makes economic sense in the long term, to consider a renewable generation system that could include wind or solar diesel hybrid generation system possibly supplemented by a centralised battery system.

Key Projects

Projects can be considered according to risk. Some projects are required to maintain a minimum LOS in the provision of electricity to consumers. Other projects, will improve the LOS over the longer term and will provide benefits such as improved resiliency, reduced cost or increase in capacity.

Allowance has been made in the LTP for maintenance and renewal programmes of work to ensure continuation of LOS. This is a bare minimum level of expenditure required to continue the activity status quo.

PowerNet is engaged to support development of asset management planning and strategy which will be discussed further in the relevant section. Should projects be identified through this process that are in addition to strict asset renewals/replacements, these will be incorporated into the capitals works programme on a case by case basis.

Our Levels of Service

Levels of Service, Performance Measures and Targets

Key drivers for levels of service include customer expectations, legislative/regulatory requirements and Council outcomes which drive our operating, maintenance and investment strategies. This enables us to forecast our budgets and judgements around community outcomes.

Customer expectations

Understanding customer expectations is vital. The table below details key customer groups, expectations and issues raised for this activity.

Users of the Electricity Supply Activity have been segmented by broad customer type. For each of these customer types the services provided are set out in the following table. Objectives (based on feedback) are to achieve cheaper power, use renewable solutions and to reduce the amount and length of outages when they do occur.

Type	Current services provided
Domestic Customers	Supply of electricity for domestic use by both resident and non-resident customers.
Commercial Customers	Supply of electricity to a small number of industrial users who have significant usage above 35,000 units p.a. and/or have a three-phase supply.

Type	Current services provided
Industrial Customers	Supply of electricity for the operation of other infrastructural assets such as sewerage and street lighting.
Infrastructure Providers	Supply of electricity for the operation of other infrastructural assets such as sewerage and street lighting.
Developers/ Builders	Advice on servicing of developments.

Table 0-1: Customer Groups

Customer stakeholder group	How we understand their requirements	Specific Interests Expectations and key issues.
Stewart Island Community Board	Bi-monthly Community Board meetings.	Price of electricity, safety, supply quality, compliance.
Connected Customers	Direct feedback to contractor, Feedback via community board. Feedback through SIESA website.	Price of electricity, safety, supply quality.
Contracted Manager (PowerNet)	Management contract.	Safety, supply quality, compliance.
Staff and Contractors	Regular meetings between Council and Contractor.	Safety, compliance, asset management.
General Public (residents and visitors)	Community Board meetings, direct public feedback on services.	Safety.
Ministry of Economic Development	Legislation, regulations.	Safety, compliance.
Commerce Commission	Information requests, regulations.	Supply quality, compliance.
Electricity Authority	Legislation, regulations.	Compliance.

Table 0-2: Customer Expectations and Issues

Levels of service, performance measures and targets

- LOS are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the LOS provided with agreed expectations of customers and their willingness to pay for that LOS.
- performance measures are quantifiable means for determining whether a LOS has been delivered and are generally broken into customer measures (which focus on how the public uses or experiences the service) or technical measures (which tend to be used internally to track performance or measure what the organisation does).
- performance targets are the desired levels of performance against the performance measures.

Changes to the performance framework

There is no change proposed to the current performance framework for SIESA. The activity is heavily controlled by legislation and regulations. We manage this activity in accordance with those regulations.

- SAIDI, SAIFI and CAIDI are recognised in the methodology of measuring electrical generation and distribution services to customers.

- frequency is an electrical product which is specific to the reticulation of the specific network. In New Zealand, the frequency is delivered and maintained at 50 Hz with a fluctuation factor between 49.5 Hz and 50.75 Hz which is maintained at normal operations. Voltage standards (in New Zealand) are to be maintained within 6% of 235 volts delivered to the consumer. Deviations from the frequency and voltage standard occur when an electrical incident interferes with delivery of either the generation or the distribution of the electrical supply. Recording of the frequency and voltage is available within the powerhouse in the SCADA and Station Clocks.
- frequency is recorded and maintained between 49.5 Hz and 50.75 except for momentary fluctuations.
- voltage is maintained within 6% of 235 Volts. Except for momentary fluctuations.

Customer complaints are managed at two levels. Standard Requests for Service (RFS) are logged through the Council RFS system. The actions required are carried out by PowerNet if it is an electrical problem or by Council if it is an administrative issue such as an account query or a connection request.

The second level of complaint management is through the Utilities Disputes Ltd. Utilities Disputes (formerly The Office of the Electricity and Gas Complaints Commissioner, or EGCC) provides a free and independent dispute resolution service for electricity and gas complaints, and disputes about access to shared property for fibre installations. Utilities Disputes operates the approved Energy Complaints Scheme under the Electricity Industry Act 2010, and the Gas Act 1992.

This service is used for customers who are not satisfied with the way in which their complaints have been handled by SIESA. Customers can lodge a complaint with Utilities Disputes and they will assist with resolution of that complaint.

SIESA: What LoS we provide	LoS xx: Council provides a reliable, electricity supply to Stewart Island that meets current and future needs				
How we measure performance	Current Performance (19/20)	Future Performance Targets			
		Yr 1 (21/22)	Yr 2 (22/23)	Yr 3 (23/24)	Yr 4-10 (25-31)
KPI: 7.2: Number of unplanned point of consumer supply interruptions to Stewart Island electricity supply	5	≤6	≤6	≤6	≤6

Table 0-3: What we plan to do and our levels of service

Plans Programmed to meet the Level of Service

The list below details any projects, initiatives, programmes or expenditure that the Council is planning to undertake to ensure that the LOS is achieved and/or to address any gaps between the targets and current performance. Where there are capital works projects related to improving or maintaining LOS.

The LOS is currently achieved a high percentage of the time. The key to continuing to deliver this LOS is programmed maintenance and renewal of assets. The key areas are:

- motor and generator renewals: to ensure improvements in technology and decrease likelihood of mechanical failure
- Additional undergrounding of critical network: to duplicate conductors and install additional underground cables to decrease the likelihood of a network failure, as well as making conductors safe from branches and wind damage. This is typically co-ordinated with civil works projects in relevant locations, to reduce cost.

- Pole replacement: reduces likelihood of an unplanned outage and replacement with concrete poles to ensure a more durable life.
- Vegetation management to ensure that vegetation encroaching on the line does not cause arcing and outages, as well as impact health and safety.
- Further development of the business continuity plan to ensure the LOS can continue in the event of any serious business interruption, i.e. improving network operating plans as a contingency for major outages on the SIESA network.

Activity and Asset Management

Overview of Management

Council contracts PowerNet Limited, an electricity network management company, to manage, operate and maintain the Stewart Island electricity supply network. This management contract was renewed in 2020 for a five plus five-year term and utilises a standard form NZS 3917 contract, appropriate for fixed term contracts.

PowerNet's scope includes development of an asset management strategy, asset management plan and annual works programme. The asset Management strategy and asset management plan are updated on a three-year basis. The annual works programme is delivered on an annual basis.

SIESA and PowerNet are in regular contact throughout the year to ensure the successful implementation of the annual works programme. Through this consultation the costs and resources for the desired work in the year ahead are estimated. The process tends to be iterative with a level of trade-off reached between what is considered an optimal level of works against realistic expectations of the work force available.

Approach to Operations and Maintenance

Operations, maintenance and renewals are all managed by PowerNet under the management contract with Council. Three operators are stationed on the island mostly full time, enabling them to provide 24-hour cover for network or generator faults. PowerNet is a specialist lines company that maintains electric distribution networks across Southland and Otago. They have the necessary skills and experience and resources to operate the SIESA scheme. They also operate a dedicated SIESA fault service, and are able to respond to peak demands when needed. A business continuity plan is in place and ensures knowledge is carried forward. Resources and mechanical plant renewals are shipped from the mainland, including approximately 550,000L of diesel annually.

Delivery Strategies

Operations and maintenance strategy

The strategy is to maintain and upgrade the electricity supply network to a good industry standard as components reach the end of their useful life and require replacement. Generally, components will be replaced while maintaining the existing configuration. However, as PowerNet reviews and develops a revised asset management strategy, in consultation with Council, there may be enhancements to the approach.

The legacy approach to generator replacement has been to rationalise the number of generators to three and consider replacement of the unit at the end of useful life. Typically, it has been uneconomic to overhaul the gensets in comparison with replacement at the end of their useful life. Whole of life costs with respect to generator replacement will be considered as part of any revised strategy.

Unplanned (reactive) operations and maintenance strategy

Reactive maintenance costs are driven by the number of repairs to faults on the electricity distribution network. Reactive maintenance decisions are made by PowerNet in response to customer requests and in the event of distribution equipment faults on the Island. These requirements are prioritised by PowerNet based on discussions with Council. Reactive maintenance need is primarily caused by vegetation growth, deterioration of LV fuses and HV insulator failure.

Planned (scheduled) operations and maintenance strategy

Maintenance requirements are prioritised by PowerNet based on discussions with Council.

Operations and maintenance activities are focused on improving fuel efficiency, reducing network losses and improving network reliability.

Typical maintenance activities are summarised in the following table:

Asset Category	Sub Category	Frequency
Generation Station	Diesel Generators	Minor servicing - daily and every 250/400 hours Major servicing every 6,000, 12,000 and 18,000 Hours
	Distributed Voltage Switchgear (ABSSs)	Condition monitoring - 3 and 6 yearly
	Low Voltage Switchgear	Testing and Corrective maintenance - monthly and 5-yearly
	Step-up & Earthing Transformers	Condition inspections – 3 and 7 year intervals
	Other (Buildings, Structures, RTU, Relays, Batteries, Meters)	Inspections and testing - monthly, 3 monthly and 5 yearly
Distribution Network	O/H	Condition assessment and inspection – 3-5-year intervals
	U/G	Testing and run to failure and repair
	Distributed Distribution Voltage Switchgear	Condition monitoring and visual inspection 1- 6 years
Distribution Substations	Distribution Transformers	Condition inspections – 1, 5 and 10 year intervals
	Distribution Voltage Switchgear (RMUs)	Yearly and 5 year (Oil) 10 year (Gas)
sLV Network	O/H	Condition inspections 5 yearly
	U/G	Inspection and testing Reactive run to failure and repair
	Link and Pillar Boxes	External inspection 5 yearly, run to failure and repair
Other	SCADA & Communications	Inspection and testing with reactive run to failure and repair
	Dist. Earths	Visual inspections 2 years and testing 5 years
	Vegetation	Inspection annually with maintenance & remedial actions

Table 0 1: Planned Maintenance Regime

Typical operational tasks:

- transport fuel from the wharf to the station tanks

- installation and maintenance of diesel engines and generation plant
- installation and maintenance of network plant
- vegetation control
- commissioning and maintenance of control systems, SCADA, fuel transfer systems and generator controls
- maintenance and security of station buildings, plant, fuel tanks
- meter reading
- installation and maintenance of SIESA equipment at consumers' premises
- maintenance of station log and initial compilation of reports
- liaison with SIESA over day to day operations

Renewal strategy

As part of the management agreement, asset management strategy, planning and annual works programming will be developed. The asset management strategy and plan will inform the content of the annual works programme.

The annual works programme will capture all maintenance and capital renewals required in a given year and will be submitted to staff for discussion ahead of the Council annual planning process. The strategy will include sizing the works programme to ensure full utilisation of PowerNet management contract resource and relatively consistent budgets between years, while ensuring spending on asset maintenance and renewals is sustainable. Work scope will be instructed as a variation to the PowerNet management contract.

In case alternative technologies for electricity generation such as wind, solar or hydro technologies become more applicable and financially viable for the use at the SIESA power station, there will still be the need for a reliable backup technology for power generation - such as diesel generator sets. The investment in more modern and more efficient generator sets and engines now is therefore not in vain and is an investment into a robust and reliable "best practice" future operation.

Financial Summary

10 Year Financial Forecast

The following graphs/table summarise the financial forecasts for the activity over the ten years. At the time of writing, the forecasts do not reflect an alternative energy capital project, preliminary development work or associated funding.

Financial Summary

As of 29/11/23 budget numbers are still in draft and subject to change.

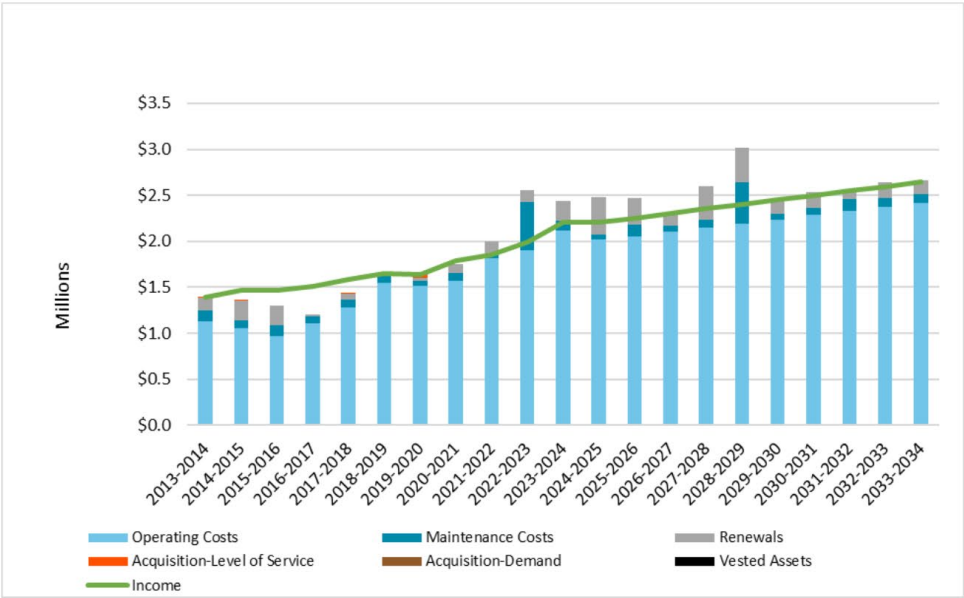


Figure 0-1: SIESA Total Expenditure (District-wide)

Total Income

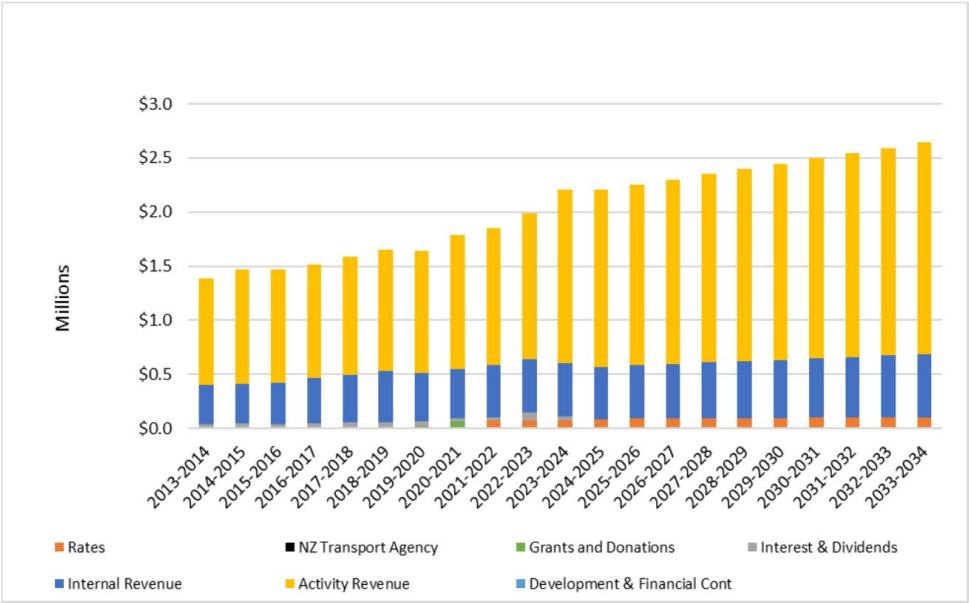


Figure 0-2: SIESA Total Income

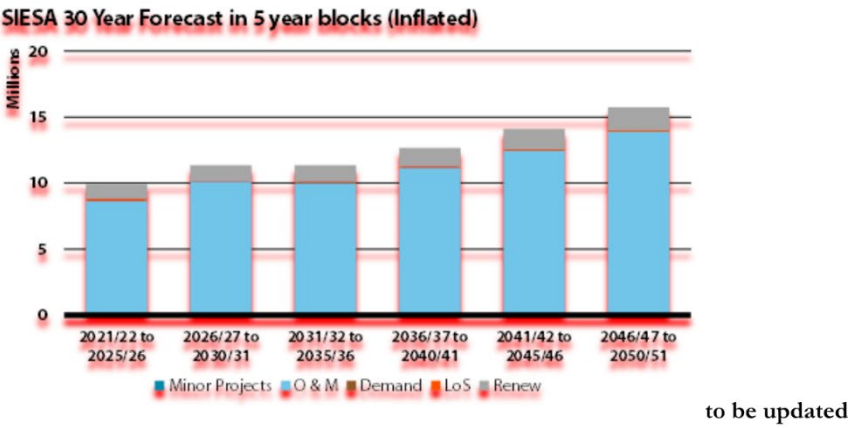


Figure 0-3: 30 Year Expenditure Forecasts (from Infrastructure Strategy)

Financial Forecast Summary

To be updated

SIESA	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Actual	Actual	Actual	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	-	-	-	-	76	78	80	82	84	87	89	91	94	96
Subsidies and grants for operating purposes	-	-	15	530	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,063	1,095	1,151	1,121	1,293	1,349	1,402	1,456	1,513	1,571	1,633	1,699	1,767	1,836
Internal charges and overheads applied	441	471	443	477	481	495	510	524	540	555	572	590	609	630
Local authorities fuel tax, fines, infringement fees, and other receipts	80	85	62	70	67	67	67	67	67	67	67	67	67	67
Total operating funding	1,584	1,651	1,671	2,198	1,917	1,990	2,059	2,130	2,205	2,280	2,361	2,448	2,537	2,629
Applications of operating funding														
Payments to staff and suppliers	1,220	1,488	1,429	1,986	1,493	1,546	1,593	1,642	1,695	1,748	1,804	1,864	1,926	1,988
Finance costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	133	129	142	117	123	126	129	133	136	139	142	147	150	154
Other operating funding applications	11	4	2	7	7	7	7	8	8	8	8	8	9	9
Total applications of operating funding	1,364	1,621	1,573	2,109	1,623	1,679	1,730	1,783	1,839	1,895	1,954	2,019	2,085	2,151
Surplus (deficit) of operating funding	221	30	98	88	294	310	329	347	366	386	407	429	452	479
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	2	-	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	7	72	14	-	80	-	-	54	-	-	-	-	-	-
- to replace existing assets	70	18	32	141	248	212	217	223	228	243	240	247	253	260
Increase (decrease) in reserves	144	(72)	79	(53)	(34)	98	112	70	137	143	166	182	199	219
Increase (decrease) in investments	(0)	14	1	0	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	221	33	98	88	294	310	329	347	366	386	407	429	452	479
Surplus (deficit) of capital funding	(221)	(30)	(98)	(88)	(294)	(310)	(329)	(347)	(366)	(386)	(407)	(429)	(452)	(479)
Funding balance	-	0	0	0	-	-	-	-	-	-	-	-	-	-

Operating cost increases are primarily fuel costs, inflationary adjustments and general maintenance costs. Fuel costs have been forecast to increase in line with short term historic trends which are well above longer term historical costs. The volatility of fuel prices remains an area of financial uncertainty in future years.

Capital expenditure across the LTP focuses primarily on asset renewals to maintain the current modern generator setup.

Significant capital expenditure includes:

- generator sets renewals
- engine renewals
- continual network renewal and upgrade projects over the 10 year period to ensure the distribution network is reliable and efficient.

The asset renewal programme budget is based on the following estimated asset lives:

- Diesel Engines: 24,000 hours
- Generators: 48,000 hours
- Cables: 70 years
- Transformers: 50 years
- Poles: 45-65 years

Summary of Key Financial Assumptions

Key assumptions made in preparing the 10 year forecasts include:

- The estimates include an allowance for price level changes (inflation) which is a financial reporting requirement. For the plan, inflation has been assumed at between **(New Berl data to be included X.X - X.X) % per annum**)
- Electricity unit sales have been projected based on a linear trend of historic actual sales from 2010.
- Management Fee costs are based on the latest management and service contract with Powernet Ltd, commencing October 2020. This Contract has a provision for cost fluctuation adjustment in line with the electricity sector labour cost index published by Statistics New Zealand.
- Fuel prices have been assumed to increase more than the rate of inflation, based on records of real diesel prices published by MBIE.
- Carbon emissions pricing is expected to increase over the 10-year period in order to comply with initiatives of Zero Carbon by 2050
- Fuel consumption has been assumed to increase in line with our forecast trend in electricity demand at a conversion rate of 4.1kWh/l which is slightly conservative based on current generator configuration and fuel consumption.

Valuation Approach

Valuation and depreciation were based on a historical cost. We need to confirm the methodology and then apply that across the discounted cash flow model using fair value.

We should consider the merits of a Depreciated Replacement Cost (DRC) method being used as an estimate of the fair value of the assets because the fair value cannot be reliably determined using market evidence.

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure. Further information can be found in Council's Revenue and Financing Policy. The SIESA costs are expected to be fully recovered through user charges. Renewable energy development requires central government support.



Transport

2024-2034 Activity Management Plan

Southland District Council
Te Rohe Pōtae o Murihiku

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Quality Assurance Statement

Draft AMP Template			
Southland District Council	Version:	1	Record No: R/23/7/33897
15 Forth Street	Status:	Draft	
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DRAFT

Executive Summary

The Services Provided – What we do

The Council is the Road Controlling Authority (RCA) under the Local Government Act 1974, with responsibility for all local roads in the Southland District Council area. The Activity Management Plan identifies strategic issues, risk and the need for the necessary investment.

This plan has been developed to align with the Council's Roading Policy, the Regional Land Transport Plan, and Government Policy Statement on Land Transport. It is based on the best available knowledge and information at the time of writing the plan.

Council's transport network includes roads, streets, footpaths, and bridges across the District, except State Highways, which are owned and managed by New Zealand Transport Agency Waka Kotahi and National Parks roads, which are owned and managed by the Department of Conservation.

In addition to road transport, Council as part of the transport activity also manages Around The Mountains Cycle trail (ATMCT) and the Te Anau Manapouri Airport.

Table 1 provides an overview of the district's key transport infrastructure.

Population Served (2017 Estimate)	30,300
Length of Roads:	
Scaled (km)	1,996
Unsealed (km)	2,959
Total (km)	4,959
Footpaths (km)	214
Bridges (no) Including cycle way bridges	881
Stock Underpasses (no.)	240
Street lights (no.)	2,457
Estimated distance travelled on the network each year (million km)	307
Book Value 2022/2023 (\$M) including land value	2,376

Table 1: Key Network Statistics as at July 2023

What We Aim to Achieve

The transport infrastructure and services are there to facilitate transportation movement for all modes of transport across the district and within communities. Services can be as simple as cleaning signs to undertaking full road or bridge reconstruction in order to maintain road user safety, access and economic growth. Section 7 (investment vs impact) covers the work undertaken and services provided in more detail.

Council continually focuses on optimising asset maintenance and performance to appropriate levels of services which provide the best value outcome for its customers. Council will continue to seek improvements in the efficiency and effectiveness of programming and managing maintenance and renewal activities on the network, as well as controlling the use of the network to minimise undue damage. Council intends to increase investment in critical asset renewals such as bridges, along with increasing the emphasis on safety to ensure it is high profile in all activities to help achieve the goal of a 40% reduction in death and serious injuries by 2030.

Council will continue to compare current Levels of Service with Road Efficiency Groups, One Network Roading Classification (ONRC) Performance Measures Tool over the 2024-2034 period, and evaluate any gaps between current Levels of Service and the ONRC measures. During the 2023-24 period Council is planning on transition to the One Network Framework which is the next iteration of the ONRC.

Key Issues, Options and Implications

Councils key issue is the impact its ageing road and bridge infrastructure is having on access, safety and economic growth. As a rural Council, the transport network is vital to economic growth and provides the life blood of Southland economy.

Key Issues / Problem	Options	Implications
<p>The changing Climate</p> <p>As stated in LTP34 SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p>For the Transport Activity Management Plan, the team are identifying what assets could be at risk and as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP</p> <p>The Transport AMP recognise the SDC commitment to the reduction of our organisational carbon baseline measurement, with a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050</p>	<p>To reach that target the staff working group will complete an organisational carbon reduction plan, that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p> <p>These changes can include:</p> <ul style="list-style-type: none"> Promote less electricity use in the offices ie switching off lights and computers at the end of the day. Support the finance team in the procurement of low emission vehicles. Provide opportunity for staff to work from home 1 day per week where practical. Encouragement of staff to use multiple transport modes to and from work i.e. walking, cycling, E scooters, public transport, ride sharing. 	<p>Council will continue to reduce its carbon footprint in a sustainable way when there is behaviour change at the centre of what we do.</p>
<p>An aging bridge stock is resulting in posted bridges that inhibiting appropriate access which is increasing road safety risk and inhibiting and reducing economic productivity</p>	<p>Implement a replacement programme which focuses on the bridges which create the greatest hardship.</p> <p>In the short term bridges will still need to be posted or closed for the short term where suitable alternative access is available if suitable funding is not available.</p>	<p>Without suitable access for heavy vehicles such as milk tankers and logging trucks economic growth will continue to be negatively impacted.</p> <p>Restricted bridges also reduce accessibility for emergency services.</p>
<p>Aging sealed roads including increasing number of seal layers is leading to smooth and unsafe roads resulting in increasing investment to maintain safe levels of service</p>	<p>Bring resurfacing intervention treatments forward or longer term consider thin granular overlays to cover up the old seal. Water cut the most at risk section of roads such as curves and breaking zones.</p>	<p>Sealed roads will become flush (smooth) and result in unsafe road services. Seal lives are reaching the point where it is not economically sustainable to continue re-sealing the road.</p>

Key Issues / Problem	Options	Implications
	Reduce speed limits to mitigate the risk of associated with roads with insufficient skid resistance.	With small number of pavement renewals over past 10 years, it is no longer sustainable to continue with this level of investment if current levels of service are to be maintained. Based on the age of the network and number of sealed layers the problem is only going to get worse. Temporary measures such as reduction in speed limit for extended periods of time will impact on economic growth and safety.
An aging drainage network is leading to resilience and road safety resulting in increasing investment to maintain safe access to the road network	Traditionally renewals have been prioritised based on predominantly condition alone, usually at failure point. Options are to continue with this approach or seek to take a more proactive approach with larger diameter culverts (600mm and above). Like for like replacement and not future proofing or taking a proactive approach to future proofing and upsizing culverts when replaced e.g 600mm upsized to 900mm.	Similar to bridges, without suitable access for heavy vehicles such as milk tankers and logging trucks economic growth will continue to be negatively impacted. Restricting or closing routes will also reduce accessibility for emergency services. Lack of future proofing will increase maintenance requirements and cost long term.

Table 2: Key Issues, Options and Implications

Other key issues are:

- Uncertain levels of confidence for the understanding and quality of predictive information with some asset types such as culverts (data integrity).
- Customer expectations maybe unrealistic for the future of the network, with an extensive roading network and limited rate payers, maintaining current levels of service is becoming financially impractical.
- Heavier and more frequent heavy vehicle movement primarily driven by Forestry plantation age, placing more stress on roads.
- Resources to transition to New Zealand Transport Authority (NZTA) Waka Kotahi's One Network Framework and setting levels of service.

The above issues align with the draft Government Policy Statement which lists out the Strategic priorities as;

- Maintaining and operating the system.
- Resilience.
- Safety.

- Integrated freight system.
- Sustainable urban development.

Council's planned responses to these issues and focuses are:

- Increase pavement rehabilitation (renewals) investment (Over the next 10 years 136km out of 1995km (6.81%) sealed road network are to be renewed at a cost of \$9.8M p/a. Longer term (2044 onwards) council will need \$24.06M p/a)
 - Council have indicated the preference of renewals of collector roads only over the first three years of the LTP, a total of 9kms per year or 27ks over the three years (1.4%) of roads.
- Increasing resurfacing quantities (renewals) (to catch up on the shortfall in both resurfacing and pavement rehabilitation over the last 3 years by targeting 1.1M m² of reseals at a cost of \$11.35M)
- Increase investment in bridge renewals (There is \$17.1M allowed in years 1-3; \$19.5M in years 4-7 and \$21.5M in years 7-9. To replace all structures with a RUL of 10 or less over the next 10 years)
- Where investment levels are not suitable, prioritisation of renewal investment applying the One Network Roading Classification and then deferring some low volume road renewals (80/20 principle) which have lower levels of traffic.
- Applying the 'bridge matrix 2.0' to the network which utilise ONRC and alternative detour options to help priorities bridge replacement with those which have no alternative access or those bridges which would require excessive long detours.
- Increase investment in culvert renewals and applying a generic 'up-size' to culvert replacements where cover allows for less than 1200mm diameter pipes. ie nearest +50% available size eg 600mm culverts replaced with 900mm.
- With 1200mm and above culverts will need catchment calculations as part of the consenting and embedment requirements to determine appropriate replacement size/shape.
- The significantly increased investment for this LTP period in comparison from previous expenditure is a combination of replacement of large diameter culverts (\$2M in 2024/25 and \$3.2M in subsequent years) and Kerb and Channel replacement (\$260k/annum). Prioritise improvement spending on safety enhancements, such as safer speed around school, seal and shoulder widening, delineation, clear zones, intersection and curve improvements, and crash barriers.
- Reviewing maintenance intervention strategy to ensure maintenance practise continue to remain fit for purpose.
- Taking more but managed risk in decision making by using data and matrices to inform decision making.
- Remain flexible, agile and responsive to change.
- Selecting and implement procurement strategies that leverage industry expertise and knowledge such as design and build.
- Continue to lobby Waka Kotahi and Central Government for greater levels of funding support.

Demand Management Strategies

Currently the physical capacity of the roading network does not generally cause a constraint in the use of the roading network or cause congestion issues. However, the number and location of restricted bridges restricts access and creates road safety risk as not all road users adhere to restrictions (as at 1 July 2023 there were 61 posted bridges).

The widths of some roads do cause safety and maintenance concerns, and pavement strength is a constraint, in that while all pavements are regarded as capable of carrying Class 1 loads, many suffer

significantly under these loads. In addition, there are some restrictions on the weight or speed of heavy vehicles crossing particular bridges

Councils network is open to 50 Max uses except where this is restricted by bridge capacity. With the introduction of 50 Max Heavy transport, operators are now seeking to run even heavier High Performance Motor Vehicles (HPMV's) outside of 50Max. Allowing even heavier vehicles on the network will cause increased and faster damage to the network.

Council understands the potential economic opportunities by allowing heavier vehicles on its network but with a large network and low rate payer base, the associated risks to Southland's network versus maximising the economic return for its road users requires careful consideration.

Asset Management Strategies / Lifecycle Asset Management

To achieve Councils intentions, the general asset management strategy is to maintain the asset to a level fit for purpose through appropriately funding and prioritising operation and capital works programmes based on asset age, condition and performance. Tools such as dTIMS and Juno viewer are some of the tools utilised to help with this decision-making process.

The key focus for 2024-2025 period is to increase bridge replacement and sealed road rehabilitation investment. Generally, all other investments are focused on maintaining existing levels of services

Over the next 3 years the focus will continue to be on asset data improvement particularly around number and condition of culverts around the district.

Financial Summary

This AMP proposes budgets in the long term plan which are not developed around increasing Levels of Services (LOS) but rather retaining as close as possible to the current LOS while taking into account affordability for the community. The impact of costs increases in the last three years has further focused the budget to simply maintain the existing assets. Like the previous funding cycle allowances have been made for cost increases and inflation with a focus to retain existing levels of service as much as is practical, particularly the key assets of bridges and to a lesser degree sealed road network.

This budget should enable Council to be able to implement its proposed responses to the key issue around bridges over the next 10 years, however other responses may be impacted by affordability. The NZTA Waka Kotahi funding contribution will play a key role in how Council's strategic approach is fully implemented. Living within the financial budget for last three years has meant that not all the anticipated work from 2021 - 2024 has been completed. Combining this with affordability, the ability for council to maintain current LOS may be significantly at risk.

It is projected that there will continue to be a renewal 'bow wave' in future years, particularly around sealed road renewals. Questions will need to be raised on how Council funds this or reduces the LOS as continuing to commit maintenance expenditure to some roads will result in non-optimal investment in the asset.

The two tables below provide an overview of Councils historic expenditure including a comparison to that of its peer groups.

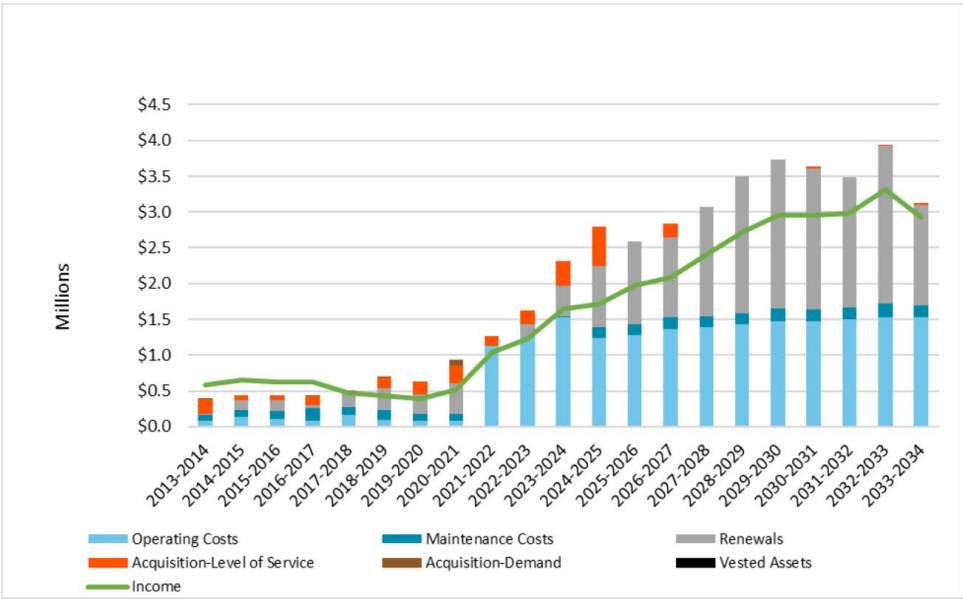


Figure 1: Roading Opex Forecasts

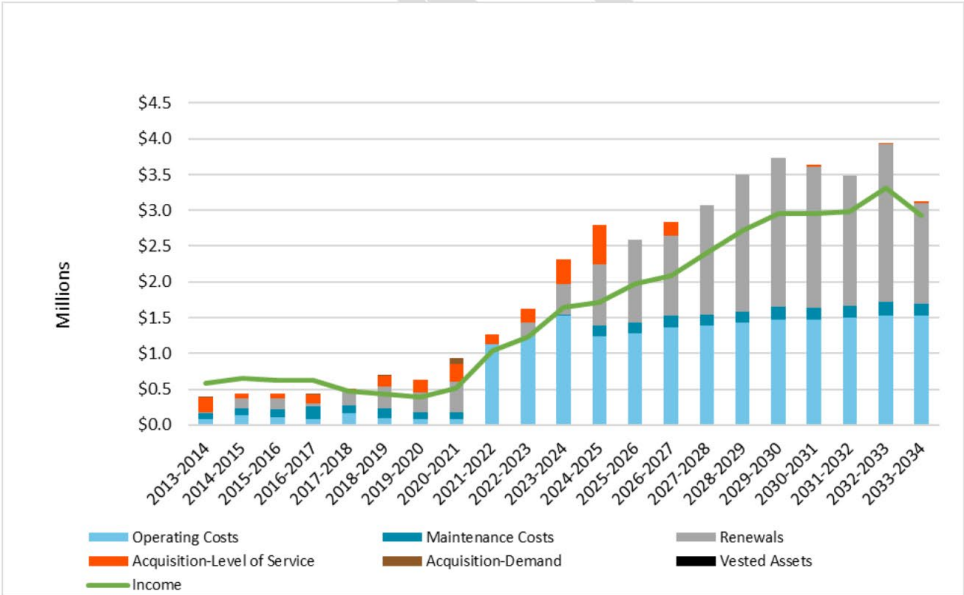


Figure 1: Roading Opex Forecasts

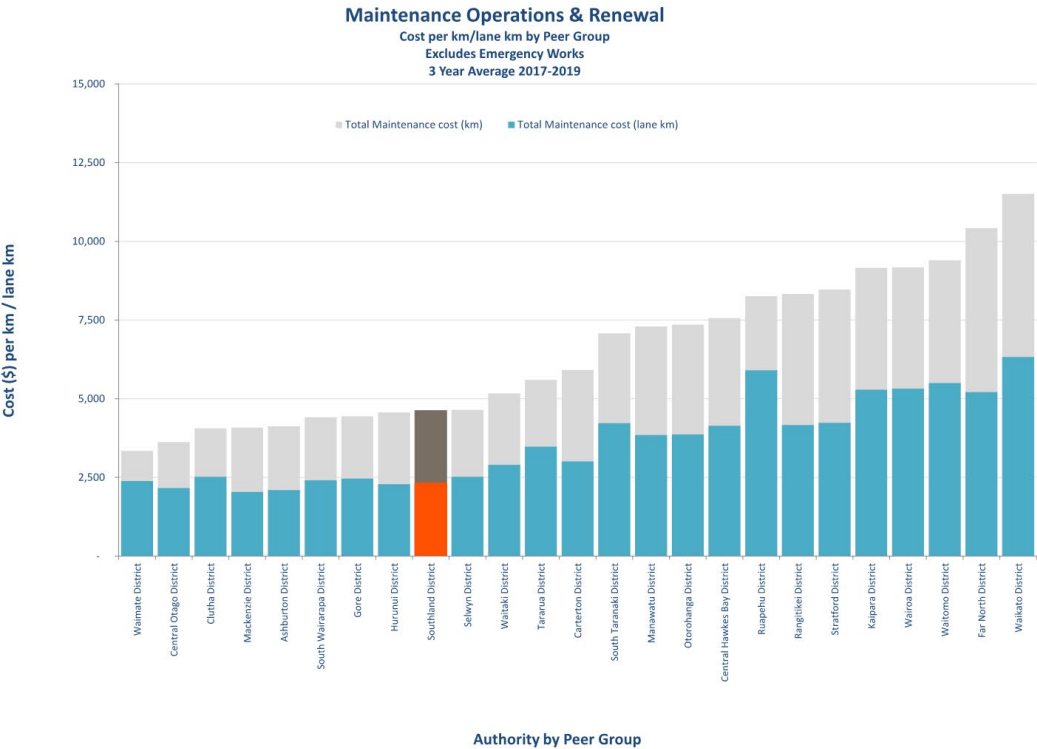


Figure 3: Maintenance Operations and Renewals

The table below reflects the intended work programme, still subject to NZTA Waka Kotahi programme and funding approval. The original plan to catch up on work not completed during 2021-2024, due to costs pressures, while renewing the network at the level required to maintain the existing level of services has been balanced with affordability. As a consequence there will continue to be a backlog of renewals activity.

Transport	2020/2021 Actual (\$000)	2021/2022 Actual (\$000)	2022/2023 Actual (\$000)	2023/2024 Annual Plan (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)	2031/2032 LTP (\$000)	2032/2033 LTP (\$000)	2033/2034 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	291	977	1,170	1,399	1,191	1,228	1,780	1,867	1,918	1,983	1,989	2,022	2,069	2,063
Targeted rates	13,432	15,803	16,610	17,216	21,706	24,694	25,683	24,452	25,032	25,751	26,301	26,879	27,516	28,040
Subsidies and grants for operating purposes	8,895	6,682	7,260	7,037	9,591	9,403	9,835	9,839	10,052	10,274	10,463	10,669	10,895	11,084
Fees and charges	46	46	61	39	59	67	68	75	76	77	79	80	81	83
Internal charges and overheads applied	361	375	411	333	226	227	239	240	242	243	245	246	247	249
Local authorities fuel tax, fines, infringement fees, and other receipts	1,202	1,402	1,535	1,574	1,349	1,381	1,426	1,439	1,452	1,464	1,477	1,486	1,496	1,506
Total operating funding	24,226	25,285	27,046	27,598	34,123	37,001	39,031	37,912	38,772	39,794	40,552	41,382	42,305	43,024
Applications of operating funding														
Payments to staff and suppliers	16,164	13,911	15,473	14,922	18,680	18,451	19,271	19,326	19,915	20,188	20,648	21,035	21,438	21,843
Finance costs	-	-	-	474	563	737	776	710	725	807	829	848	856	874
Internal charges and overheads applied	1,344	2,488	2,726	2,848	2,605	2,850	3,291	3,413	3,497	3,595	3,622	3,683	3,765	3,778
Other operating funding applications	105	208	244	243	141	144	170	150	153	181	159	162	192	168
Total applications of operating funding	17,613	16,606	18,443	18,487	21,990	22,182	23,507	23,598	24,290	24,771	25,258	25,728	26,250	26,663
Surplus (deficit) of operating funding	6,613	8,679	8,603	9,111	12,133	14,819	15,524	14,314	14,482	15,022	15,295	15,654	16,055	16,361
Sources of capital funding														
Subsidies and grants for capital purposes	9,292	8,152	6,872	12,083	16,621	18,423	17,563	17,887	18,479	18,928	19,232	19,512	20,140	20,011
Development and financial contributions	7	30	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,605	-	415	987	499	3,354	1,055	776	688	1,905	933	914	771	1,014
Gross proceeds from sale of assets	-	-	18	38	25	-	-	96	84	28	-	-	106	93
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	10,904	7,767	5,903	12,619	20,001	19,478	16,787	18,671	20,468	19,889	20,146	20,283	21,260	25,565
Applications of capital funding														
Capital expenditure														
- to meet additional demand	80	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	1,720	674	402	1,555	1,142	3,146	2,216	1,380	1,410	1,607	1,491	1,498	1,729	1,581
- to replace existing assets	17,488	15,148	13,404	22,165	31,257	31,066	30,110	31,396	33,481	33,078	33,503	33,983	35,331	39,855
Increase (decrease) in reserves	(1,771)	657	733	1,982	193	162	59	242	91	254	474	483	277	513
Increase (decrease) in investments	0	(35)	(33)	7	(73)	(77)	(73)	(32)	(32)	(28)	(27)	(27)	(23)	(22)
Total applications of capital funding	17,517	16,445	14,506	21,730	32,133	34,297	32,311	32,985	34,950	34,911	35,441	35,937	37,314	41,926
Surplus (deficit) of capital funding	(6,613)	(8,679)	(8,603)	(9,111)	(12,133)	(14,819)	(15,524)	(14,314)	(14,482)	(15,022)	(15,295)	(15,654)	(16,055)	(16,361)
Funding balance	(0)	-	-	-	-	-	-	-	-	-	-	-	-	0

Table 3: Work programme 2024-2034

Purpose of the Activity Management Plan

This activity management plan (AMP) describes the strategies and work programmes for the transport activity to meet the objective of delivering the required level of service for Southland District. It will be reviewed every three years. This AMP informs the Council’s Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve in order to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity
- a statement of the intended levels of service and performance targets.

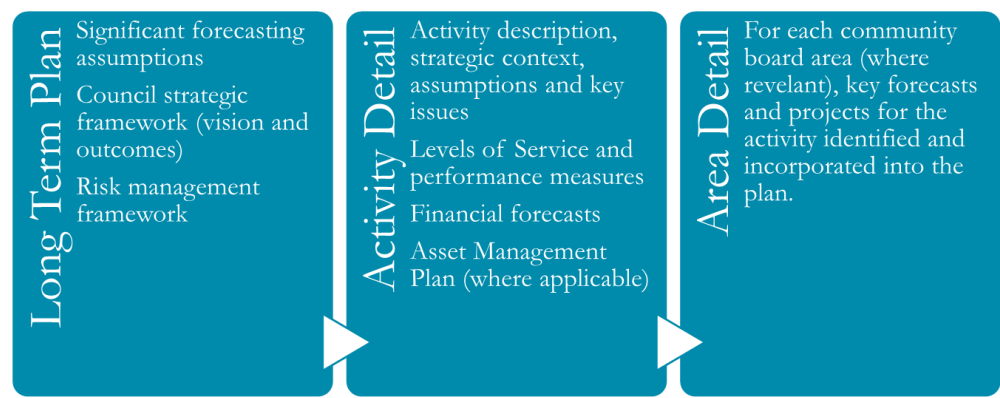
Plan Limitations

Currently the Transport AMP has a status of Core-Intermediate as per the International Infrastructure Management Manual. The goal is for continued improvement including investment in key areas of data deficiency along with modelling to see the AMP status increasing in the coming years.

The degree of confidence in the AMP forecast is limited due to the impact that external factors can have on the asset such as traffic types and pattern. Beyond 10 years the confidence levels reduce and even more so after 20 years.

Plan Framework

The AMP framework is illustrated below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this plan. Information on locally funded activities and services are included in the relevant sub-activities section and appendices to this plan.



Activity Description

What we do

Council owns and manages transportation services and assets to enable safe transportation excluding State Highways within the Southland District.

Council has the second largest transport network of any territorial authority in the country and services range from keeping roads free from debris, grading of gravel roads to more major works such as bridge replacements and road renewals.

The roading network is a crucial infrastructure for the District as it contributes to Southland's economic development and allows people to access their homes, schools, social centres and recreational areas in their communities.

In addition to roads, streets and bridges council also manages the Around the Mountains Cycle trail and the Te Anau Airport Manapouri.

The table below provides a summary of the activity. Section 5 (our levels of service) covers each transportation sub asset activity in more detail.

Population Served (2017 Estimate)	30,300
Length of Roads:	
Sealed (km)	1,996
Unsealed (km)	2,959
Total (km)	4,959
Footpaths (km)	214
Bridges (no) including cycle trail bridges	881
Stock Underpasses (no.)	240
Street lights (no.)	2,457
Estimated distance travelled on the network each year (million km)	307
Book Value 2022/2023 (\$M) including land value	2,376

Table 4: Key Network Statistics as at July 2023

Why we do it

Council's roads, footpaths and airport provide its communities with a safe and integrated corridor for goods and services to move throughout the District and wider region. This activity supports people's ability to live, work and travel safely throughout Southland.

Strategic Considerations

Strategic framework

Council has adopted a strategic framework that identifies where Council wants to be in the future (vision) and the outcomes Council aims to achieve to meet the current and future needs of communities for good-

quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenge Council faces in doing so and the resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
VISION	Together, with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

Figure 4: Strategic Framework

The framework guides staff and informs future planning and policy direction as well as forming the basis for the performance framework. The table below outlines how the transport activity contributes to the Council's community outcomes using a benefits mapping diagram. The full levels of service and performance management framework is presented in a further section later in the document.

Community Outcomes (and community board outcomes where applicable)

The Council has adopted a Strategic Framework that identifies where the Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes).

Activity -Transport				
Activity Objective: A safe and integrated corridor that enables people, goods and services to move throughout Southland and makes it easy to live, work, play and visit here				
Outcomes	Activity Contribution	Outcome Objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Communities which are connected and have an affordable and attractive lifestyle (social)	Roads, footpaths and cycle trails provide people with access to their land, homes, schools, social centres and recreational areas. They also help achieve an integrated, safe, responsive and sustainable land transport system. Road safety improvements and initiatives also help to reduce the social impact of road fatalities and injuries.	People have everything they need to live, work, play and visit	More convenience	LoS 12: Our transport network provides for safe, comfortable and efficient travel
		People can enjoy a safe and fulfilling life		KPI 12.1: Condition of the sealed road network – The average quality of ride on sealed local road network measured by smooth travel exposure.
			Improved reliability	KPI 12.3: Maintenance of a sealed local road network - The percentage of sealed local road network that is resurfaced
			Increased social wellbeing	KPI 12.4: Response to service requests – The percentage of customer service requests relating to roads and footpaths to which the Council responds within the required timeframes ²
			Improved health and safety	KPI 12.5: Road Safety – The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number
			Higher quality services	KPI 12.6: Footpath condition – The percentage of footpaths in reasonable or better condition ⁴

Communities with the infrastructure to grow (Economic)	Roads contribute to economic development by providing a corridor for the efficient movement of goods and services.	Strong Communities	Increased economic wellbeing District becomes more attractive to live and visit Improved quality of life	KPI 12.7: Around the Mountains cycle trail has Great ride status	KPI 12.8: CAA compliance requirements for Part 139 certification is maintained
Communities committed to the protection of our land and water (Environment)		A sustainable impact on the environment Planning for the future	More sustainable environments		
Communities with a sense of belonging for all (Culture)		People are well connected	Better connectedness		

STRATEGIC PRIORITIES ► CONTRIBUTION AREA ▼	1. Connected and resilient Communities	2. Robust Infrastructure	3. Providing equity.	4. Thinking strategically and innovatively	5. Ease of doing business
WHAT WILL BE DONE IN THE LONG-TERM (NEXT 10 YEARS)	Regulatory requirements and services delivered by Council: - encourage compliance - are user friendly - are cost effective; and	Ensure those roads which provide the economic backbone of the district are maintained to the required LOS	Further understand implications of community futures work on renewal strategy	Regulatory requirements and services delivered by Council: - encourage compliance - are user friendly - are cost effective; and achieve the	Renew assets in a timely manner to that are available to 50Max vehicles

STRATEGIC PRIORITIES ► CONTRIBUTION AREA ▼	1. Connected and resilient Communities	2. Robust Infrastructure	3. Providing equity.	4. Thinking strategically and innovatively	5. Ease of doing business
	- achieve the regulatory objectives			regulatory objectives	
WHAT WILL BE DONE IN THE SHORT-TERM (NEXT 3 YEARS)	Continue to improve systems and procedures around data capture, management and storage. Improve Traffic Management and Corridor Management integration and management. Understand implications of climate changes to our communities and how this will impact on the service we deliver.	Understand implications of the draft Proposed Water and Land Plan and how this impact on the service we provide Understand the implication of the One Network Framework on Customer Levels of Services	Expand on work carried out on Bridges and Pavements lifecycles to cover other key assets such as road culverts and kerb and channel	Provide and connected and integrated network that is safe for all user	
KEY ACTIONS AND PROJECTS	Improve asset data as identified in the AMP and Asset Valuation Report. Improve or implement systems to better manage temporary traffic management process to meet changing needs including approvals	Review implication of the migration to a One Network Road Framework by 2024 and establish any potential gaps.	Gaps in service will help identify key priority areas and projects.	None identified specifically	

STRATEGIC PRIORITIES ► CONTRIBUTION AREA ▼	1. Connected and resilient Communities	2. Robust Infrastructure	3. Providing equity.	4. Thinking strategically and innovatively	5. Ease of doing business
RELATED STRATEGIES / PLANS / POLICIES	Review Roding Policy and Procedures along with Roding Bylaw to ensure relevance and effectiveness.		Continue to participate with the Road Efficiency Group	None identified specifically	

Strategic Context

The purpose of the Southland District Council Long Term Plan 2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Representation Framework

There are nine community boards that provide representation across the district. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopa Toetoe	Wallace Takitimu	

It is important that Council is seen as a leader in service delivery across the District and through this AMP, will ensure its transport services are fit purpose, in appropriate locations and managed cost effectively. Doing so enables Council to provide and deliver quality, professional services to the ratepayer.

Council aims to have a high level of engagement with its customers and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

At the time of writing the AMP, Community Boards were still in the process of developing community plans that may identify transport improvement projects across the district.

Council will complete a representation review in the first year of this AMP, this may change the representation framework

Key Risks, Issues and Assumptions for the Activity

There are factors outside of Council's control that can change having an impact on Council's ability to do what it planned. Sometimes the impact can be significant. There is always uncertainty in any planning process but the key to good quality planning is to make clear assumptions to help address this uncertainty. Key risks and assumptions that relate to this activity are:

- Natural hazard events continue at the current rate and there is no catastrophic event
- NZTA Waka Kotahi continues to provide a similar level of funding assistance in the future
- NZTA Waka Kotahi will meet Council funding requirements.
- The Government Policy Statement on transportation does not change the priorities as defined in this document

- Technology does not significantly change the current transportation model

Community Board Assumptions

Community Boards will be able to appropriately fund maintenance and renewal of assets for locally funded transport activities.

Regulatory Considerations

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Building Act 2004	<p>Requires building consent for building, construction, alteration or demolition.</p> <p>Building certificate (code compliance) issued on completion of works for new or upgraded building.</p> <p>Building Warrant of Fitness required annually.</p> <p>Produce Project Information Memoranda (PIM's) which may include details of access restrictions, approvals, leases, plans, relevant records, notices, correspondence etc.</p> <p>Changes: None of Note</p>
Bylaws	<p>Local regulations enacted under the Local Government Act (LGA) 2002. A range of provisions are possible to protect public safety, minimise nuisance etc.</p> <p>Changes: None</p>
Civil Defence Emergency Management Act 2002	<p>Requires lifeline utilities to function at the fullest possible extent during and after an emergency and to have plans for such functioning (Business Continuity Plans - BCP's).</p> <p>Changes: None of Note</p>
Code of Practice for Working on the Road	<p>Covers management requirements and protocols for road authorities and utility operators working in road corridors.</p> <p>Changes: Changes to qualification will see greater level of training and competency assessments over the next 3 years</p>
District Plan	<p>Sets rules for District Council activities.</p> <p>Changes: None of Note</p>
Government Policy Statement on Land Transport	<p>Provides guidance on Government's three-year direction for land transport.</p> <p>Changes: Safety continues to be a key focus area. The key priorities are covered off in the body of the AMP.</p>
Health and Safety at Work Act 2015	<p>Requires the provision of safe work places for all activities by local authority staff and contractors, and maintenance of an audit trail to demonstrate compliance.</p> <p>Changes: None of Note.</p>
	<p>It also provides a legislative framework for the Waka Kotahi New Zealand Transportation Agency (Waka Kotahi), and also includes requirements for other RCAs (eg procurement procedures, financial</p>

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Land Transport Management Amendment Act 2008	assistance, etc.) and Regional Councils (eg Regional Land Transport Strategies). Changes: None of Note at the time of preparing the AMP
NZTA Manuals and Standards	For example, Economic Evaluation Manual, Planning, Programme and Funding Manual. Changes: Changes in funding limits to low cost low risk which funds majority of Councils improvement projects. The new limit per project is set to increase to \$2M. A new bridge replacement category has also been established.
Local Government Act 1974 (retained sections)	Provides for the formation, management, stopping, closing and control of roads, limited access roads and provision for public safety. Changes: None of Note
Local Government Act 2002 (LGA 2002)	Provides the power of general competence for a local authority to undertake any business or activity given certain provisos. Provides for the setting of Bylaws. Details requirements for information provision in the LTP. Changes: None of Note
Long Term Plan	Agreement between Community and Council as to the direction the public wishes their TA to take. Changes: None of Note for Transport Activity
Infrastructure Strategy	Controls aspects of road and traffic operations, including Traffic Regulations, Bylaws and enforcement. Changes: Bridge Renewals and Seal Layer instability are the key transport issues identified.
Financial Strategy	Controls aspects of road and traffic operations, including Traffic Regulations, Bylaws and enforcement. Changes: None of Note
Public Works Act 1981	Allows compulsory land acquisition. Changes: None
Regional Land Transport Strategy	Sets overarching framework for land transport in region. Changes: None of Note
Resource Management Act 1991	Establishes a planning framework covering land designation processes, requirements for resource consents for activities which affect the environment. Requires compliance with District Plan and Regional Plans. Enables financial contributions to be required from developers as a condition of resource consent for specified purposes. Changes: None of Note
Standards produced by Standards Association	Range of standards covering required or recommended practice. For example, NZS 4404 Code of Practice for Urban Land Subdivision provides a range of roading standards.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
of New Zealand (SANZ)	Changes: No
Other Standards, Guidelines and Specifications	Wide range, many of which are included in NZTA Standards and Guidelines. Examples included, NAASRA/Austroads guidelines and standards, Geometric Design Manual, Pavement Design, Manual of Traffic Signs and Markings, Code of Practice for Temporary Traffic Management etc. Changes: These are currently under review
Telecommunications Act 2001, Electricity Act 1992, Gas Act 1992, Railway Safety and Corridor Management Act 1996	Provide utilities operators and other with powers to use road corridors. Changes: None of Note
Transport Act 1962	Controls aspects of road and traffic operations, including Traffic Regulations, Bylaws and enforcement. Changes: None of Note

Table 5: legislation and regulations

Demand Management Strategies

Given that changing demand is primarily driven by changing land use, this is a potential key means of managing future demand. However, the predominantly low population and rural nature of Southland has meant that to date there has been very little requirement for land use control beyond that associated with agricultural sector.

There are exceptions to this, primarily Te Anau and Manapouri, but also potentially Winton and Riverton. Consideration of demand management for these towns primarily relates to ensuring development is appropriate to the function rather than limiting traffic growth per se. However, there is still a need to ensure that land use planning continues to consider impacts on road networks as part of the overall scheme.

Key Projects

There are no major capital improvement projects planned during the current 10year plan period. The majority of work planned is related to renewal of assets particularly bridges, sealed roads and footpaths.

There may be specific projects that will arise during the period of the plan as a result of future planning outcomes, including those done carried out by local Community Boards.

Other Considerations for the Activity

In the coming years consideration is will be required around how the transport network and activities contribute positively in helping to achieve the outcome of Climate Change Responses (Zero Carbon) Amendment Act. This includes but not limited to the promotion of active travel option.

Our Levels of Service

Levels of Service, Performance Measures and Targets

Levels of service (LOS), performance measures and targets form the performance framework for the activity detailing what the Council will provide, and to what level or standard:

LOS are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the level of service provided with agreed expectations of customers and their willingness to pay for that level of service.

Performance measures are quantifiable means for determining whether a LOS has been delivered.

Performance targets are the desired levels of performance against the performance measures.

The levels of service provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the levels of service for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required of the activity (and associated assets) to deliver that service level. This requires converting user's needs, expectations and preferences into meaningful levels of service.

The table sets out the Council's current performance and levels of service targets it aims to achieve within the next three years and by the end of the next 10year period.

Funding constraints, both local and national over the past 10years, have resulted in a generally 'flat-lined' programme. This approach is unsustainable to maintain current levels of services as a result increased investment is required from 2024 from both Council and Waka Kotahi (2024-27 funding still needs to be approved).

Any reduction in funding from what is required will certainly require a reduction in the amount of work to be delivered, which will in turn result in a decline in levels of service and satisfaction over time. All possible avenues for minimising LOS decline are being examined in order to ensure that optimum value for money is achieved for the community.

How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27-34)
TRANSPORT: What LoS we provide	LoS 12: Our transport network provides for safe, comfortable and efficient travel				
KPI 12.1: Condition of the sealed road network – The average quality of ride on sealed local road network measured by smooth travel exposure ¹ .	99%	Smooth Travel Exposure ¹ of ≥ 98%	Smooth Travel Exposure ¹ of ≥ 98%	Smooth Travel Exposure ¹ of ≥ 97%	Smooth Travel Exposure ¹ of ≥ 97%
KPI 12.2: Percentage of gravel road tests where road roughness ³ meets acceptable standards.	92%	≥85%	≥85%	≥85%	≥85%
KPI 12.3: Maintenance of a sealed local road network - The percentage of sealed local road network that is resurfaced.	5.2%	6.8% (equates to ≥930,000 m ² per annum)	6.8% (equates to ≥930,000m ² per annum)	6.8% (equates to ≥930,000 m ² per annum)	8.5% (equates to ≥1,150,000 m ² per annum)
KPI 12.4: Response to service requests – The percentage of customer service requests relating to roads and footpaths to which	95%	≥93%	≥94%	≥95%	≥95%

How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27-34)
the Council responds within the required timeframes ²					
KPI 12.5: Road Safety – The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	22	Reduction of 1 from prior year	Reduction of 1 from prior year	Reduction of 1 from prior year	Reduction of 1 from prior year
KPI 12.6: Footpath condition ⁴ – The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).	96%	≥90%	≥90%	≥90%	≥90%
KPI 12.7: Around the Mountains cycle trail has Great ride status	Retained accreditation	Retain accreditation	Retain accreditation	Retain accreditation	Retain accreditation
KPI 12.8: CAA compliance requirements for Part 139 certification is maintained for the Te Anau Airport Manapouri.	Retained certification	Retain certification	Retain certification	Retain certification	Retain certification
<p>1 - Smooth travel exposure is an index that determines the proportion of travel on sealed roads which are smoother than a defined threshold.</p> <p>2 - Timeframes for responding to requests related to roads and footpaths vary from 24 hours to up 60 days depending on the urgency and risk associated with the request. Overall around 80% of the Council's requests for service have a target timeframe of 10 days or less. The Transport AMP includes more detail about the individual request types and timeframes.</p> <p>3 - Road roughness is measured by RoadRoid testing.</p> <p>4 - Footpaths are assessed and given a condition rating that uses a visual rating scale of 1-5 where 1 is the highest (3 is reasonable). The percentage is calculated according to the length of the network that meets or exceeds the average of all condition ratings.</p>					

Table 6 Transport: Performance Management Framework

Plans Programmed to meet the Level of Service

Section 5 (levels of service) cover the plans, strategy and financial requirements for respective sub level activities to achieve levels of service outcomes.

Activity and Asset Management

Overview of Management

Lifecycle asset management means considering all asset management options and strategies to deliver the agreed level of service and to inform decision-making for asset renewal, replacement, upgrade and disposal. Effective lifecycle planning is about making the right investment at the right time to ensure that the asset delivers the desired level of service over its full-expected life, at the minimum total cost. This section explains the approach for:

- Providing new or upgraded assets to improve service levels, providing for growth and demand
- Operating and maintaining assets

- Renewing or replacing assets
- Disposing of assets at the end of their useful life.

The figure below shows the link between the transport activity and the four well beings. The wellbeing’s link back into Draft Government Policy statement for Land Transport.

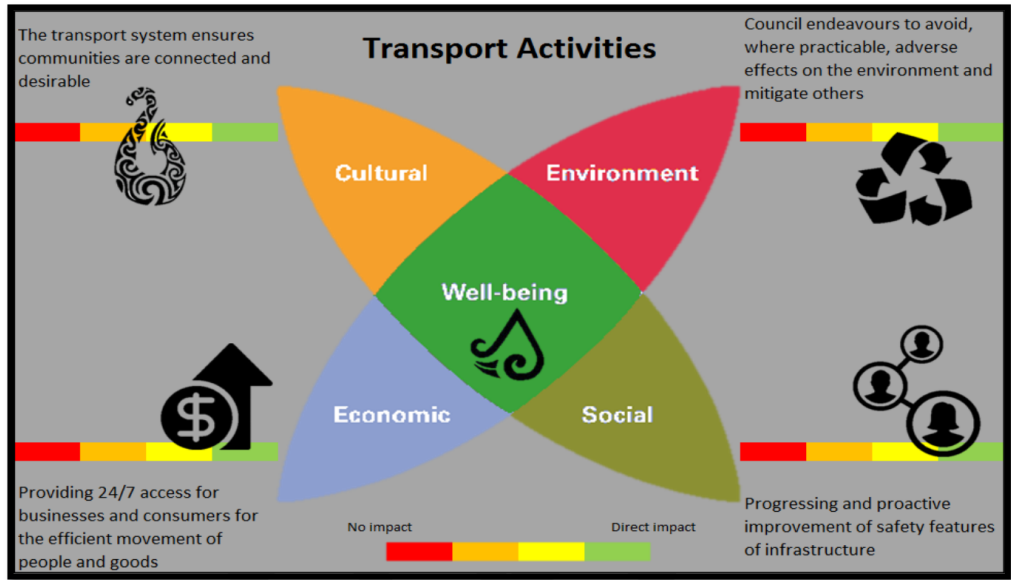


Figure 5: Impact transport activities have on the four well-being areas

Typically, there are three issues identified in renewing and maintaining transportation infrastructure as outlined in the table below:
















Issue	Options	Outcomes	Issue	Options	Outcomes	Issue	Options	Outcomes
Unit Rate Increases 	Status Quo 	Less work done Increased backlog Lower LOS	Unbalanced Network 	Status Quo 	Less work done Increased backlog Lower LOS	Constrained Funding 	Status Quo 	Less work done Increased backlog Lower LOS
	Rationalise Assets 	Increased travel Economy impact Sustainability		Equal Work Effort 	All roads including high classification roads will have a declining LOS		Rationalise Assets 	Increased travel Economy impact Sustainability
	Increase budget to offset unit rate rise 	Increased Cost Declining LOS		Hierarchy Focus 	Low Classification roads will have a much lower LOS		Increased Maintenance 	Reduction in renewals Long term lower LOS
	Increase budget to match asset need 	Increased Cost Maintain LOS		Increase Budget 	Increased Cost Balance between rationalisation and maintaining LOS		Increased Renewals 	Reduction in maintenance Short term lower LOS

Table 6: Primary issues relating to maintaining existing levels of service across transportation activities

Unit Rate Increases

The cost of carrying out activities has increased at a greater rate over the past three years than the rate forecasted in councils 2021-31 LTP, however, it is expected that future increases will slowly come back in line with LTP forecasted inflationary rates and this has been allowed for during long term planning. However, there are a number of factors (eg bitumen index, market competitiveness etc) that influence unit rates beyond inflation that has a massive effect on the size of work programme Councils transport team can deliver. For example; the market average rate for road rehabilitations in Southland has increased exponentially over the last funding cycle ($\approx \$200,000.00/\text{km}$ increase). In order to combat some of these uncontrollable variable rates; smarter procurement methods will be investigated and where appropriate implemented.

Unbalanced Network

The 80:20 principle has been applied for a number of years now where the majority of investment is focused on higher classification roads (ONRC Primary and Secondary Collector roads). This has been used successfully 'short term' to distribute constrained funds where the majority of road users will benefit; however, this is not a long term sustainable solution as extent of network infrastructure reaches end of life.

Constrained Funding

Budgets historically have, and most likely will continue to be constrained and therefore smarter asset management principles need to be applied. This will consider all options when maintaining assets to end of life to ensure a fit for purpose network that is in line with the 4 well-being areas can be achieved with a balance of long term sustainability.

Asset Management Systems

The key asset management system for the transportation team is the Road Assessment and Maintenance Management (RAMM) software. This is the database that holds almost of all Councils transportation assets and considered to be the single point of truth.

RAMM is used as a robust asset database with the ability to perform assessments, asset valuations, forward works programming, inspections and much more.

Complimentary tools such as dTIMS, Site Candidate Selectin and Juno Viewer are also utilised for capital forward works programme modelling.

Asset Management Hierarchy

One Network Framework

Traditionally, roads and streets are considered as movement corridors only to get people and goods from A to B. Currently, many of councils' roads are limited in widths by existing infrastructure which means council need to consider how these roads can meet growing demand. Council needs a new approach to classify its network that enables better design, planning and delivery of a modern transport system to meet the increasing needs of people, businesses, communities, and the climate. The One Network framework (ONF) recognises that streets not only keep people and goods moving, but they're also places for people to live, work, and enjoy. The ONF is designed to contribute to improving road safety and building more vibrant and liveable communities. Movement and Place has many uses at the strategic network planning and development level, as well as at the detailed project level. It marries network-wide and local considerations. At its heart, the ONF organises transport links by their place and movement roles into road and street types.



Figure 6#: NZTA ONF classifications

Council has already classified its roads under the new ONF framework however its yet to fully adopt the new principles into Councils existing strategies which is planned to be executed throughout the 2024-27 LTP period.

One Network Road Classification

Council has maintained utilising the old One Network road Classification (ONRC) as a classification system within its current strategies throughout this Activity Management Plan. The reason for sticking with ONRC over One Network Framework (ONF) is the classifications are more granular for a primarily rural network to support these strategies.

As outlined in the above ONF section; Council will be looking to embed the new framework and what it means for our Levels of service over the 2024-27 period.

Council being a relatively low volume network only has the following classifications of roads within the district:

- Primary collector
- Secondary collector
- Access (including low volume access)

Asset Management Data Standard

The Asset Management Data Standard (AMDS) is a data standard that informs activity management decisions for transport so we can plan and implement activities which deliver services as expected for the cost expected. It is a common language that describes the service, impact, and asset lifecycle across the transport system.

The standard will create a structure that will ensure the consistency of collection of data. This will enable Road Controlling Authorities (RCAs), NZTA Waka Kotahi and the transport sector to collect better quality data, helping them meet asset management goals.

AMDS implementation is phased over five years starting, 1 July 2022 and completing by 30 June 2027. Southland District Council is Tranche 6 which is scheduled for 2025.

Consistent Condition Data Collection

The Consistent Condition Data Collection (CCDC) project will improve both local and national asset management planning and decision-making by:

- Specifying the minimum requirements for automated pavement condition inspection for roughness, rutting, texture, cracking, and geometry on sealed roads.
- Implementing national data standards and specifications to ensure consistent data collection, accuracy, processing, and management.
- Establishing a National 'Centre of Excellence' approach to data collection and quality assurance to ensure consistency.
- Grouping local authority road networks into geographic contract areas. It is proposed that Te Ringa Maimoa leads these contracts via the Centre of Excellence delivery model.

Community Board Area Context

Staff will engage with Community boards where appropriate around levels of service decisions are to be made and/or when there are projects within their relevant regions. For most transportation projects; strict NZTA Waka Kotahi requirements need to be adhered to meet funding obligations and therefore while

communities will be kept up to date with what is occurring and planned; they will not be directly involved in determining the works programmes.

However; both footpaths and streetlighting activity areas are a bit different as they do have a local funding component and therefore the level of engagement with community boards will be more involved.

Footpaths

A level of service for footpaths has been defined which best duplicates what Council already has plus some improvements. This has then been applied across the district to identify potentially gaps or improvement opportunities within each township. These lists of improvements will be consulted on with the relevant community boards to agree the priorities and set budgets. See footpath section of AMP for more detail.

Streetlights

Existing streetlight infrastructure has been spatially mapped to identify areas that do not meet best practise guidelines to come up with improvement (level of service) programmes. Areas that do not meet best practise will be consulted on with the relevant community boards to agree the priorities and set budgets. See streetlighting section of AMP for more detail.

Key Risks

Sealed Roads	If maintenance and renewal regimes are not kept up with then roads will become rougher (pot holes, SCRIM/texture deficient, rough ride) and the level of service provided will decrease resulting in dissatisfied customers and road safety issues.	High
Unsealed Roads	Dust will continue to be an issue and priority for effected individuals and communities. This can have ongoing health issues beyond the general nuisance dust causes.	High
Bridges	Bridges may be closed whilst they are prioritized for replacement when budgets don't keep up with demand	High
Bridges	Not aligned with the GPS key strategic priorities for investment (see section below)	High
Drainage	Large number of large diameter culverts continue to fail and result in road closures.	High
Sealed Roads	If maintenance and renewal regimes are not kept up with then large numbers of roads will be under speed restriction for long periods of time resulting in travel time increases.	Medium
Sealed Roads	If roads are reverted to gravel – then dust issues will increase.	Medium
Unsealed Roads	If maintenance and renewal regimes are not kept up with then roads will become rougher (pot holes, corrugations and soft spots) and the level of service provided will decrease resulting in dissatisfied customers.	Medium
Unsealed Roads	Gravel supply, location and costs	Medium
Bridges	Areas may become landlocked for heavy vehicle movements (with bridge postings)	Medium
Bridges	Level of service reductions and increased travel time/carbon emissions as a result of insufficient budget to keep up with renewal demands	Medium
Drainage	Carbon and social costs of both replacing a large number of culverts and potentially increasing travel durations by utilizing available detours either temporarily or longer term.	Medium

Drainage	Not having a full understanding of all the drainage assets within the district.	Medium
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Asset Management Improvement

Future improvement opportunities have been identified in each of the activity types outlined in subsequent sections. However, the key improvement projects that Councils transportation team will work on over the next three years are:

Activity	Project
Data Input	Refine RAMM data inputs particularly around culverts and unsealed road maintenance
Spatial Interface	There is an opportunity for future improvement to refine this data into a more dynamic spatial interface to utilise both RAMM inventory data and the condition data to identify renewal programmes and level of service deficits
Review Pavement Layer Data	Carry out core samples to gain knowledge of bitumen to stone ratio for areas that Council hold little data.
Sealed/Unsealed Roads	Determine the carbon and social costs between the two surfacing types.
Extent of Network	Analyse the network to determine whether the existing extent of network policy is still appropriate or if there is opportunity to reduce the maintained network.
Drainage	Develop a thorough understanding of the potential impacts of climate change in terms of infrastructure performance, safety risks and costs.

Resourcing

In order for Council to deliver the proposed works programme along with associated improvement and strategic opportunities in an effective and efficient manner; the below two roles would be required.

Roading Corridor Coordinator

The Roothing Corridor Coordinator role will have responsibility of the traffic management coordinator function and corridor access approval process. This would largely be a self-funding position through fees and charges. Key Accountabilities include (but not limited to):

- The functions of a Traffic Management Coordinator
- The functions of Corridor Management as set out in the National code of Practice for Utility Operators
- Reviewing and approving traffic management plans for non-council activities
- Assist in developing guidance documents and policies relating to traffic management
- Assisting contractors and Council's alliance partners with meeting their traffic management obligations
- Setting district requirements and traffic management levels for works and other activities within the SDC network
- Provide guidance and training to SDC staff and contractors in using Council's traffic Management software.

Aggregates Manager

The Aggregates Manager role will have overall ownership of all roading aggregate related responsibilities including future focus view. Initially this role would require a financial commitment from council, however, longer term this role could be self-funding from gravel sales. Key Accountabilities include (but not limited to):

- Quality assurance and testing requirements
- Sourcing new supplies with wide geographical spread across the district
- Resource Consenting
- Gravel Extraction requirements (round bridges)
- Managing Council owned Quarries/Pits
- Creating opportunities to align with Councils proposed Forward Works Programmes
- Informing Council of risks and opportunities
- Technical expertise for aggregate type/sources/applications/limitations
- Crushing and cartage economic reviews
- Viability and procurement of sources that will provide long term benefit to Council
- Regional council point of contact for all aggregate related/Consenting issues
- Communication with relevant stakeholders
- Creating a competitive edge for contractors

Sealed Roads

Overview

The Districts sealed surfaced roads constitute 40% (approx. 1995km) of the road network and carry 79% of the traffic volume. Of the 307 million vehicle kilometers travelled (VKT) on the SDC network around 64% of the VKT's are traveled on the Primary and Secondary Collector roads. These Primary and Secondary Collector road account for around 21% (approx. 1060km) of the SDC network. The objective of the sealed roads is to provide all-weather travel for all types of vehicles however under intense or extreme weather events access may not always be possible.

Council currently has the following amount of sealed Urban and Rural roads by ONRC category:

ONRC Category	Urban Rural	Type	Length (km)	Area (m2)
ACCESS	Rural	Thin Surfaced Flexible	743.9	4,513,000
ACCESS	Rural	Bridge	1.7	29,000
ACCESS	Urban	Thin Surfaced Flexible	42.1	343,000
LOW VOLUME	Rural	Thin Surfaced Flexible	35.5	192,000
LOW VOLUME	Rural	Bridge	0.8	1,000
LOW VOLUME	Urban	Thin Surfaced Flexible	108.7	686,000
LOW VOLUME	Urban	Bridge	0.1	1,000
LOW VOLUME	Urban	Concrete	0.1	1,000
PRIMARY COLLECTOR	Rural	Thin Surfaced Flexible	81.7	653,000
PRIMARY COLLECTOR	Rural	Bridge	0.3	24,000
PRIMARY COLLECTOR	Urban	Thin Surfaced Flexible	8.3	107,000
SECONDARY COLLECTOR	Rural	Thin Surfaced Flexible	922.2	6,431,000

ONRC Category	Urban Rural	Type	Length (km)	Area (m2)
SECONDARY COLLECTOR	Rural	Bridge	2.2	66,000
SECONDARY COLLECTOR	Urban	Thin Surfaced Flexible	47.3	489,000
SECONDARY COLLECTOR	Urban	Bridge	0.1	1,000
Totals			1995.2	13,537,000

Table 7: SDC Network break down by ONRC Category

ONRC Excluding Bridges	Rural Design width (m)	% Compliance with Design Width	Km of Compliant Rural Sealed roads	Km of Non Compliant Rural Sealed roads	Rural Length (km)
Primary Collector	7.5	94.8%	77.5	4.2	81.7
Secondary Collector	7.0	54.9%	505.8	416.2	922.0
Access	6.5	32.4%	240.7	503.3	744.1
Low Volume	6.0	47.9%	17.0	18.5	35.5
Totals		47.2%	841.0	942.3	1783.3

Table 8 ONRC Hierarchies and their target minimum design widths

Asset Condition

The failure modes of bituminous pavements include shallow shear failure, roughness, rutting, cracking, stripping, ravelling, loss of surface texture and skid resistance, flushing, edge break and potholes. Most of these can now be detected by high speed data collection, in particular roughness, rutting, loss of surface texture, skid resistance and flushing. This information will be used in order to model and predict the renewals of our sealed road pavements as per subsequent sections of this document.

Level of Service

Intervention Matrix for Sealed Rural Roads

The cost to maintain and renew approximately 2000km of network is unsustainable long term without significant increased investment and we are starting to see the implications of this occurring as we reach the end of useful lives on a number of assets including sealed pavements.

An intervention matrix has been developed to provide fit for purpose interventions to help invest limited budgets in the most appropriate locations, particularly under a sustained constraint budget scenario. See below the matrix which could be applied to the rural network only. Urban environments will be treated as per the status quo i.e. renewal when at end of life

ONRC		Unsealed	Rural Sealed Roads		
Classification	Ideal Width		Under Width	Seal Layer Instability	Pavement End of Life
Low Volume	6.00m	Maintain as Gravel	Revert to Gravel	Revert to Gravel	Revert to Gravel
Access (<100vpd)	6.50m	Maintain as Gravel	Revert to Gravel	Revert to Gravel	Revert to Gravel

Access (>100vpd)	6.50m	BCR for Seal	BCR for Widening	BCR for Rehab vs Unsealed	BCR for Rehab vs Unsealed
Secondary Collector	7.00m	Seal/Rehab	Widen pre Reseal/Rehab	Rehab	Rehab
Primary Collector	7.50m	Seal/Rehab	Widen pre Reseal/Rehab	Rehab	Rehab

Table 9 – Rural roads intervention matrix

The intervention matrix can potentially be used to establish an ‘ideal future state’ of the network which can be used to determining what treatment is required when rural roads are deemed at end of life or not at desirable standard. The matrix is not a tool to purposely rationalise or lower the level of service currently provided – but is a tool to direct investment into priority locations to ensure primary routes and developing areas are able to be maintained sustainable to a minimum standard over the long term should anticipated levels of investment not materialise.

One Network Road Classification (ONRC) hierarchy has been used to split the different levels of service and interventions provided. Access road classification has been further split into two categories (50-100vpd and 100-200vpd). This split is due to the vast range of roads that fall within the Access Roads classification. By splitting the classification either side of 100 vpd will filter out the roads that should be investigated for changing the existing level service (up or down).

For roads that are identified as Access above 100 VPD category, Council will have discretion to undertake a Benefit to Cost Ratio (BCR) analysis to determine whether intervention is required, the most appropriate intervention, and also the most economic time to carry out a change in LoS (if any). Only roads that Council’s engineers believe may produce a positive BCR will be subject to this process (such as roads that have experienced significant maintenance increases or have changed use and potential economic gains by changing LoS – not rural roads that have met the 100 VPD threshold alone). Even if a positive BCR can be calculated; this does not guarantee an increase in LoS will be provided any time soon. It will simply mean the section of road has met the first set of criteria and will be prioritised against all other roads in the network that fall into this category. This prioritised list of improvements can then be used to form a forward works programme that will be implemented as budget allows.

The roads that are currently under the ONRC desirable width will only be considered for widening if they are >0.5m under width (250mm either side of road).

Existing network statistics applied to Matrix:

ONRC		Unsealed	Rural Sealed Roads		
Classification	Standard Width*		Under Width (>0.5m)	Seal Layer Instability	Pavement End of Life
Low Volume	6.00m	2028km	12km	3km	21km
Access (<100vpd)	6.50m	559km	108km	21km	176km
Access (>100vpd)	6.50m	302km	117km	41km	281km
Secondary Collector	7.00m	2km**	219km	97km	606km

Primary Collector	7.50m	-	0.4km	15km	66km
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**Standard width for Rural Sealed Roads only. See unsealed section of AMP for unsealed road widths.*

***This is the OTTA seal section of Haldane Curio Bay Road*

Table 10: Matrix with network statistics applied

The way existing network data has been applied to the matrix above is as follows:

Unsealed: Simply split by ONRC classification

Rural Sealed Under Width: Roads that are ≥ 0.5 m under desirable ONRC width.

Rural Sealed Roads with Sealer Layer Instability: Roads that ALREADY have 6 or more seal layers.

Rural Sealed Roads at end of life: Everything that is currently not under width or 6+ seal layers.

It is worth noting that modelling indicates that seal instability will be an issue prior to pavements reaching end of life for a lot more sealed roads than what the above table demonstrates – but this is a snap shot of current data and therefore everything that is not ‘currently’ under width or facing seal stability issues has defaulted to the Pavement end of life column.

Asphalt

Where the matrix has determined the road is to be maintained/renewed as a sealed road – it is assumed that the surfacing type will be a thin flexible chip seal layer. However, with increasing volumes of heavy vehicles using Councils network means that some areas (mainly intersections) are requiring additional specific treatments ie Asphalt. Asphalt while it is more expensive (current reseal average cost \$7.45/m² v \$78.25/m² for Asphalt) does have a longer life and performance is enhanced in these higher stress locations compared to a chip reseal. Council already has approximately 80 areas of asphalt in urban and rural situations across the network that covers both intersections and cul-de-sac heads. From a rural perspective, when a site is up for reseal and if there are high stress areas contained within the site; then these areas will be assessed for the option of using Asphalt for increased durability.

Asphaltic Concrete surfacing will be considered for resealing roads that meet the below criteria:

- Where the volume of traffics exceeds 10,000 vehicles per day, or
- Subject to high wear and tear (cul-de-sac heads, roundabouts, sharp bends with severe flushing, stripping or skid resistance, aprons/main road intersections), or
- In industrial/commercial areas where there is a high concentration of heavy traffic, or
- With short sections between two adjacent asphaltic concrete areas where the use of chip seal is uneconomic, or
- Subject to high usage by pedestrians, such as town centers, or
- Requiring special treatment due to the engineer’s discretion (such as steep gradients exceeding 15% or steep cross-falls), or
- Where intervention periods of greater than 20 years are required.

Rural roads to be considered for sealing:

Based on the matrix there are 302km of roads subject to a Benefit to Cost Ratio (BCR) analysis to determine if the next appropriate intervention is to seal the road and if so the most economic time to do so. If all 302km was to be sealed then the profile could look like the below:

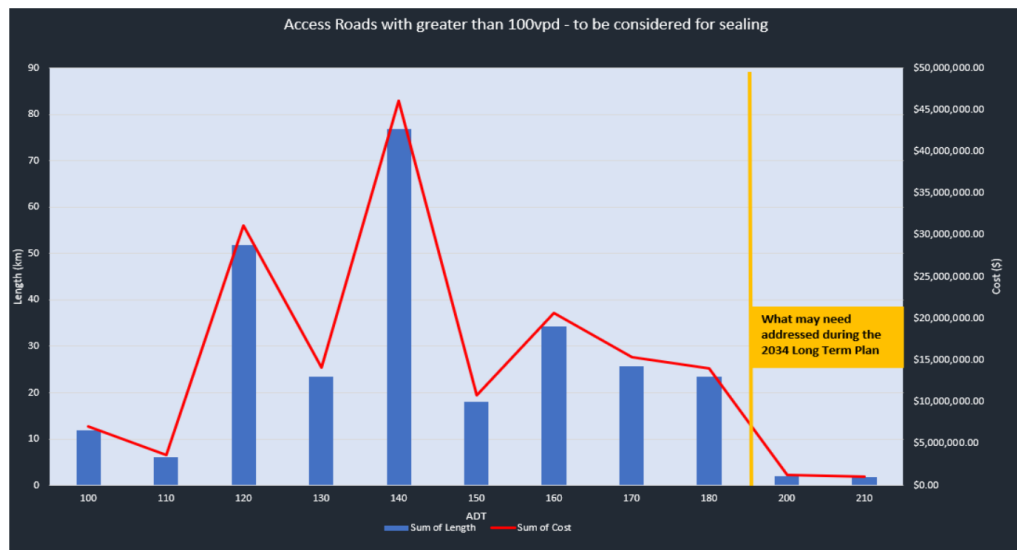


Figure 7: Access Roads to be considered for sealing

The above graph shows that we currently have approximately 3.9km of roads with an ADT greater than 200vpd which are 'likely' to have a positive BCR and also be at the top of the prioritisation list of what would be targeted and budgeted for in the 2034 LTP at a cost of approximately \$2.3M.

To seal extension all 302km of Access roads with >100vpd would cost approx. \$180M.

Rural roads to be considered for reverting to unsealed pavement:

Based on the matrix there are 341km of rural roads that should be considered for reverting to unsealed pavement due to having less than 100 vehicle movements per day. On top of this there is an additional 439km subject to a Benefit to Cost Ratio (BRC) analysis to determine if the next appropriate intervention is reverting the road to gravel when the road reaches the end of its life or rehabilitation.

Refer to the unsealed roads section of AMP to see profile of roads that could potentially get reverted to gravel at end of life.

Financials based on Matrix impacts of Level of Service:

Existing level of service for all roads: \$2.2B over 70 years or \$31M/annum

Apply matrix: \$1.8B over 70 years or \$26M/annum (**net saving of \$5M per annum**).

At present Council is not looking at changing levels of services but rather to appropriately invest to maintain existing levels of service.

Data Analysis

High speed data (HSD) is collected every two years. Currently Councils HSD is collected by high speed data provides WDM, which is the same company that collects the same HSD on the State Highways. This data collection is used to determine the current condition of the sealed network and also determining appropriate interventions/timing. This data includes:

Texture

The HSD texture data has been analysed using the minimum macrotexture requirements as detailed in NZTA T10 Specification: 2013 Specification for state highway skid resistance management.

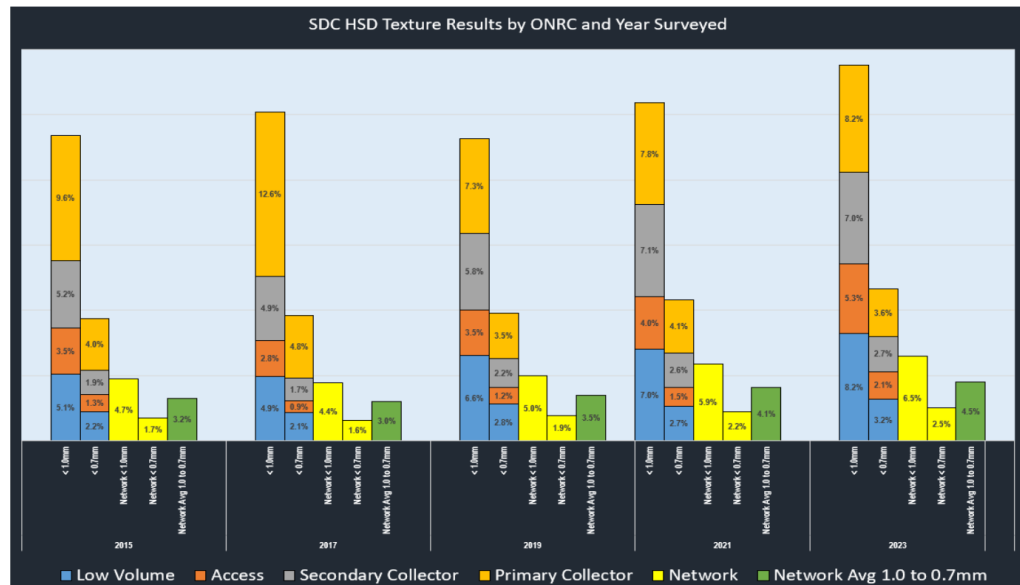


Figure 8: Trending distribution percentages of HSD texture by ONRC classification

Skid Resistance

The HSD skid resistance data has been analysed using the minimum skid resistance requirements as detailed in NZTA T10 Specification: 2013 Specification for state highway skid resistance management.

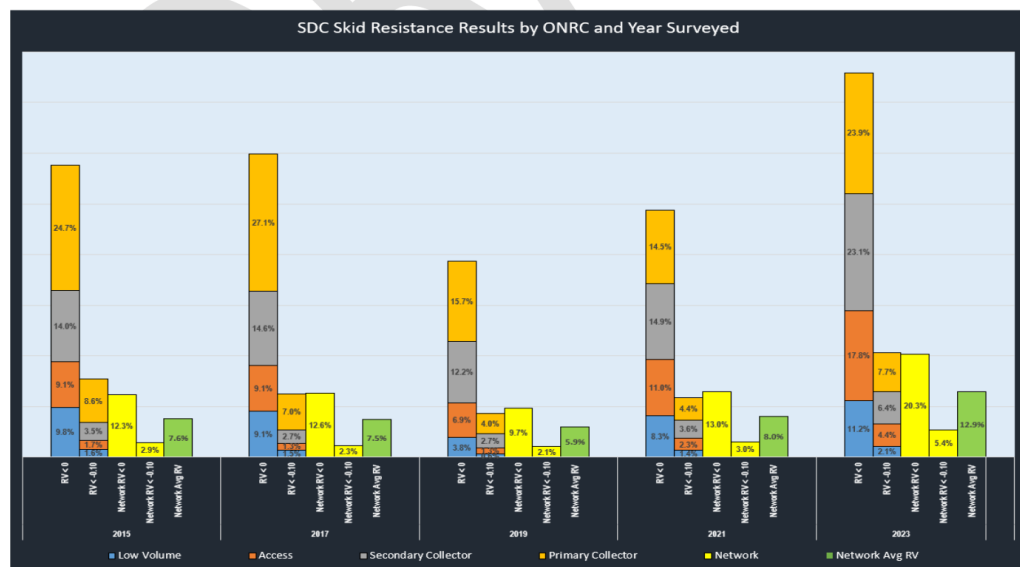


Figure 9: Trending distribution percentages of HSD skid resistance by ONRC classification

Reseal Programme Size

On the assumption of maintaining Councils current sealed network size; using the average achieved lives of seal layers for the 4 ONRC categories, the current amount of reseals generated is 1,200,000m² or 8.9% of the sealed network. This number is significantly higher than 2021-2024 KPI 12.3 of 6.5% of which we failed with only managing to deliver 5.2% (702,335m²) in 2022/23 due to budget availability vs cost of bitumen.

KPI 12.1: Average quality of ride on sealed local roads. Smooth Travel Exposure >97% from 2021 onwards

KPI 12.3 Percentage of sealed local road network resurfaced. Target of 6.5% or >880,000m²/annum.

Beca's candidate site selection tool identified the follow programme sizes:

- 1,500,000m² of potential reseal sites for 2023/24
- 680,000m² of potential reseal sites for 2024/25
- 1,080,000m² of potential reseal sites for 2025/26

This is an average of 1,100,000m² per annum over the next 3 years.

Taking an average of what the data algorithms recommend (1.1M m²) and the actual achieved lives (1.2M m²) equates to a programme size of 1,150,000m² or 8.5% which is consistent with the programme sizes council historically delivered (3+ years ago).

The above %'s are significantly more than our current KPI of 6.5%. Therefore, we recommend increasing the target to >8.5% for the 2024/25 – 2027/26 period.

Operations and Maintenance

Strategic Planning

The below is the approach Council takes to identifying and programming its forwards works programme for sealed roads:

1. High speed data (HSD) is collected every 2 years by high speed data providers WDM
2. Completed reseals and rehabilitation first coat seals added into RAMM yearly. Data is sent from the reseal contractor to Core Services provider to review and format, query and update to load into.
3. Core Services provider carries out Forward Works Programme (FWP) using Candidate Site Selection (Beca) and Juno Viewer Modelling Software. Juno Viewer is run annually to determine rates of network deterioration and validate and update reseal, rehabilitation sites and update three year plan, 10 year outlook of site selections.
4. dTIMS Modelling is also carried out on 3 yearly intervals. The aim of this analysis is to provide evidence-based information to assist in the development of the Activity Management Plan, support the LTP investment submission for pavement and surfacing renewals.
5. Skid Resistance (SCRIM) review/assessment. This exception report determines sites for sealing and water cutting plans for the year.
6. Sites not completed from the previous season are reviewed and added to FWP (if any) to ensure these do not get overlooked.
7. Draft Forward works programs sent to the transport team for review (this is a rolling three year programme)
8. Finalised program sent to Maintenance Contractors to programme pre-reseal repairs to be carried out prior to follow sealing season and also seek their feedback.
9. Finalised program sent to Reseal Contractor to do seal designs and seek their feedback.
10. Reseal Contractor carries out reseals

11. Rehabilitation programme goes out to open tender.

Maintenance

As soon as the road is constructed and sealed, deterioration starts and eventually the road will need maintenance such as pot holes, edge break, cracking, low texture, low skid resistance etc.

A number of years later a reseal will be required to restore the road to acceptable standards, then ultimately the road will require a rehabilitation and the process starts over again.

The water proofing capabilities of the first coat is not 100% so what is commonly known as a second coat seal is constructed generally within 1 to 2 years after the first coat. This second coat seal improves the water proofing capabilities of the now two seal layers and aims to have a useful life of between 5 and 18 years, depending on the size of the chip used in the second coat seal and the composition and volume of the traffic using these sealed roads.

Following the second coat seals are the reseals which are constructed as the second coats or reseals reach the end of their lives due to a number of factors like age, loss of texture, loss of skid resistance, amount of cracking etc.

Drainage on the sealed network will be carried out by the maintenance contractors during pre-reseal repairs to ensure all drainage is kept to the required standards at least once every seal cycle – see drainage sections of AMP for additional information.

Renewals

Resurfacing - Chip seals

Theoretically a sealed road can last indefinitely, provided sufficient investment is made in the form of maintenance repairs. However, it will become uneconomical to continue with these and this is ultimately when a renewal is required. The continual repairs will also lead to a road that no longer providing a comfortable, safe and efficient means of transport therefore no longer fit for purpose.

For sealed roads the main driver for reseals is the deteriorated condition of the seal coat (except for first coats). The seal coat as it ages loses condition via a number of factors such as:

- *Age – as the bitumen binder ages it becomes brittle and this leads to cracking (this leads to pot holes and edge break) and loss of the sealing chip (scabbing)*
- *Texture – traffic use leads to loss of texture as the sealing chip is pushed down through the bitumen binder which leads to wheel path rutting and smoother wheel paths. This loss of texture and rutting leads to when it rains the water does not run off the seal coat as quickly as it should. So instead of vehicle tyres running in contact with the sealing chip, there is less surface area contact with the chip which can leads to a loss of traction.*
- *Skid resistance – traffic use leads to polishing of the sealing chip via the action of the tyre contact with the sealing chip. This polishing leads to lowering of the skid resistance capabilities of the seal coat, thus making the road less safe.*
- *Seal layer instability – with the succession of seal coats that are constructed over time, the amount of bitumen versus the amount of sealing chip (binder to stone ration) reaches a point where there is excess binder. The top surface sealing chip texture is then lost more quickly than normal thus leading to a shorter life of the seal coat. As SDC's network gets older the amount of the network with seal layer instability climbs. Currently the way to deal with seal layer instability is to rehabilitate the road.*

The renewal strategy is based around the timing of the next reseal to ensure SDC achieves a good economic life for the money invested in the current seal coat. Factors considered prior to any reseal include the texture, skid resistance and scabbing are at levels that require a reseal. Water proofing of any cracked areas is

maintained to protect the basecourse layers and also to provide additional water proofing on any repairs that have been carried out prior to the reseal.

Other factors that are considered are the practicalities of sealing, especially in the more remote areas of SDC's network. What this means is, some areas of sealing in these remote areas are packaged with other areas so that we do not have to go back to these remote areas the following year to reseal a relatively small area. This leads to some areas being brought forward and some areas delayed.

Resurfacing – Asphalt

As per the asphalt level of service section above – when a site is up for reseal and if there are high stress areas contained within the site; then these areas will be assessed for the option of using Asphalt for increased durability.

Resurfacing Forecast

The renewal forecasts have been based on the following two options:

Option 1 - Status quo

This option assumes that SDC continues on as per recent history by rehabilitating all the sealed roads as they come due. This will generate additional area due to the new rehabs generally being wider than the current seal width. Assuming over the next 40 years that the entire network has been rehabbed and all sealed roads are out to the ONRC minimum design widths, there will be an additional 1.1 million m² of seal. This area equates to approximately 28,000m² per year of additional sealing.

If the resealing program continues on at the existing KPI target of 6.5%; this generates a yearly reseal budget including physical works costs and Engineering fees (\$300,000) ranging from \$8.75M to \$11.47M over the next 10 years.

If the resealing program increases to the recommended KPI target of 8.5%; this generates a yearly reseal budget including physical works costs and Engineering fees (\$300,000) ranging from \$11.35M to \$14.87M over the next 10 years.

Option 2 – Adoption of Intervention Matrix

This option includes the implementation of the intervention matrix on rural sealed roads. Urban roads are maintained as required to retain current levels of service.

The effects of the intervention matrix suggest that on the assumption of the proposed changes in level of service over the next 40 years there will be reduction in the total sealed area of around 45,000m² per year.

From the above data a reseal KPI of 8.5% has been assessed and recommended. This 8.5% KPI generates an average yearly reseal budget including physical works costs and Engineering Fees ranging from \$9.90M to \$12.79M over the next 10 years.

Rehabilitation – Pavement Age

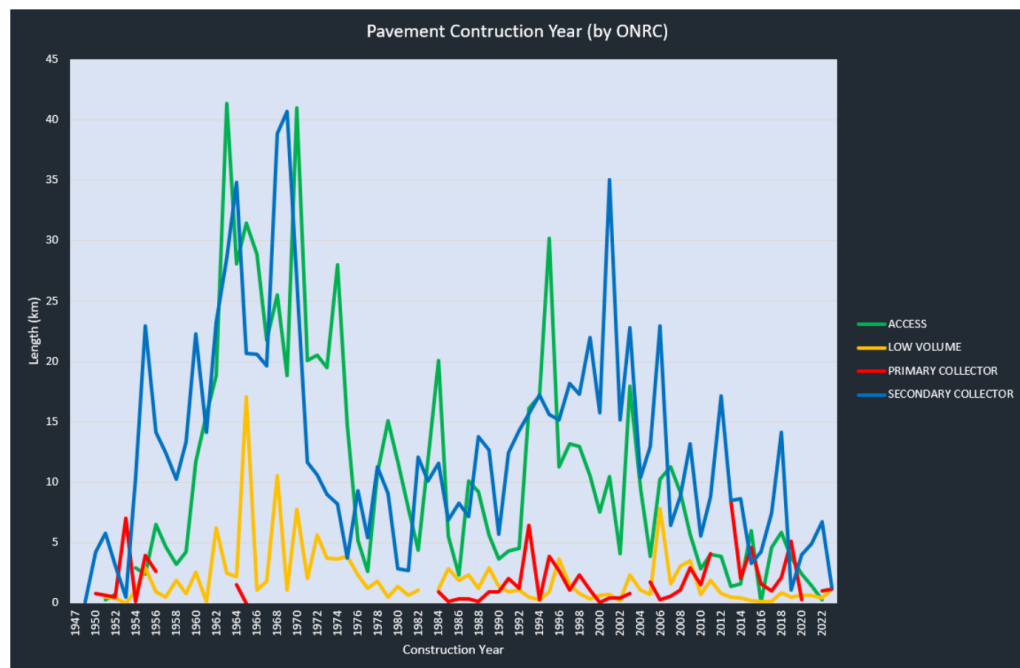


Figure 10: Pavement construction year per ONRC classification

As a result of a huge number of roads being construction within a confined timeframe – all prediction modelling council has used suggests that we are going to have a ‘bow wave’ of rehabilitations to deal with. This leads on to the question of what life can be expected to be achieved from these pavements in order to plan for the bow wave of renewals.

Councils previous Activity Management Plan refers to achieving an average of 70 years out of its pavements before needing an intervention such as a pavement rehabilitation. Whilst this 70 year number is a reasonable assumption; there a couple of points that challenge how realistic this prediction is:

- *All new pavements are designed for a 30 year design life. Waka Kotahi requirement.*
- *All pavement rehabilitations that have been carried out on the Southland District Council network to date have only achieved an average of 40 years (despite what classification/ADT of road). The question remains that is this because we can only expect in the realms of 35-45 years out of pavements or could it be that the pavements rehabilitation to date have actually prematurely failed due to other factors such as materials or construction techniques. As this is the first renewals cycle for this asset type, no nuances are known. Of the unrehabilitated sealed road network, 50% is older than 50 years of age.*

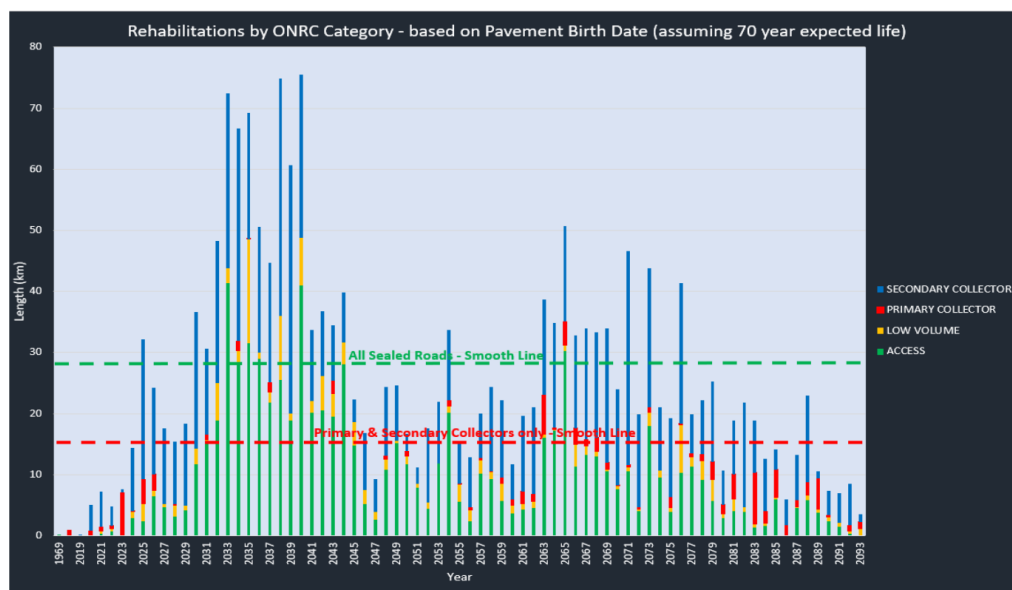


Figure 11: Renewals profile based off birth date

Based on the fact that the majority of Councils roads were built in the 1960s; there is a 'bow wave' of renewals peaks approx. 2030 based on a 70 year expected pavement life.

Rehabilitation – Seal layers

The above section demonstrates a lot of uncertainty around what pavement life Council can expect to achieve from its relatively speaking low volume network. What is being observed from the rehabilitations that are being required to date is that it is usually surface layer instability that is driving the need for intervention. If seal layer instability is a real issue; and likely to occur prior to pavement failure; then is a full life cycle of seal the governing factor we need to model our pavements renewals on rather than deeper seated pavement failures. This statement is analysed below.

Council has observed significant surface related failures occurring where the number of seal layers applied is in the realms of 6 layers plus. The table below shows the lengths in kilometres of the number of seal layers Council currently has on its sealed network:

Seal layers	1	2	3	4	5	6	7	8
Low volume	5.084	38.817	46.718	28.403	17.767	6.104	1.172	-
Access	1.370	97.533	199.727	248.239	172.197	58.239	6.849	0.558
Secondary Collector	2.685	164.669	286.293	259.046	151.548	61.349	40.173	0.539
Primary Collector	1.661	35.650	20.213	10.950	4.490	10.783	6.065	0.145

Table 11: Length (km) of roads per each seal layer

In summary Council has approx. 192km of 6 plus seal layers already and 346km with 5 seals layers (bordering on the point of instability). Combined this is approximately 27% of Councils sealed network already showing signs of seal instability or not far from it.

Seal layer performance:

As outlined above; there is a number of unknowns around expected average pavement lives for Councils network as a complete life cycle of all assets has yet to be reached and therefore a lot of assumptions are built into modelling predictions. Council does however hold a much more complete set of Seal life actual achieved data which appears to be the governing factor of when a rehabilitation intervention is required and therefore this has been analysed to determine expected lifecycles per ONRC classification as shown in **Error! Reference source not found.** below:

Seal Layer	1	2	3	4	5	6	7
Primary Collector	2.2	11.4	11	8.3	12.3	8.6	5.8
Secondary Collector	2.2	11.7	11.6	12.1	10.8	9.3	8.6
Access Road	2.1	12	13.1	12.2	9.8	9.6	7.7*
Low Volume	4.6	14	13.4	13	12.3	8.6	7.0*

Table 12: Average achieved seal life of each seal layer per ONRC classification

*No roads of this low volume have had an 8th coat applied.

In summary the average expected life to be achieved for sealed roads based off seal layer instability per ONCR classification is shown in **Error! Reference source not found.** below:

ONRC	Seal layer life cycle (based of actuals):
Primary Collector	60 years
Secondary Collector	65 years
Access Road	70 years
Low Volume Access Road	75 Years

Table 13: Average achieved life cycle based off actual achieved seal lives (rounded to 5 year increments)

Rehabilitation Forecast (based on seal layer information):

Utilising the expected seal life data (based on actual achieved seal lives), the extrapolated profile of when all of Councils sealed roads will reach end of life are and require rehabilitation due to seal layer instability is shown in below:

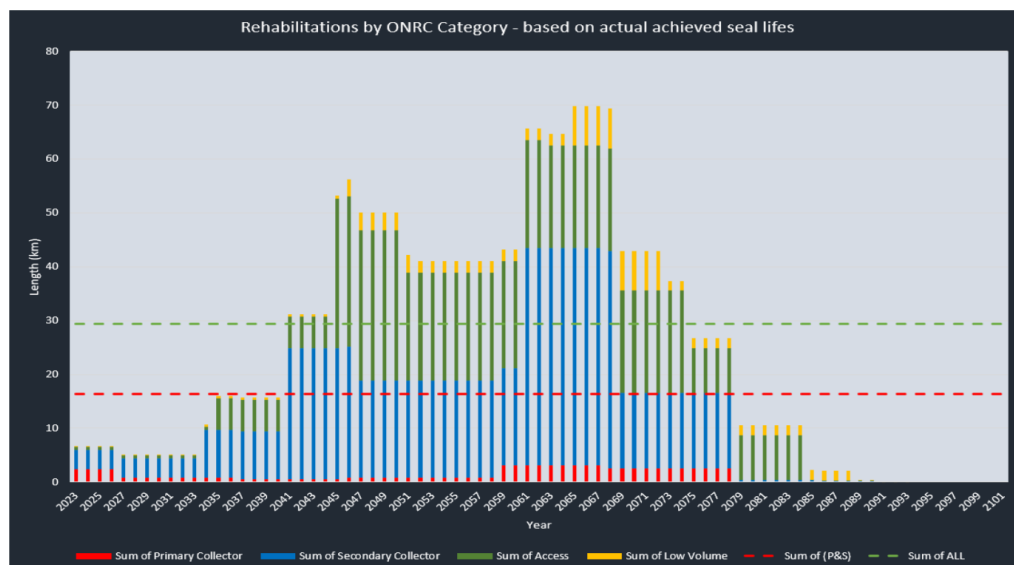


Figure 12: Rehabilitation profile based off actual seal lives achieved

As shown above the renewals start to increase in 2035 to approx. 16km/annum and then really ramp up from 2040 onwards with up to 40-50km/annum typically (up to 70km/annum). This is a significant increase on the 5-10km rehabilitation packages Council has been achieving over the last few construction seasons. Taking a smooth line approach to avoid the peaks or 'bow wave'; 16.5km/annum of renewals is required effective immediately in order to maintain the existing level of service on Primary and Secondary Collector Roads only. In order to maintain the existing level of service on all sealed roads then Council need to average 29km/annum renewals.

The above graph converted into investment required is shown below in



Figure 13: Investment required for rehabilitation profile (based on seal lives)

Taking a smooth line approach to avoid the peaks or 'bow wave'; \$10.6M/annum of renewals is required effective immediately in order to maintain the existing level of service on Primary and Secondary Collector Roads only. In order to maintain the existing level of service on all sealed roads then Council needs to be investing an average of \$19.1M/annum. This has been calculated using a rate of \$80/m² plus professional services costs.

Pavement end of life Vs Seal layer instability:

Two approaches for determining a renewal cycle for sealed roads have been outlined above:

- *Pavement Age (based on an assumed expected life)*
- *Seal Layer instability (based on actual achieved seal lives)*

The two scenarios combined are showing in below:

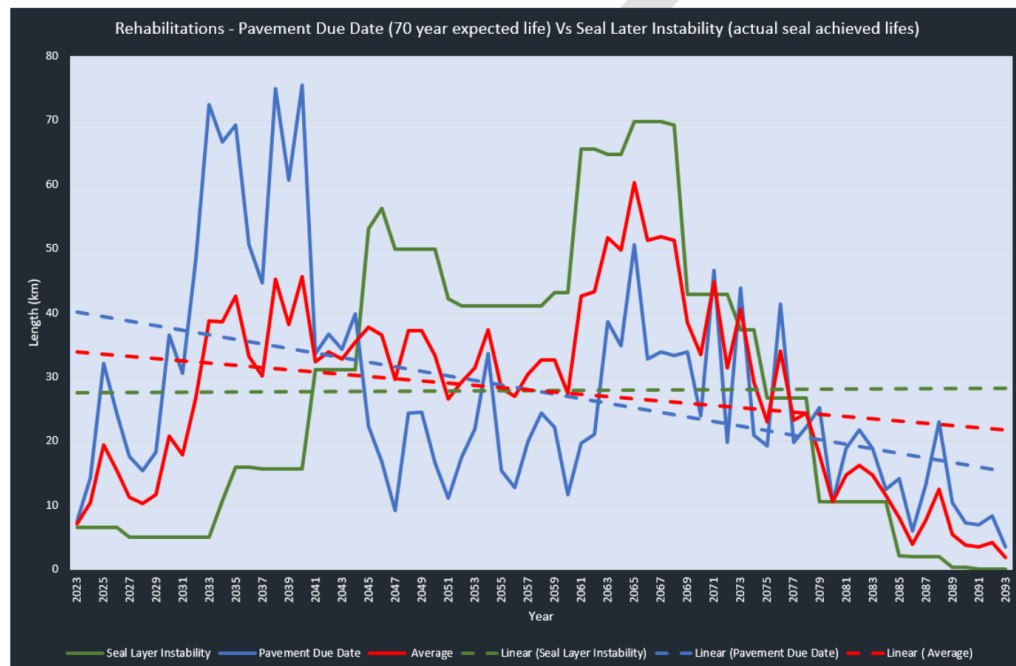


Figure 14: Pavement life vs Seal layer life profile

The red line is showing an average between the expected renewal dates between both scenarios (Pavement life vs Seal layer life). The point at which all the linear trend lines meet is a reasonable assumption (based available information) of a good place to base an average renewal programme around assuming the existing level of service is to be maintained for all sealed roads. This is approx. 29km/annum or \$19.1M/annum.

Candidate Site Selection Modelling:

Beca on behalf of Council has used their Candidate Site Selection tool to model the next 3 years. The output for this has estimated that the required volume of pavement rehabilitations for the next 3 years is 39km or 13km/annum on average.

A budget of \$9.05M/annum would be required to carry out the above 13km/annum sites identified through the candidate site selection modelling tool.

Finances

The below chart shows the effect of Maintenance, Resurfacing and Rehabilitations combined. It is worth noting that if rehabilitations and/or resurfacing is not carried out when required, then maintenance costs will skyrocket and largely negate the savings from not investing in renewals.

Please Note: Stewart Island is programmed for a complete resurfacing in 2025/26. Therefore, the additional allowances below have been made:

- 2024/25 there is \$500,000 built into sealed maintenance for pre-seal repairs on Stewart Island
- 2025/26 there is \$1,500,000 built into reseal renewals for a complete resurfacing of Stewart Island

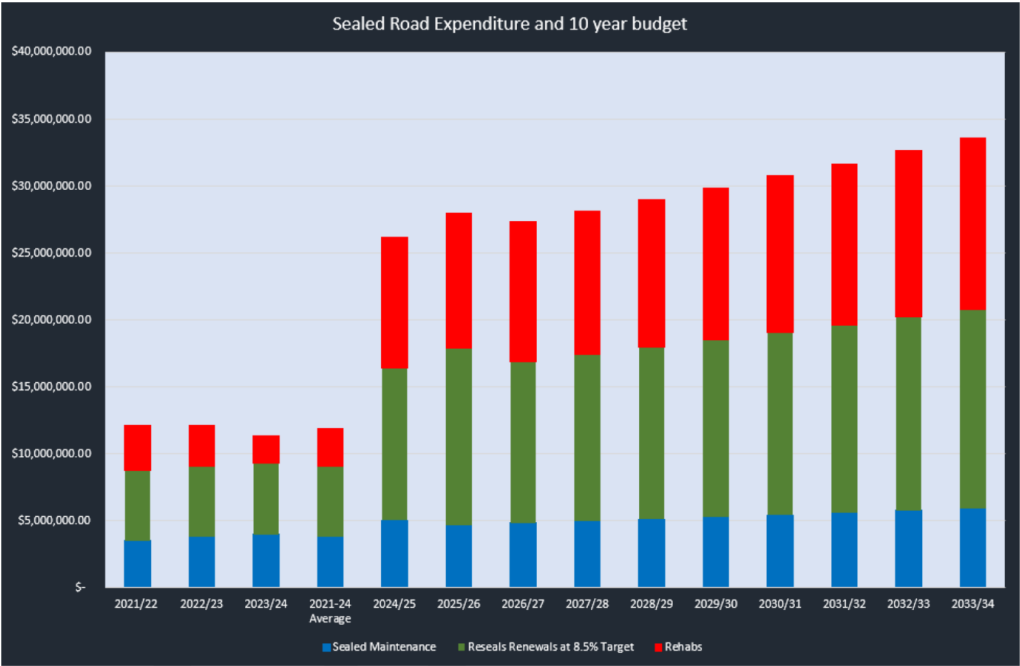
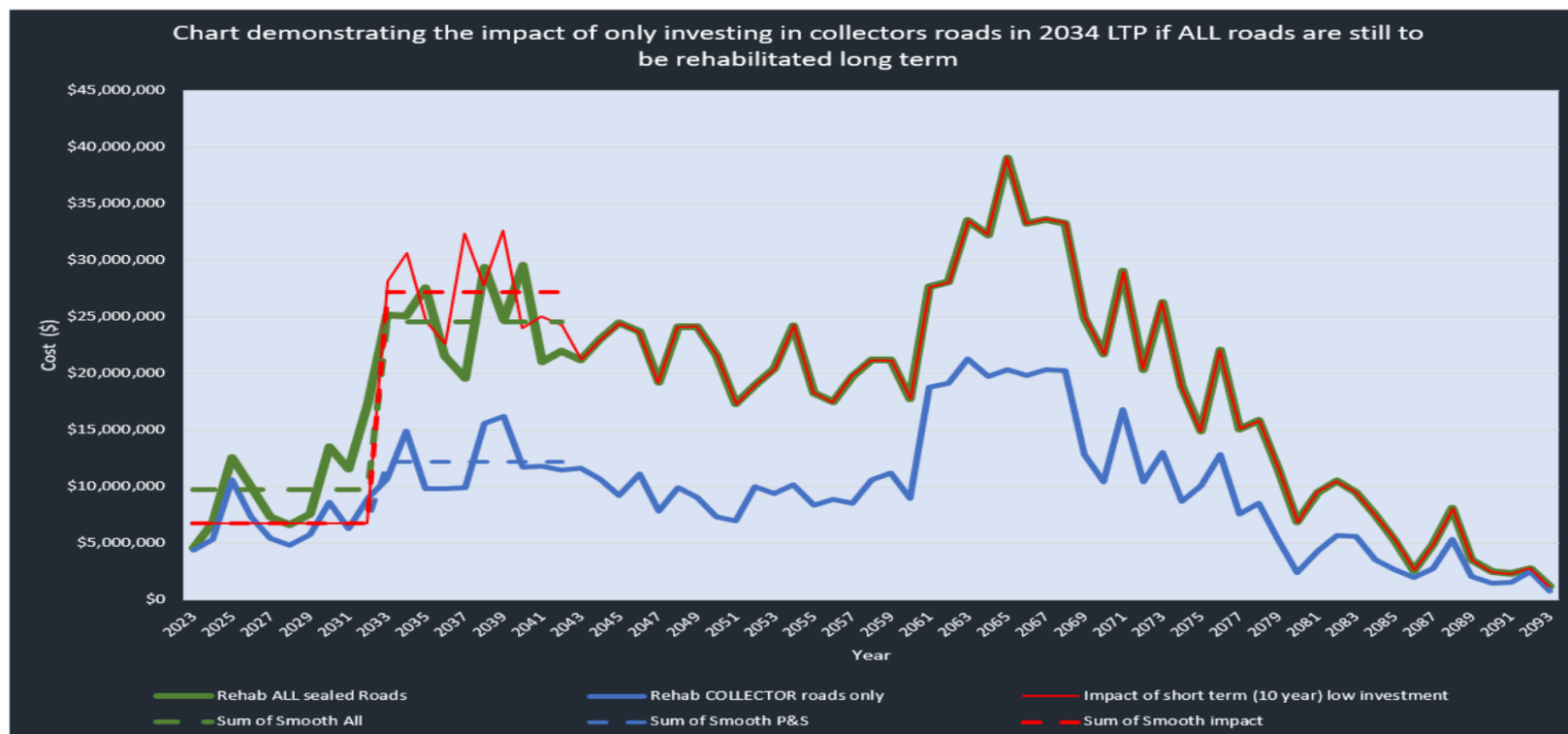


Figure 15: Sealed Road Expenditure and 10 year budget.

Investment vs Impact



Average Investment Required	2034 Long Term Plan Period	2034 to 2044 Period
Rehabilitate ALL sealed roads	\$9.80M/Annum	\$24.60M/Annum
Rehabilitate Collector sealed roads only	\$6.80M/Annum	\$12.25M/Annum
Annual impact of not investing in lower volume roads in 2024 to 2034 LTP period is an additional \$3.1 million during the subsequent 2034 to 2044 period. This is on top of the peak of the bow wave. Reality is that if lower volume roads are not invested in the 2024 to 2034 LTP period, the ability to recover LoS and fund this at a later date is almost impossible and hence a reduction in LoS (such as reverting some roads to gravel) will be inevitable. To avoid reducing LoS across the sealed road network, Council will need to invest at the green line values shown in Figure 14 throughout the 2024 to 2034 LTP period, with affordability and market capability of delivering the work required between 2034 to 2044 questionable.		

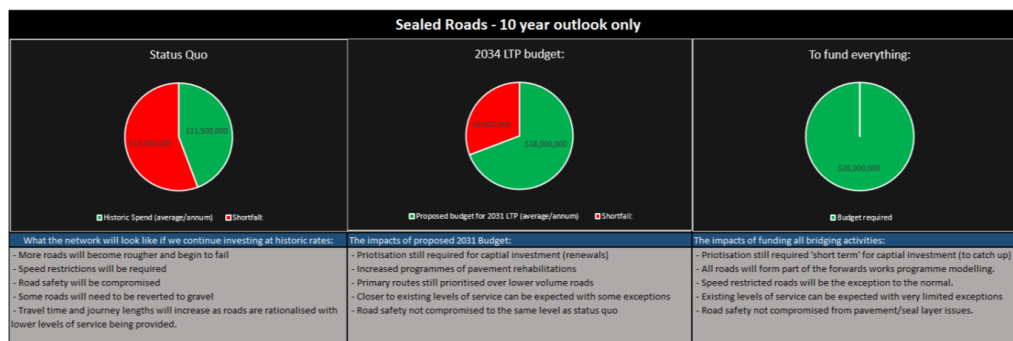


Figure 15: Investment vs impact charts

Key Risks

If maintenance and renewal regimes are not kept up with then roads will become rougher (pot holes, SCRIM/texture deficient, rough ride) and the level of service provided will decrease resulting in dissatisfied customers and road safety issues.	High
If maintenance and renewal regimes are not kept up with then large numbers of roads will be under speed restriction for long periods of time resulting in travel time increases.	Medium
If roads are reverted to gravel – then dust issues will increase.	Medium

Government Policy Statement on Land Transport Alignment

Potential LoS decreases, where decreases to the sealed network occur due to budgets not keeping up with the maintenance and renewals demands, goes against the Government Policy Statement in the form of:

- Maintaining and operating the system. This strategy is not maintaining the existing system that meets current and future needs.
- Resilience. This is not managing the risk and health concerns from dust generated on an increased unsealed network.
- Safety. Unsealed roads have increased road safety risk.
- Integrated freight system. Unsealed roads are not as efficient and effective as sealed roads for freight connections.
- Sustainable urban development. Some roads should be sealed to people in developing urban areas to have better access to social and economic opportunities.

Therefore, Staff recommendation in relation to sealed roads to continue its maintenance programme of all sealed roads where practical and renew / rehabilitate at end of life to ensure alignment with the GPS and keep well connected, integrated transport systems. LoS should also be reviewed in developing urban environment where existing roads are still unsealed.

Future Improvements

- Carry out core samples to gain knowledge of bitumen to stone ratio for areas that Council hold little data on the improve detrition modelling of sealed network.
- Determine the carbon and social costs between sealed vs unsealed surfacing types to ensure appropriate levels of service continue to be maintained (benefit versus cost).

Unsealed Roads

Overview

The District's unsealed metal surfaced roads constitute 60% (approx. 2960km) of the road network and carry only 21% of the traffic volume. Nearly 40% of the unsealed roads carry less than 50 vpd. The objective of unsealed roads is to provide all-weather travel for all types of vehicles however under intense or extreme weather events access may not always be possible.

Asset Description

There are approximately 2,960 km of unsealed roads in Southland District.

The unsealed roads, which are spread throughout the District, are generally lower volume roads that provide access from individual properties to collector or arterial roads. They generally have lower speed values than sealed roads, with the aim of providing a suitable surface for the public to travel comfortably at 70 km/hr on straight sections.

The unsealed roads have developed from tracks to roads with the vegetation removed and gravel added to fully constructed gravel roads. This has taken place over the past hundred years with the standards and requirements in terms of width and strength improving over time. The following table describes the standards to which new roads are constructed. They are based on the demands identified for each road and evaluated against the ONRC. The reason for sticking with ONRC over One Network Framework (ONF) is the classifications are more granular classification for a primarily rural network and better assists with technical network management LoS decision.

The capacity of the unsealed roads is governed by their widths and strength being suitable for the volume and type of traffic carried. The width has a major effect on safety giving two way traffic more room to avoid each other. This is particularly important in locations of low visibility around curves or over brows of hills. However regardless of the road width vehicles still tend to drive in the centre of the road creating a two-wheel track road rather than a three or four-track road. The strength of the road governs the capacity of the road to carry repeated heavy loads, particularly in wet conditions. This becomes particularly important during logging, quarrying, dairy conversion and other intense carting operations. Capacity of Southland unsealed roads is variable.

below shows the ONRC hierarchies for unsealed roads including design target widths:

ONRC	Rural Design Width	% Compliance with Design width	Km of Rural unsealed roads	Km of under width rural unsealed roads
Primary Collector	N/A	N/A	N/A	N/A
Secondary Collector	6.0 – 7.5	100	1.7	0
Access – Rural	5.0 – 7.0	83.9	861.1	138.6
Low Volume – Rural	3.5 – 6.0	94.2	2027.9	117.6

Table 14: Unsealed Road Widths - Targets

A reasonable level of compliance with the design carriageway widths (based on a combination of 2001, 2003 & 2012 data) and the historic general lack of concern (as evidenced through complaints) regarding gravel road widths has been used to determine design targets. This recognises that in terms of priorities for expenditure a lower target width is acceptable to the general public and specific widening efforts should only take place where specific problems have been identified such as safety concerns.

Average Annual Daily Traffic (AADT)

The traffic volumes on the unsealed roads are generally at the lower end of the scale for road networks. The only secondary collector 'unsealed road' Council currently has is the Otta seal on Haldane Curio Bay Road (1.7km) with an ADT of 160 – however this is slowly being reverted back to unsealed road as the Otta seal starts to fail

due to regular inundation from the estuary as a result of tidal action resulting in this section becoming uneconomical to maintain as a sealed road.

Asset Condition

The unsealed roads asset is in a reasonable but constantly changing condition depending on traffic use, weather, position in its maintenance cycle etc. It needs to be acknowledged that while our gravel roads appear to be in reasonable condition they have been formed by a gradual build-up process rather than constructed. This means that the majority lack structural strength and are susceptible to damage from changes in use.

Roughness is a function of both grading and gravelling. Because of the constantly changing condition a road may meet the required standard the day it is graded and be severely substandard a short time later. The type of gravel and the binding material available will also affect the surface condition, as will the weather. Adding new gravel may make the road appear in good condition but be much less satisfactory to drive on, and may even be dangerous on hilly steep sections of the network.

Roadroid (see section below) is used to measure the assets condition at any point in time.

Roadroid

Roadroid is a tool that was developed in Sweden and implemented by Council back in 2015 to measure road roughness via means of a smartphone application. Council adopted this means of measuring the condition of the unsealed network to remove all subjectivity for the test results and to provide consistency. Output from Roadroid is both in terms of International Roughness Index (IRI) and in a more relatable measure of percentage of what is acceptable or not.

Roadroid has been used for the following roughness surveys:

- Alliance contacts 10% monthly auditing
- Response to unsealed road related Requests for Service (RFS)
- District wide annual unsealed network audit

The district wide annual unsealed network audit is typically carried out in November/December months and the score generated is used as evidence for KPI 12.2 in Long Term Plan as per below:

KPI 12.2 Percentage of gravel road tests where road roughness (road roughness measured by Roadroid testing) meets acceptable standards. Target of 85% Good or Satisfactory combined score.

Council has achieved this KPI since its implementation with scores ranging between 87-92% Good or Satisfactory across the board.

Data

Some details of the unsealed road network are held in the RAMM system, mainly inventory data such as the length, width and start and end points of a section of road. Also included are locations of culverts.

Maintenance data including costs is captured via RAMM contractor and recorded in the appropriate RAMM tables.

Roadroid data is stored in the Roadroid cloud system and any data can be exported at any time. The annual district wide unsealed network audit results are also uploaded into RAMM.

Level of Service:

Maintenance:

The level of service provided on all unsealed roads regardless of their ONRC classification is to:

- Comfortably be able to traverse them at 70km/h (where the road geometry/layout safely allows)

- Achieve an average score across the entire road (not isolated short sections) of 85% Good or Satisfactory Roadroid score.

Where there are subjective opinions that cannot be agreed between affected residents and Council on being able to “safely traverse the road at 70kmh” – the Roadroid score component above will take precedent as a non-subjective measure of overall condition of road.

Seal Extensions:

The District has a large proportion of unsealed roads and there is continual pressure to seal them, predominantly from the rural community. Sealing of the roads has significant consequences in the long term because of maintenance and asset deterioration issues.

While there is an ongoing desire from ratepayers for seal extension of their own road or the ones they travel on the most, there is also a realisation that Council cannot afford to seal all of its roads. A rough order of cost estimate to seal the remaining 3,000 km network of unsealed road is \$2.25B with an increase in long term annual maintenance of \$15M pa. Even just sealing a 150 m strip in front of every house on every unsealed road has an estimated rough order of cost of \$180M (based on 3,000 properties at \$60,000 each) with an increased maintenance cost of \$2.25M pa.

The same matrix that is demonstrated in the ‘Seal layers and Pavement life’ section of this AMP would be used to determine both unsealed roads that potentially could be sealed and also sealed roads that should be reverted back to gravel when they reach end of life as shown below:

The matrix is to be applied to rural roads only. Urban environments will be treated as per the status quo i.e. renewal when at end of life. Primary and Secondary collector roads have been removed as they should all remain as sealed roads.

ONRC Classification	Width	Unsealed	Rural Sealed Roads		
			Under Width	Seal Layer Instability	Pavement End of Life
Low Volume	3.50 - 6.00m	Maintain as Gravel	Revert to Gravel	Revert to Gravel	Revert to Gravel
Access (<100vpd)	5.00 – 7.00m	Maintain as Gravel	Revert to Gravel	Revert to Gravel	Revert to Gravel
Access (>100vpd)	5.00 – 7.00m	BCR for Seal	BCR for Widening vs Unsealed	BCR for Rehab vs Unsealed	BCR for Rehab vs Unsealed

Table 15: Rural roads intervention matrix

The roads that fall in the Access above 100vpd category will be subject to a Benefit to Cost Ratio (BRC) analysis to determine both what the most appropriate intervention is and also the most economic time to carry out a change in level of service (if any). Even if a positive BCR can be calculated; this does not guarantee an increase in level of service will be provided any time soon. It will simply mean the section of road has met the first set of criteria and will be prioritised against all other roads in the network that fall into this category. This prioritised list of improvements will form a forward works programme that will be implemented as budget allows.

Any roads that are currently sealed and are deemed to be reverted to unsealed; will only occur when seal layer instability occurs or pavement reaches end of life.

ONRC		Unsealed (km)	Rural Sealed Roads			
Classification	Width		Under Width	Seal Instability	Layer	Pavement End of Life
Low Volume	3.50 – 6.00m	2028km	12km	3km		21km
Access (<100vpd)	5.00 – 7.00m	559km	108km	21km		176km
Access (>100vpd)	5.00 – 7.00m	302km	117km	41km		281km

Table 16: Matrix with network statistics applied

Statistics

Based on the matrix there are 341km of rural roads that should be considered for reverting to unsealed pavement due to having less than 100 vehicle movements per day. On top of this there is an additional 439km subject to a Benefit to Cost Ratio (BRC) analysis to determine if the next appropriate intervention is revert the road to gravel when the road reaches the end of its life or rehabilitation. Assuming that half of the 439km subject to BCR are reverted to gravel; this is a total of 560km of sealed roads will be reverted to unsealed when they reach each of life. This is expected to occur over the next 70 years with the peak approx. 2045-2065 as shown on the graph below:

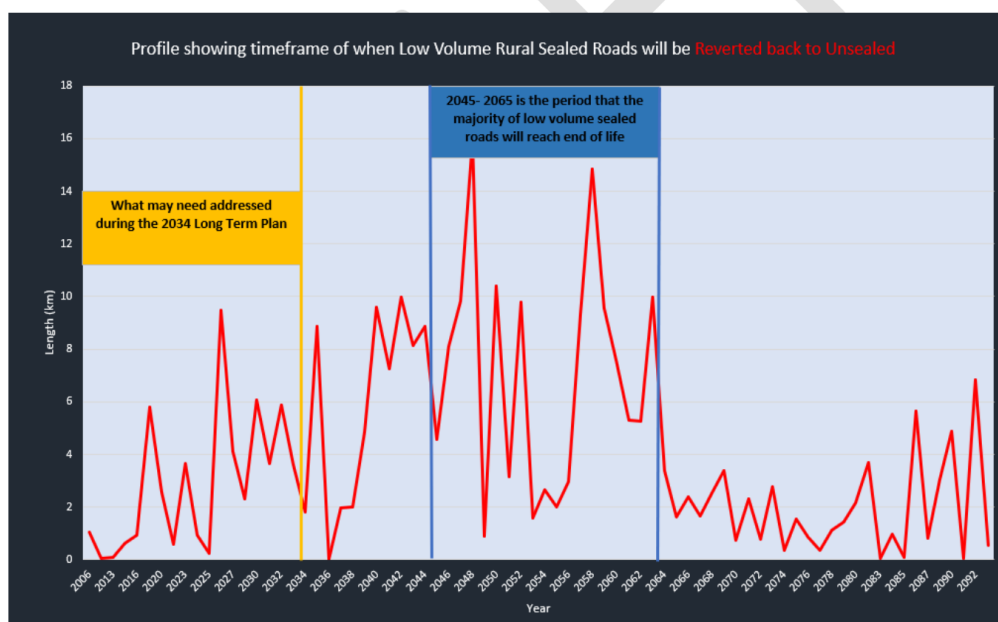


Figure 16: Roads to be considered for reverting to gravel

The above graph shows that there is approximately 54km of roads that the data shows are already at end of life based on amount of seal layers currently applied or will reach this point within the 2034 LTP.

Based on the matrix there are 302km of roads subject to a Benefit to Cost Ratio (BRC) analysis to determine if the next appropriate intervention is to seal the road and if so the most economic time to do so. If all 302km were to be sealed then the net difference to unsealed network size would be $560\text{km} - 302\text{km} = \text{an increase in the}$

unsealed network of 258km. This change in network size would occur over the next 70 years with only approximately a 50km increase in unsealed network predicted in the next 10year window.

Dust Suppressants/Otta Seals

Dust continues to be an issue on gravel roads particularly around people's homes and places of work. While options like Otta Seal have been implemented over the past few years this has not been as successful in short treatment lengths as Council had anticipated it would be. Currently there are no cost-effective options available for dust mitigation, however staff will continue to look into alternative treatments for dust suppression.

Extent of Network:

The general rule for maintenance of the unsealed network on no-exit roads is to maintain to the last house with the exception of where there is a point of interest (eg. Lakes, rivers, parks etc).

There is an opportunity to investigate whether Council can reduce its maintained unsealed network based on change of land use that alters the use of the road. It is estimated that approximately 80km of the network may fit this category; however further analysis is required to refine this number.

There are also a number of maintained roads that only service one property (essentially a legal public road serving as a private drive way). It is estimated that there is approximately 100km (based off rapid numbers and carriageway lengths) of network falls within this category; however further analysis is required to refine this number.

A long-term strategy may look to stop maintaining some of the above roads and/or divest the road reserve to adjacent property titles.

Resilience needs to be a key consideration prior to any level of service change proposals including climate change, emergency services, life-lines and whole of life cost.

Further work is required in this space and hence no proposal for radical change is suggested at this point in time. Transport will be seeking feedback and direction from Council during 2024-27 period to set a clear guide and principles for extent of network going forward.

Operations and Maintenance

For unsealed roads, the top surface is gravel (metal) to provide a suitable wearing surface, the shape provides surface water run-off and the underlying material needs to be resistant to moisture penetration by appropriate material grading.

The surfacing of gravel roads is one of the main areas where contractors are encouraged to produce a stable bound surface. This may be done in a variety of ways including adding clay and silt, (either from the edge of the road or imported), adding well graded metal, stabilising existing material with lime or cement, rolling after laying etc.

The main operating and maintenance activities for unsealed roads are:

- Grading (varies from monthly through to yearly depending on road use), to maintain shape (and therefore drainage) and remove rutting and corrugations. Crossfall should be provided on straight sections of road at approx. 4-5% to avoid potholing down the center of the road.
- Pothole repairs - through grading or filling - if filled the repair material needs to be capable of compaction to ensure it is dense and stable for trafficking while still performing similar to the surrounding pavement.
- Vegetation management, including mowing, noxious plant spraying and overhanging vegetation trimming.
- Condition assessments by maintenance contractors and Council staff with the aid of Roadroid.

Graders are programmed on a general cycle depending on known condition of the road, traffic volumes and ability to maintain condition. A regular inspection is carried out by the grader driver, however a decision on either the need for grading or whether the road is in a fit condition to be graded is made at the time grading is due.

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Loose surface build-up is also required to be monitored as the deeper the loose surface the greater the risk of a driver losing control. If it is over 250 mm deep it should be considered for intervention.

Transition areas from sealed to unsealed carriageways also need attention under unsealed maintenance. A smooth transition should be maintained over no less than a 20-meter distance within the unsealed carriageway however this may need to be longer depending on specific site conditions. Meanwhile the sealed section is to be swept and kept clear of the unsealed carriageways aggregate.

As with sealed roads drainage is a major issue. Waterways need to be operating correctly and are not to be blocked with roading aggregates. This includes bridge decks/drainage to be kept clear.

Operations and Maintenance Forecasts

The increases in cost to deliver current services have been aligned with inflated increases due to expectant rises in labour and fuel costs. Costs in this area are predominantly grading making up around 75% of all cost. The majority of other costs associated with unsealed road maintenance are routine maintenance and digouts.

Constraints

- Gravel supply has been a significant expense in maintaining roads in Southland and in particular unsealed roads. Effort has been placed into determining ways of reducing this cost. A potentially significant initial saving has been identified by purchasing from alternative suppliers. Residents generally prefer a regular grading cycle, however better and more economic results can potentially be obtained by monitoring quality and increasing or decreasing grading cycles.
- The remaining life of the network with ongoing maintenance and renewal is indefinite. The formation is assumed not to depreciate as regular maintenance (slip clearing, etc) will allow it to provide service indefinitely. The unsealed pavement structure is assumed to consist of a permanent sub-base layer protected by a maintenance gravel layer, which is replenished as required to maintain the overall structural integrity.
- The table below set outs the required expenditure for the next 10 years to retain current levels of service. This includes an allowance for the maintenance required on the Lower Hollyford road; however with a change to the funding assistance rate for this road any costs outside of standard maintenance will require consideration of the status of the road.

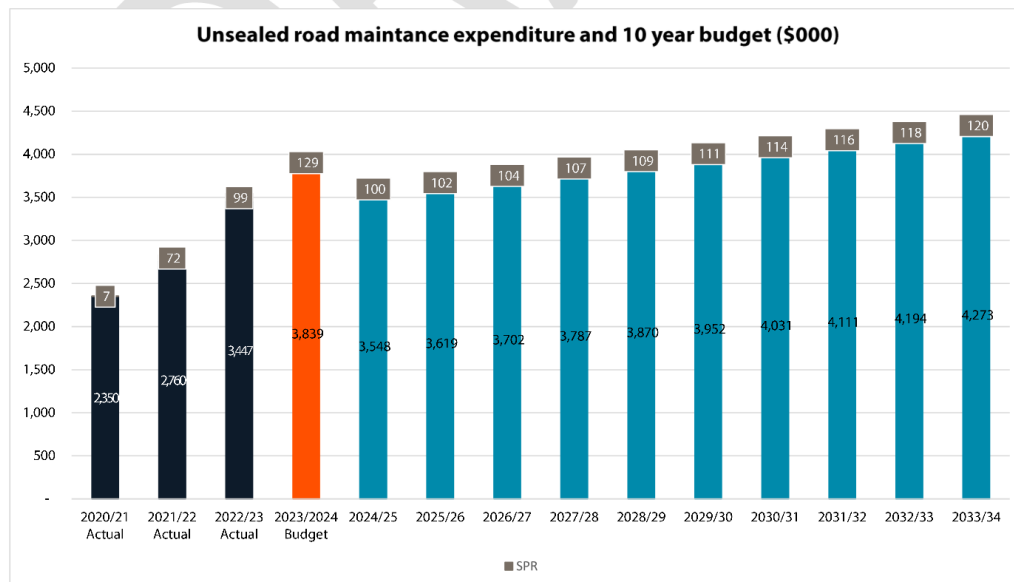


Figure 17: Unsealed Roads Opex Forecasts

Renewals

Potentially an unsealed road can last indefinitely, provided sufficient investment is made on the road through its life to keep it in a good state of repair and renewed when required. For roads, the main parameter that signals the need for road renewals is the road condition and increasing maintenance costs to maintain the required LOS. As the road surface deteriorates, it becomes rougher with increased potholing and failures. The renewal strategy is based around measuring and forecasting the deterioration of the roads and scheduling investment in renewals when the level of deterioration becomes unacceptable.

With unsealed roads, deterioration can in some cases be very rapid - i.e. a road which was adequate when used by the occasional heavy vehicle becoming impassable when logging or dairy conversion takes place along it. Renewals for unsealed roads is primarily re-metaling the surface.

Renewal Forecasts

The renewal forecasts have been based on the 2021-2024 average expenditure. Council's contractors make use of resources such as the AustRoads formula for calculating the amount of metal to be applied. Road hierarchy classifications and usage demand (i.e. forestry) are considerations when prioritising budget and locations of expenditure.

Factored into this is the position of gravel pits to align value for money (sometimes better to complete additional roads in a given area due to the location of the gravel source than shifting a crusher and the associated setup costs).

The chart below sets out the required renewal expenditure required for the next 10 years to retain current levels of service.

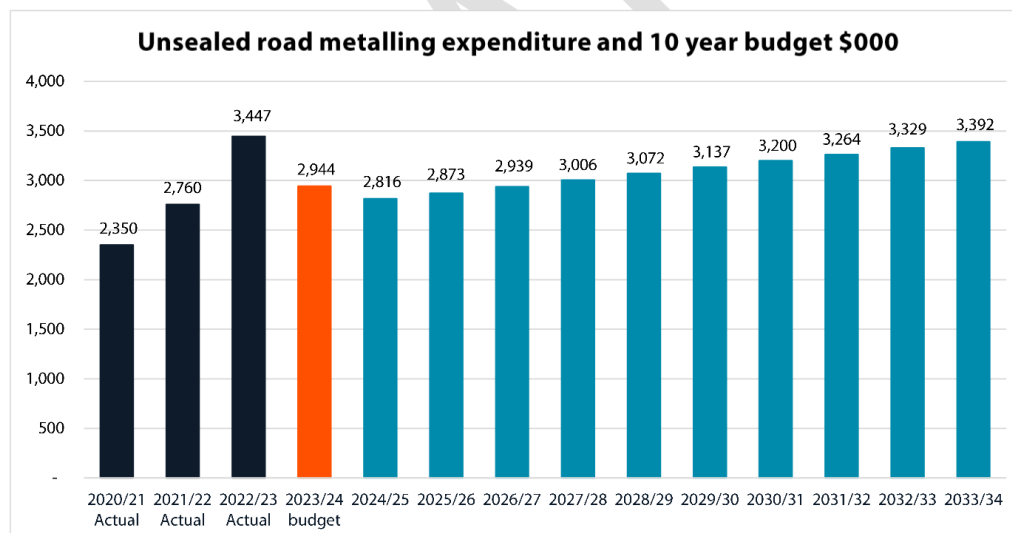


Figure 18: Unsealed roads renewals forecast

Special Purpose Roads

Historically some roads attract 100% Waka Kotahi subsidy because of their national significance in terms of tourism industry, their use, revoked State Highway status and current condition. The Transport Management Act 2003 repealed section 104 of the Transit NZ Act 1999 which related to special purpose roads.

Council previously has one special purpose unsealed road which is the Lower Hollyford Road. Waka Kotahi were paying 100% subsidy but this is ending at 30 June 2024 where it will be reduced to Councils 55% Funding

Assistance Rate (FAR). Council is currently having conversations about what this reduction in funding will mean for the Lower Hollyford Road long term particularly post any significant weather event.

The maintenance of special purpose roads includes pavement maintenance, amenity, safety and traffic services. This is covered under the maintenance contracts to the same LOS as other roads with a similar road hierarchy. Due to its distance from the rest of the network, the Lower Hollyford Road is maintained by the State Highway maintenance contractor and consultant in the area.

Investment vs Impact

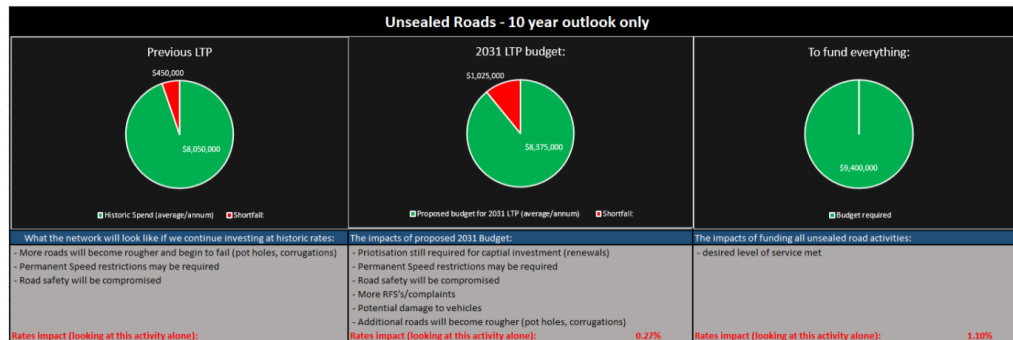


Figure 19: Investment vs impact charts

Key Risks

Dust will continue to be an issue and priority for effected individuals and communities. This can have ongoing health issues beyond the general nuisance dust causes.	High
If maintenance and renewal regimes are not kept up with then roads will become rougher (pot holes, corrugations and soft spots) and the level of service provided will decrease resulting in dissatisfied customers.	Medium
Gravel supply, location and costs	Medium

GPS Alignment

The proposal to effectively increase the unsealed network due to budgets not keeping up with the maintenance and renewals of the sealed road demands; goes against the Government Policy Statement in the form of:

- Maintaining and operating the system. This strategy is not maintaining the existing system that meets the need of current and future needs.
- Resilience. This is not managing the risk and health concerns from dust.
- Safety. Unsealed roads have increased road safety risk.
- Integrated freight system. Unsealed roads are not as efficient and effective as sealed roads for freight connections.
- Sustainable urban development. Some roads should be sealed to people in developing urban areas to have better access to social and economic opportunities.

Therefore, the recommendation is to continue maintaining all unsealed roads and explore options to not restrict customers impacted by dust to apply suppressants with or without Council subsidy.

Future Improvements

- Little historic data is formally held on the construction and maintenance of the unsealed roads and as such this is an area seen as an opportunity for data capture improvement.
- Further investigate whether stabilising agents produce any economic benefit to the road network. This includes further evaluation of Otta Seals and other agents applied to the road to extend maintenance cycles or dust suppressants
- Carry out a new inventory survey to check gravel road widths against full contract compliance and progress to target widths as existing data varies from 2001-2012. There is a potential opportunity to utilise Artificial Intelligence (AI) for this exercise.
- Model unsealed pavements in Juno-viewer and utilise the Roadroid data in this space.
- Further investigate the extent of network data to potentially reduce the maintained unsealed network.

Bridges

Overview

Council has 1084 bridges (including stock underpasses) on the network, or on average one bridge or large culvert for every five kilometres of road. The majority of these structures were built between 1950 and 1970 and therefore a large number are reaching the end of their useful lives over the 2034 Long Term Plan period.

A number of different materials have been used to construct the bridges within the Southland District. Both the oldest and the youngest structure in the network are constructed from concrete. Timber structures have construction dates typically starting in the 1950s.

At the time of producing this AMP there were 61 posted bridges owned by SDC plus an additional 6 bridges that are closed. The posting limits are required due to deterioration in the condition of the main structural members. The majority of the posted bridges are timber structures though some bridges incorporating steel components also have weight restrictions imposed. All of the structures will continue to deteriorate and the number of posted bridges can be expected to increase in future years if the structures are not upgraded or replaced.

Bridge Type	Number	Length (m)
Armco Culvert	48	176
Boundary (Other Council's Responsibility)	7	169
Boundary (SDC Responsibility)	11	176
Box Culvert	141	553
Concrete	450	7629
Concrete Pipe Culvert	16	40
Pedestrian	3	65
Private	1	6
Reinforced Timber	5	89
Steel/Concrete	47	1296
Steel/Timber	47	881
Stock Underpass	240	1038
Suspension	1	62
Timber	60	424
Woodstave Pipe	7	16

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Bridge Type	Number	Length (m)
Totals	1084	12620

Table 17: Councils structure types/ quantities

SDC also have 40 bridges with a total length of 671m on the Around the Mountain cycle trail. These bridges will be included in the Around the Mountains Cycle trail section

Asset Condition

The Remaining Useful Life (RUL) of each structure is assessed on an ongoing rolling cycle and determined by our professional services provider. The RUL is used as a key input into developing the order in which bridges require attention. Generally, the approach has been to address the highest risk structures first.

Over the last few years it has become evident that too many bridges are reaching the end of their lives without reaching their expected RUL. Therefore a 10-year renewal profile with smoothed expenditure is considered appropriate for all bridges with a RUL assessed at 10 years or less.

The programme of works for treatment in the 2034 Long Term Plan is down from 194 when the bridge replacement strategy began back in 2018 to 134 bridges. The 134 bridges include what is yet to be delivered in the final year of the 2021-24 LTP funding cycle.

Once the current backlog is resolved, our structures network and subsequent replacement programme will reduce significantly and stabilise allowing a period of maintenance and appropriate depreciation funding to manage the workload moving forward.

To replace all structures with a RUL of 10 or less over the next 10 years would cost a total of \$51.5M (estimated) or an average of \$5.15M per annum. This is significantly more than the existing LTP (2021-31) budget provided of approximately \$3.0M per annum. Therefore, a balance of increased investment vs change in level of service is inevitable.

Safety (structural integrity) of the Bridge

The bridge structures themselves are reviewed through annual posting reviews and six yearly detailed structural reviews. Through these inspections the structural integrity is monitored and decisions are made on postings, repairs or replacements. If funding continues to be constrained, there may be cases in future to continue closing some bridges where alternative routes are available. This will need careful consideration of the effect on the network functionality and economic impacts.

Level of Service

Replacement

Traditionally renewals have been prioritised based on predominantly condition alone. However, given the scale of renewals required over the coming years and the budget available, it was evident that the Transport team cannot afford to maintain all of its existing structures within the network. In order to prioritise the current available funding, it is necessary to prioritise and rationalise existing assets as they reach the end of their useful lives within the available and approved budgets.

The outcome of this work has resulted in the bridge matrix which has been developed as a decision-making tool to determine the priority of replacement and where there are opportunities for divestment or potentially removal.

The parameters used in the matrix are the One Network Road Classification (ONRC) criteria (the reason for sticking with ONRC over One Network Framework (ONF) is the classifications are more granular for a primarily rural network) and the available alternative detour lengths as per the below:

Bridge Replacement Matrix 2.0					
NZTA ONRC Classification	Alternative Access Detour Length				
	20+km or No Access	15-20km	10-15KM	5-10KM	0-5KM
Primary Collector					
Secondary Collector					
Access					
Low Volume Access (11-50 vpd)					
Low Volume Access (0-10 vpd)					
	Priority 1 Replacement				
	Priority 1 Replacement - but consider Divestment if appropriate				
	Priority 2 Replacement				
	Priority 3 Replacement - but consider Removal if appropriate				

Table 18: Bridge Replacement Matrix for Bridges

The bridge matrix/prioritisation tool was developed to be utilised as a first cut of the forward works programme. The matrix does not take into consideration other structures on the proposed alternative routes. As a result, there are potentially structures that cannot be removed, or be divested for legal reasons. Further, in some cases the available detour might not be appropriate or require additional investment.

For the second cut of the programme, each bridge has been reviewed (desktop) one-by-one to determine the flow on effects and whether the matrix priority recommendation is appropriate. As part of the validation it was considered whether or not the bridge has a detour available, the detour length, ownership of land either side of the bridge, likely forestry or other industry impacts and other social impacts such as tourism.

In order to determine the priority bands in the matrix; social and carbon impacts have also been considered.

Through the 2024-2034 LTP Staff intend to engage with the community around the bridge replacement programmes; but given the intent is largely replacing all bridges and that the matrix is only a tool to prioritise allocated budgets; it is anticipated that there will be minimal adverse views or concerns about the matrix itself. Irrespective of whether the community is prepared to rationalise the structures network, there will be a need to prioritise the delivery of the replacement programme. Unfortunately, closures will be inevitable and these closures may remain in place for a number of years pending the priority order of the programme. It is acknowledged that this will be the source of significant frustrations for some communities, however, safety risk and accessibility considerations need to be prioritised.

Carbon Considerations for Bridge Replacements

Normalised Carbon Footprint of bridge replacements have been estimated at 2.4T/m² of bridge. Embodied carbon has also been calculated per the typical bridge construction material types.

Concrete has been calculated at \$115.88 cost of carbon per 1m³ of concrete and typical concrete structures have been estimated as having a cross sectional area of 2.2m².

Concrete / Steel has been calculated at \$115.88 cost of carbon per 1m³ of Concrete and \$747.91 cost of carbon per 1m³ of Steel. Typical concrete /steel structures have been estimated as having a cross sectional area of 0.9m² of concrete and 0.4m² of steel.

Timber has been calculated at \$77.25 cost of carbon per 1m³ of timber and typical timber structures have been estimated as having a cross sectional area of 2.3m².

Timber / Steel has been calculated at \$77.25 cost of carbon per 1m³ of Timber and \$747.91 cost of carbon per 1m³ of Steel. Typical timber /steel structures have been estimated as having a cross sectional area of 0.9m² of timber and 0.4m² of steel.

Carbon has been valued at \$51.50/Tonne as per the Emissions Trading Scheme (ETS). It is worth noting that Carbon cost is going up significantly and is projected at \$138/Tonne by 2030 and \$250/Tonne by 2050.

All of the above has been collated into the table below:

Material Embodied Carbon Cost					
Material Type	Bridge Length				
	4-12m	13-24m	25-60m	61-120m	121m-280m
Concrete	\$2,039.40	\$4,588.65	\$10,706.85	\$22,943.25	\$50,985.00
Concrete / Steel	\$3,227.61	\$7,262.12	\$16,944.94	\$36,310.59	\$80,690.20
Timber	\$1,421.40	\$3,198.15	\$7,462.35	\$15,990.75	\$35,535.00
Timber / Steel	\$2,351.18	\$5,290.16	\$12,343.70	\$26,450.79	\$58,779.53
Bridge Construction Carbon Cost					
Construction Carbon Estimate	\$5,932.80	\$13,348.80	\$31,147.20	\$66,744.00	\$148,320.00

Total Carbon Cost for Bridge Replacement					
Material Type	Bridge Length				
	4-12m	13-24m	25-60m	61-120m	121m-280m
Concrete	\$7,972.20	\$17,937.45	\$41,854.05	\$89,687.25	\$199,305.00
Concrete / Steel	\$9,160.41	\$20,610.92	\$48,092.14	\$103,054.59	\$229,010.20
Timber	\$7,354.20	\$16,546.95	\$38,609.55	\$82,734.75	\$183,855.00
Timber / Steel	\$8,283.98	\$18,638.96	\$43,490.90	\$93,194.79	\$207,099.53

Table 19: Carbon (Construction and Embodied) for Bridge Replacements

Overall the carbon cost of replacement (all material types) is relatively low in comparison to the carbon and social cost implications of not replacing or delaying the replacement of bridges; which is detailed in subsequent section of report.

Selection of appropriate material type for bridge construction will be specific to the location (i.e. not using steel in coastal environments) as well as physical and carbon cost considerations.

Divestment or Removal

Whilst the intent is to replace all bridges as funding allocations allow; it is recommended that Council take the opportunity to assess each structure on its own merits and whether the function and land use still requires such level of service. The matrix 2.0 has the outcome of all structures as “replacements”; however, where there is very little usage or very short detours available; it would be prudent to explore divestment or removal as permanent solutions.

Carbon costs have been calculated based on the average usage (both light and heavy vehicles) for each Road Classification and Detour length; then valued at \$51.50/Tonne of Carbon as per the ETS. The average proportion of bridge use by heavy vehicles across the entire district has been applied at 16.70%. The CO₂ emissions have been calculated at 171 grams of CO₂/km for cars and 261 grams of CO₂/km for heavy vehicles. For the purposed on this analysis the detour road conditions have been assumed as equal in all locations.

The table **Error! Reference source not found.** below represents the average annual carbon social cost based on the shortest available detour route if the bridge is not replaced or replacement is delayed due to funding availability, it demonstrates that carbon social costs are substantially lower for priority 2 and 3 replacements.

Carbon Social Cost / annum					
based on available detour if bridge is not replaced					
NZTA ONRC Classification	Alternative Access Detour Length				
	20+km or No Access	15-20km	10-15KM	5-10KM	0-5KM
Primary Collector	\$163,490.64	\$114,443.45	\$81,745.32	\$49,047.19	\$16,349.06
Secondary Collector	\$41,392.27	\$28,974.59	\$20,696.14	\$12,417.68	\$4,139.23
Access	\$12,381.15	\$8,666.81	\$6,190.58	\$3,714.35	\$1,238.12
Low Volume Access (11-50 vpd)	\$2,923.79	\$2,046.65	\$1,461.89	\$877.14	\$292.38
Low Volume Access (0-10 vpd)	\$487.30	\$341.11	\$243.65	\$146.19	\$48.73

Table 19: Carbon Social Cost applied to Bridge Replacement Matrix for Bridges

Annual running VKT cost has also been calculated to determine the social and economic costs of either not replacing or delaying the replacement of bridges due to funding availability. Running costs have been calculated at \$0.781/km for cars (AA rate) and \$3.00/km for trucks. The calculations have assumed that the average additional travel distance is 0.5 times the entire detour (point to point at the bridge).

The annual average running VKT cost demonstrated in the table below shows the running costs are collectively substantial per year, particularly for priority 1 bridge replacements..

Running VKT Cost / annum					
based on available detour if bridge is not replaced					
NZTA ONRC Classification	Alternative Access Detour Length				
	20+km or No Access	15-20km	10-15KM	5-10KM	0-5KM
Primary Collector	\$9,811,540.62	\$6,868,078.43	\$4,905,770.31	\$2,943,462.18	\$981,154.06
Secondary Collector	\$2,484,068.44	\$1,738,847.90	\$1,242,034.22	\$1,490,441.06	\$496,813.69
Access	\$1,486,056.68	\$1,040,239.67	\$371,514.17	\$222,908.50	\$74,302.83
Low Volume Access (11-50 vpd)	\$175,464.70	\$122,825.29	\$87,732.35	\$52,639.41	\$17,546.47
Low Volume Access (0-10 vpd)	\$29,244.12	\$20,470.88	\$14,622.06	\$8,773.24	\$2,924.41

Table 20: Running VKT Cost applied to Bridge Replacement Matrix for Bridges

In order to estimate the overall environmental, social and economic impacts of delaying bridge replacements due to the increasing travel distances; both the Carbon Social cost (table 19) and Running VKT Cost (Table 20) have been combined in the table below.

Social Cost (Carbon and Running VKT Cost / annum)					
based on available detour if bridge is not replaced					
NZTA ONRC Classification	Alternative Access Detour Length				
	20+km or No Access	15-20km	10-15KM	5-10KM	0-5KM
Primary Collector	\$9,975,031.26	\$6,982,521.88	\$4,987,515.63	\$2,992,509.38	\$997,503.13
Secondary Collector	\$2,525,460.71	\$1,767,822.49	\$1,262,730.35	\$1,502,858.74	\$500,952.91
Access	\$1,498,437.83	\$1,048,906.48	\$377,704.75	\$226,622.85	\$75,540.95
Low Volume Access (11-50 vpd)	\$178,388.49	\$124,871.94	\$89,194.24	\$53,516.55	\$17,838.85
Low Volume Access (0-10 vpd)	\$29,731.41	\$20,811.99	\$14,865.71	\$8,919.42	\$2,973.14

Table 21: Social Cost (Carbon and Running VKT Costs) applied to Bridge Replacement Matrix for Bridges

Bridge replacement priority bands have been determined from analysing the inconvenience (additional travel time) and the social costs (carbon and running). The values in above are an indicative guide when considering the implications of not carrying out a bridge's replacement when it reaches end of life. It is worth noting that these values are annualised, however, if they are to be applied across the life of the asset then discount factors would need to be applied for a Net Present Value (NPV) calculation.

Bridge Design

Council is open to innovative design solutions and therefore have kept its design requirements quite broad to encourage cost savings while providing fit for purpose solutions.

Typically* bridges will be:

- HN-HO-72 Design Capacity to cater for High Productivity and larger agricultural machinery
- Min of 4.2m between the wheel guards to again cater for larger machinery to safely traverse the bridge.

While in most cases the above two parameters will be specified for designs; if a cheaper solution can be sought that is still “Fit for Purpose” and the only way to achieve the replacement programme or BCR for replacement; then these will be considered on a case by case scenario.

Bridge Approaches & Safety:

Delineation:

All structures will have bridge width markers installed to denote the pinch point on the road (i.e. the narrowest point that can safely be traversed). These are to be installed as per Manual of Traffic Signs and Markings (MOTSAM) requirements.

All barrier end protections should be delineated with a hazard marker.

All approach signage and markings should be clear and consistent and installed to Traffic Control Devices (TCD) requirements.

Side protection over the bridge:

These are of varying construction methodologies and are only being updated as bridge renewals occur. These will also be reviewed as part of the audit process but it is unlikely that any major upgrades will occur unless a serious potential safety problem is identified.

The high-risk embankment and bridge approach safety database tool has prioritised the higher risk structures that should be considered for NZTA M23 compliant barrier system installation. The highest risk bridges have already had barriers installed over the last 10-year period and additional minor improvement barrier installation projects will be prioritised & programmed for replacement/installation as budgets allow.

Handrails are of varying design configurations and are still being installed on new bridges where side protection is deemed low risk to keep project costs as low as possible. Typically, these are in the form of wood or galvanised steel. An improvement opportunity is to have a consistent design for handrails that are modular to allow easy maintenance across the district.

Approach and Deck Sealing:

Sealing of bridge approaches and decks on unsealed roads have the benefit of both asset preservation and reduced maintenance costs on the approaches.

Sealing of the deck keeps the deck and substructure components dry which has been proven to extend life on timber structures. Unsealed bridge approaches can be notorious for potholing, particularly where there is a high volume of heavy vehicle movements or the approach geometry is tight curvature or steep gradients.

Council has 341 bridges that are on unsealed roads. Of these 341 bridges 102 (or 30%) have sealed approaches already.

Level of Service

It has become apparent in recent years that there has been no defined level of service as to which bridges should have sealed decks and approaches and as a result over time it has become very inconsistent as to which bridges receive this treatment and the justification as to why.

The below set of parameters have been developed to provide a simple set of guidelines as to where there is the most benefit of sealing decks and approaches from a maintenance perspective.

STEP 1: DETERMINE THE VOLUME OF HEAVY COMMERCIAL VEHICLE (HCV) MOVEMENTS PER DAY

Volume of Heavy Vehicles		
<15 HCV Movements/day	>15-20 HCV Movements/day	>20 HCV Movements/day
1	2	3

Note: <15 HCV Movements per day is the 85th percentile on HCVs on unsealed road bridge approaches and therefore scores just a 1. Anything above 15 HCV Movements per day is considered high intensity and therefore scores a 2 or 3.

STEP 2: DETERMINE THE RADIUS OF THE APPROACH CURVATURE

Approach Geometry - Radius of Curvature		
Curvature radius 0-750m	Curvature radius 750-1500	Curvature radius > 1500m
3	2	1

Note: >1500m radius is the 85th percentile unsealed road bridge approach curvature and therefore scores just a 1 (as almost straight). Anything below 1500m radius scores a 2 or 3 depending on how tight the curvature is.

The approach radius score is to be calculated off the tightest curvature approach (either side of the bridge).

STEP 3: DETERMINE THE APPROACH GRADIENT PERCENTAGE

Approach Gradient - %		
Gradient 0-3.0%	Gradient >3.0-4.0%	Gradient > 4.0%
1	2	3

Note: >3% gradient is the 85th percentile unsealed road bridge approach gradient and therefore scores just a 1 (as almost flat). Anything above 3% radius scores a 2 or 3 depending on how steep the gradient is.

The approach gradient score is to be calculated off the steepest gradient approach (either side of the bridge).

STEP 4: COMBINE THE SCORES FROM STEPS 1-3 TO GET AN AGGREGATED BRIDGE SCORE

Combined HCV, Approach & Gradient Scores		
1 - 5	6	7 - 9
Don't Seal	Consider Seal	Seal

SCORE 1-5 = DON'T SEAL

If the combined HCV, Approach & Gradient score is 5 or less; then don't seal the deck and approaches unless there are exceptional circumstances as to why – which would need Roading Asset Manager approval.

SCORE 6 = CONSIDER SEAL

If the combined HCV, Approach & Gradient score is 6; then consider sealing the deck and approaches. This is considered at the point where there is some benefit in sealing the deck and approaches but likely that budgets won't be sufficient and therefore each site will need considered on its own merits/BCR to determine if it's truly economical from a whole of life to seal.

SCORE 7-9 = SEAL

If the combined HCV, Approach & Gradient score is 7 or more; then sealing the deck and approaches should be programmed when budgets allow; unless there are exceptional circumstances as to why sealing would not be appropriate.

GENERAL RULES

- If a bridge has a Remaining Useful Life (RUL) of <10 years; then Do Not Seal
- If a bridge has a Timber Deck that has a RUL of <7 years; then Do Not Seal
- Sense check that the calculated score is reflective and appropriate before proceeding (i.e. that the input data is correct)

LOS Applied:

Of the 341 bridges on unsealed roads; scores have been assigned to each bridge utilising RAMM/Pavement Management Systems geometry data as follows:

	Combined HCV, Approach & Gradient Scores		
	1 - 5	6	7 - 9
	Don't Seal	Consider Seal	Seal
# of Bridges:	283	40	18
Already sealed:	69	20	13
%:	24%	50%	72%

Table 22: Bridge deck and approach sealing table

The table above shows that of the bridges that should have approaches and deck sealed; there is already a pretty good correlation with 72% already sealed. 50% of the sites 'to be considered' are also already sealed which is also a good correlation. This also shows there are 69 bridges out there that have been sealed that possibly didn't need to be from an unsealed maintenance perspective – however some of these will have been done from a bridge asset preservation point of view.

Maintenance/Reseal/Renewal:

If the bridge approaches and deck are already sealed; then the following rules apply:

SCORE 1-5

Maintain if economical to do so, but at end of life do not renew unless the structural services provider recommends to retain the seal for bridge asset preservation.

SCORE 6

Maintain, reseal and then carry out BCR at time of renewal.

SCORE 7-9

Maintain, reseal and renew.

Financials

Maintenance and renewals

Maintenance and renewals of the existing sealed approaches will be carried out under the typical sealed road maintenance and resurfacing regimes and therefore budget forecasts will be allowed for in these respective areas.

Level of Service Improvements:

For the 5x bridges assessed as requiring to be sealed that aren't already:

60m Average length of both approaches and deck x 5m width = 300m² per bridge

\$24/m² for initial seal + \$14/m² for second coat equates to \$38x300m² = \$11,400 per bridge or \$57,000 for the 5 bridges.

For the 20x bridges assessed to be considered for seal that aren't already; using the same logic as above is an additional \$228,000

Recommendation is to budget \$20,000/annum for level of service improvements to address the above.

Operations and Maintenance

Structural Inspections

Inspections are carried out in accordance with NZTA Waka Kotahi S6 Bridge and other Structures inspection Policy.

These are carried out by Councils Structural Services provider and consist of:

- Posted bridge inspections – annually
- Structural bridge inspections – six yearly (but being completed over a 3 year period to gain knowledge of the asset condition sooner)
- Special inspections – as and when required (post flood etc)

Maintenance

Maintenance on structures is carried out through our road alliance style maintenance contracts. Every year posted bridge inspections carried out the structural services provider will provide a list of maintenance activities to be completed. This is then prioritised and completed within the recommended timeframes assigned by the structural services provider.

Maintenance contractors are also expected to proactively keep on top of general maintenance such as cleanliness, painting, and clearing of deck drainage.

The Structures maintenance Budget is based on the latest round of structures inspections. Due to the age of some of the bridges in Southland's network, and potentially not enough spent on this activity historically, focus has been to address the posted bridges which are strategically the most important and highest risk.

The table below shows the required expenditure over the next 10 years for this activity.

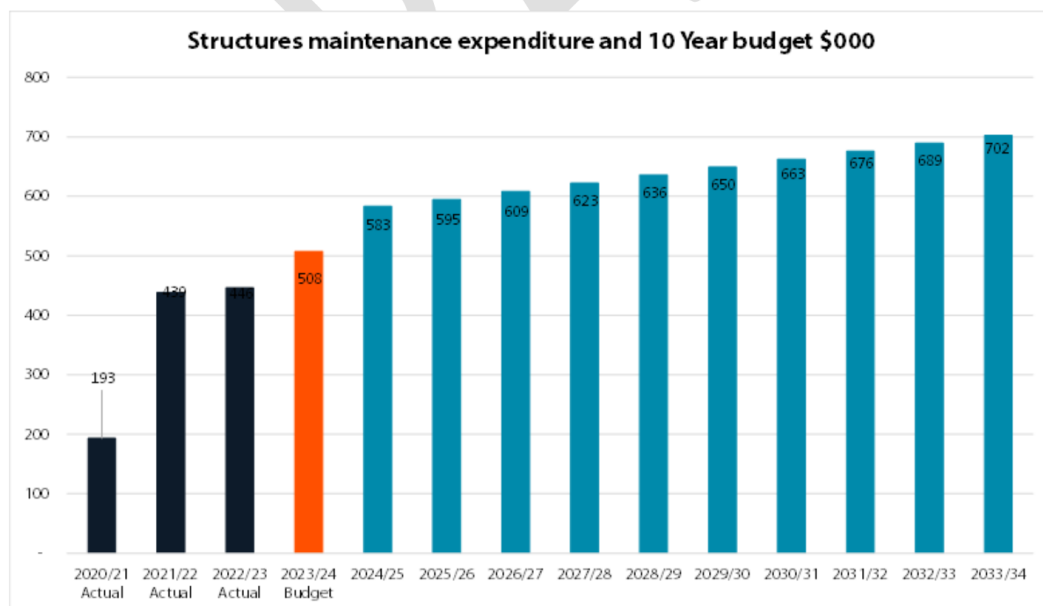


Figure 20: Bridges/Structures Opex Forecasts

Renewals

A number of factors impact on bridge renewal programmes. Unlike roads, which decline gradually when poorly maintained, a bridge has the potential for a sudden collapse and subsequent catastrophic outcomes, both from a safety and an economic perspective. Not only can it be expensive to replace, but high costs can be incurred by users unable to access the asset, either because of a longer alternative route or because the community is completely cut off.

Apart from an ageing network there are also increased pressures from the increasing number of heavy vehicles on a far greater number of roads. Beef and sheep farming generate heavy traffic at peak times, whereas dairy is up to twice a day, 10 month a year operation. Forestry demand has also noticeable increased in recent years.

Renewals Strategies - Matrix

Based on the large number of renewals required over the next 10 year period; the bridge matrix outlined in level of service section will be utilised as a decision making/prioritisation tool. Irrespective of whether the community is prepared to rationalise the structures network, there will be a need to prioritise the delivery of the replacement programme. The matrix therefore will generally be utilised to determine the replacement priority. As such, where bridges deteriorate at an accelerated pace, but an acceptable detour is available, it is likely that temporary closure will be the outcome. These closures may remain in place for a number of years pending the priority order of the programme. It is acknowledged that this will be the source of significant frustrations for some communities, however, safety risk and accessibility considerations need to be prioritised.

The below table shows Councils current bridge stock applied to matrix 2.0. This shows that 647 of the 839 (77.0%) waterway bridges meet the criteria for Priority 1 replacement. Only 16 (1.9%) bridges fall into the lowest replacement priority with the recommendation to consider removal if appropriate to do so.

Bridge Replacement Matrix 2.0 - Applied					
NZTA ONRC Classification	Alternative Access Detour Length				
	20+km or No Access	15-20km	10-15KM	5-10KM	0-5KM
Primary Collector	7	4	4	3	0
Secondary Collector	79	16	40	50	12
Access	142	34	68	61	5
Low Volume Access (11-50 vpd)	113	14	48	61	5
Low Volume Access (0-10 vpd)	62	1	6	4	0

647	Priority 1 Replacement
62	Priority 1 Replacement - but consider Divestment if appropriate
114	Priority 2 Replacement
16	Priority 3 Replacement - but consider Removal if appropriate

Table 23: Bridge Replacement Matrix for Bridges with bridge stock numbers applied.

2034 Long Term Plan Renewals

There are 134 bridges planned between now and 2034. However, 15 of these 134 are programmed in the 2021-24 funding cycle but there is a good chance that some of these 15 will be carried over into the 2034 LTP.

The 10-year programme in the 2034 LTP is approximately \$51.5M (with an average cost of just over \$430K per bridge). There is \$17.1M allowed in years 1-3; \$19.5M in years 4-7 and \$21.5M in years 7-9.

Monowai Suspension bridge has a RUL of just 4 years; however, it is programmed for a significant structural upgrade (est \$1.75M) rather than replacement (therefore is not included in the 134 bridges). All of the bridge replacements will fall into the Waka Kotahi Bridge Renewal category in the 2031 LTP period.

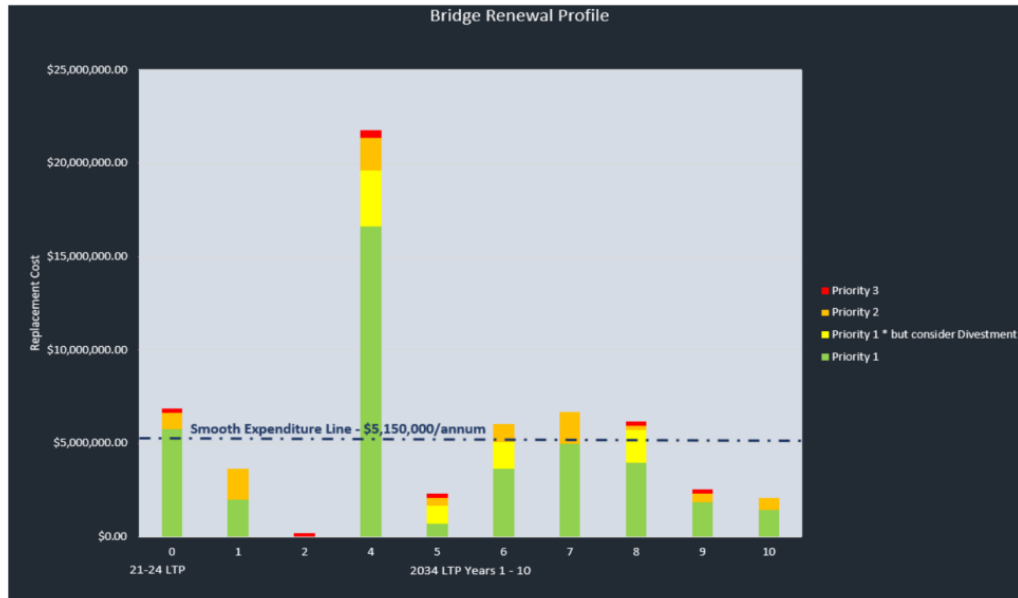


Figure 21: 10-year renewal forecast chart

Note the spike in year 4 is not expected to be reality. Based on the uncertainty of remaining useful lives – these structures could need replaced at any stage from now on and therefore the proposed smooth expenditure across the 10-year period.

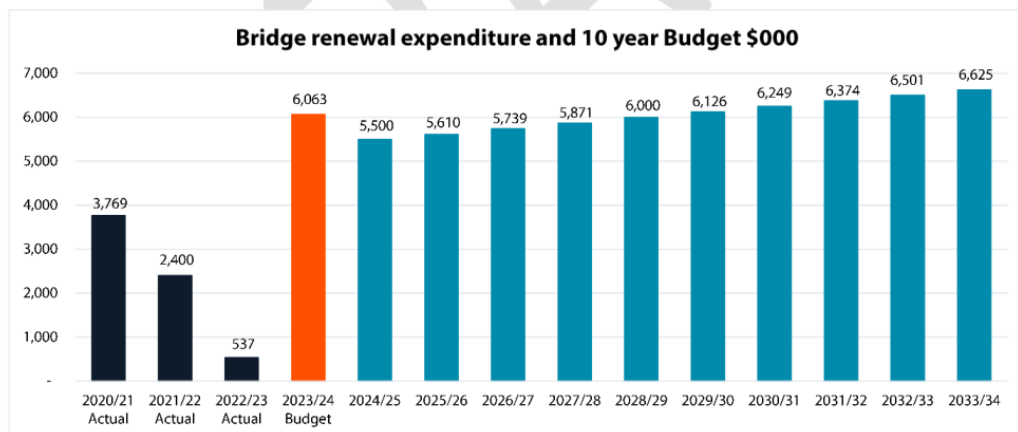


Figure 22: Bridges Renewal Forecasts

Structures Component Replacement

The rate of repair and renewal of bridges has been falling behind and increased investment in heavy maintenance/structural renewal will be required in order for the bridge life cycle to be kept at a manageable level. Structural component replacements will be considered prior to any replacement if a positive Net Present Value (NPV) can be achieved when considering whole of life.

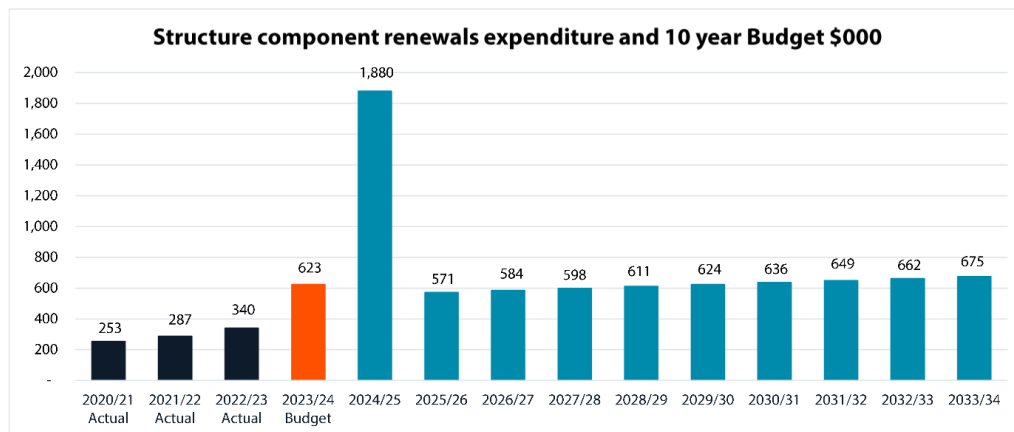


Figure 23: Bridges/Structures Opex Forecasts

The spike in expenditure in 2024/25 is to reflect a significant upgrade project of the Monowai Suspension Bridge.

Short term, low cost upgrades will also be an option considered to keep structures open and prolong life until a replacement can be programmed. Therefore, significant additional investment will be required above what has been historically budgeted for Structures Component Replacements, over this period to extend asset life and buy time, including dealing with any unpredicted surprises that will come along.

Investment vs Impact

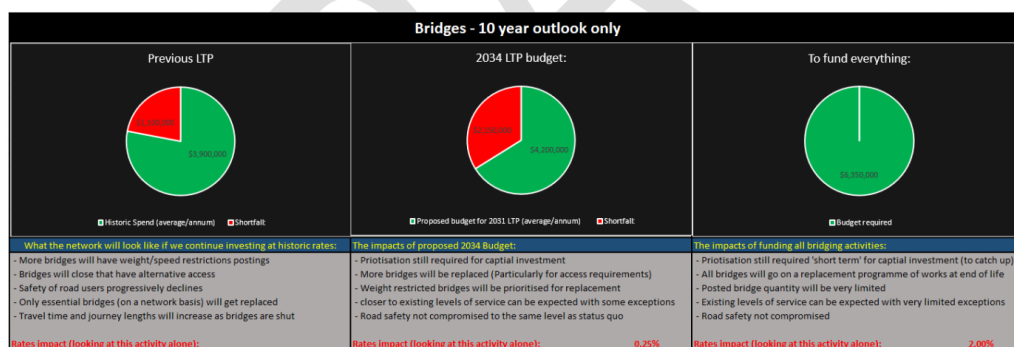


Figure 24: Investment vs impact charts

Key Risks

Bridges may be closed whilst they are prioritized for replacement when budgets don't keep up with demand	High
Not aligned with the GPS key strategic priorities for investment (see section below)	High
Areas may become landlocked for heavy vehicle movements (with bridge postings)	Medium
Level of service reductions and increased travel time/carbon emissions as a result of insufficient budget to keep up with renewal demands	Medium

Draft Government Policy Statement Alignment

By delaying bridge replacements or rationalising assets; i.e. utilising larger available detour routes is against the Government's key strategic priority of reducing Emissions. The carbon and social costs of this increased travel time is significant (as detailed in the Bridge Level of Service section of this AMP); which is contrary to how the ministry aims to achieve the overarching focus of being net-zero emissions by 2050 or a 41% reduction by 2035.

Not only the carbon emission impacts detailed above, but this strategy also goes against the Government Policy Statement strategic priorities in the form of:

- Not supporting an Integrated freight system
- Not maintaining and operating the system
- Not providing Resilience

Therefore, the recommendation is to replace all structures where practical at end of life to ensure alignment with the draft GPS and keep a well connected, integrated transport systems.

Future Improvement

- Determine a consistent handrail type/detail to be applied going forward that will be user-friendly to maintain/replace components as required.

Drainage

Overview

Asset Description

Southland District Council has an estimated 13,000 culverts to carry water under the road, primarily constructed of concrete. Box culverts are classified as drainage up to a cross-sectional size of 3.40 m². Culverts larger than this are classified as bridges. The other major form of drainage is the deep ditches alongside the road to catch the runoff from land other than that in the road reserve (ie public and private properties). They assist in maintaining the road network by containing the large quantities of surface runoff that would otherwise flood the road whenever heavy rain occurred.

Type of Culvert	Quantity in RAMM (m)	Number of	Assumed Quantity (m)	Assumed Number of
Small Culverts typically up to 450mm dia	98,708	8,771	122,100	10,900
Medium culverts typically 451 to 900mm dia	18,304	1,367	19,200	1,400
Large Culverts typically 901 to 2000mm dia	7,308	540	7,500	550

Table 24: Culvert Drainage Assets

- It is known that there are significantly more culverts round the district than what is currently held in RAMM – particularly small diameter culverts and side access culverts. Soak pit and subsoil drain data records are also deficient. This data is being slowly captured when renewal projects are carried out (pavement rehabilitations etc).
- Alliance Maintenance Contractors have inspected and condition assessed all known culverts greater than 600mm diameter over the last 3 years. There are 45 culverts greater than 600mm than need to be replaced within a couple of years (this coming 3-year funding cycle).

- Less than 600mm diameter culverts to be identified and added to RAMM inventory during pre-reseal repair time when each site has a walkover. This could take up to 14 odd years to get around the sealed network – but these smaller diameter culverts are deemed less risk and will just get replaced on a when required basis until a good database is established.
- There is no formal programme or strategy for culvert renewals on unsealed roads as these will just be treated on an “as required” basis.
- There are currently 2852 Sumps in the district and these are housed in Hansen database.

Type of surface water channel	Length (m)
Dished Channel (Asphalt)	135
Dished Channel (Concrete)	5,708
Dished Channel (Sealed)	3,725
Kerb & Channel (Concrete)	134,314
Kerb Only (Concrete)	4,608
Mountable Kerb & Channel (Concrete)	40,778
Mountable Kerb Only (Concrete)	738
Other Type	331
SWC (Deep, >200 Below Seal Edge)	2,664,022
SWC (Shallow, <200 Below Seal Edge)	6,310,616
Slot Channel (Concrete)	7

Table 25: Surface water table Drainage Assets

Level of Service

Drainage is a critical activity for the transportation team to ensure the success of our roads particularly sealed road pavements. With a number of key infrastructure (Pavements, Bridges etc) nearing end of life – it is crucial to keep water off them to ensure we at least achieve their remaining useful lives without premature failure.

In recent years vegetation such as watercress has increasingly impacted on asset performance during higher rain fall events resulting in blockages and surface flooding.

Road Safety

Not only does drainage play a crucial role in asset preservation; it has a significant role to in providing a safe network for our road users. Surface water on roads can cause loss of traction with potential deadly consequences.

In line with Road to Zero Strategy released in 2019 and the Government Policy Statement strategic principles; investment in ensuring surface water is not an issue leading to access and or safety compromises is a key focus for Council.

Capacity and Climate Change

There have been a number of slips associated with poor drainage in recent years. This may be indicative of the number and quality of existing culverts; surface water drains and ditches which require review. So not only is there a need to get a better understanding of the existing infrastructure around the district – we need to review whether it is still fit for purpose given the increased frequency and intensity of weather events.

Climate change allowance is an increase in the capacity of the drainage system to enable it to be effective in future as the weather changes due to global warming. With the assumption of the previous 1 in 100 year event now

becoming a 1 in 10 year event – there will be numerous areas around the district that won't be able to cope with these intensities.

To understand the likely impact of climate change on flooding in Southland, future changes in annual mean temperature and rainfall will need to be analysed and as such allowances made in infrastructure improvements/renewals. Southland flooding can be exacerbated by the melting of snow. Warm temperatures and rainfall on a deep snowpack can lead to rapid snowmelt, which can sometimes cause or exacerbate a flood.

Projections for climate change in New Zealand have been made using six greenhouse gas emission scenarios developed for the Intergovernmental Panel on Climate Change (IPCC). Data is available for Southland and this will be utilised in any drainage capital expenditure projects.

There is an opportunity to lidar survey areas of the district that are mostly likely to be affected by larger scale weather events and plan / programme upgrade work.

Operations and Maintenance

Maintenance

Drainage maintenance is primarily carried out by the Alliance Maintenance contractors. However, some standalone contracts are let where extent of work is beyond what is allowed for within the alliance contract scope of works. Maintenance activities include but are not limited to:

- Checking that sub-soil drains are operating effectively - as the fine particles get blocked from entering the drain they can reduce its effectiveness or there may be blockages. The solution may be unblocking or replacing the drain.
- Regular checks to ensure culverts are clear from the debris that can build up after storm events.
- Maintaining vegetation and clearing rubbish from side drains, and re-forming where required.
- Keeping kerb and channel systems clean as the gradients may be minimal and small blockages can reduce their effectiveness.
- Clearing sumps (catch pits), which over time can become full of detritus, rubbish and vegetation.

Operations and Maintenance Forecast:

This budget is significantly higher than historic costs but drainage maintenance is an area of high priority. Over the past three years there has been an increase in demand for drainage activities in order to maximise pavement life. The budget allows for a full-time drainage crew to be utilised to address drainage programme deficits (both maintenance and renewals).

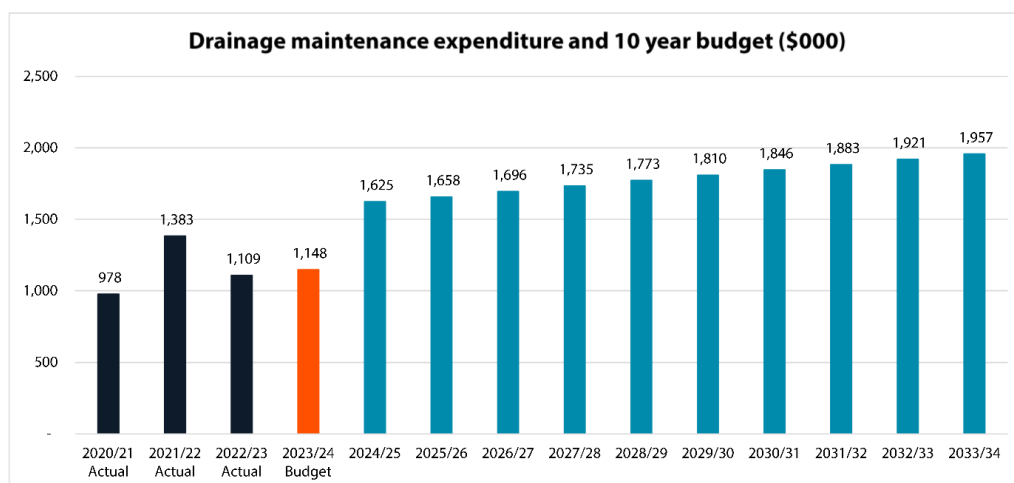


Figure 24: Drainage OPEX forecasts

Renewals

Renewal Strategies

Kerb and Channel:

A high-level condition rating exercise was carried out in early 2023 to understand the condition of Councils concrete kerb and channel assets. This involved driving round (and walking where visibility was obscured) and highlighting on maps showing all the Kerb and Channel in the RAMM database where the asset is either at end of life (High priority 0-3 years) or nearing end of life (Medium priority 3-10 years).

The main consideration when estimating remaining life was if the damage was so severe that it is not performing its intended function; or water could ingress and have a detrimental impact on the pavement. There is a large amount of kerb and channel that aesthetically doesn't look very good, but at this stage we believe it is still performing and therefore hasn't met a 10 year works programme. On this basis it has been assessed that subsequent LTP periods (2034 – 2084) will require a significantly higher investment per annum (\$1M+).

From this survey it was identified that 794m of kerb and channel is in very bad condition and will need replaced within the next 3-year funding cycle. There is a further 1006m that is nearing end of life that will likely fall due for renewal within the 10-year 2034 LTP cycle.

Kerb and channel should be also looked at for replacement where immediately adjacent to footpaths that are in a renewal programme and nearing end of life.

The below chart shows the estimated projection of Kerb and Channel renewals that will be required within this LTP 2034 period. This shows that an average of approximately \$260,000 is required per annum.

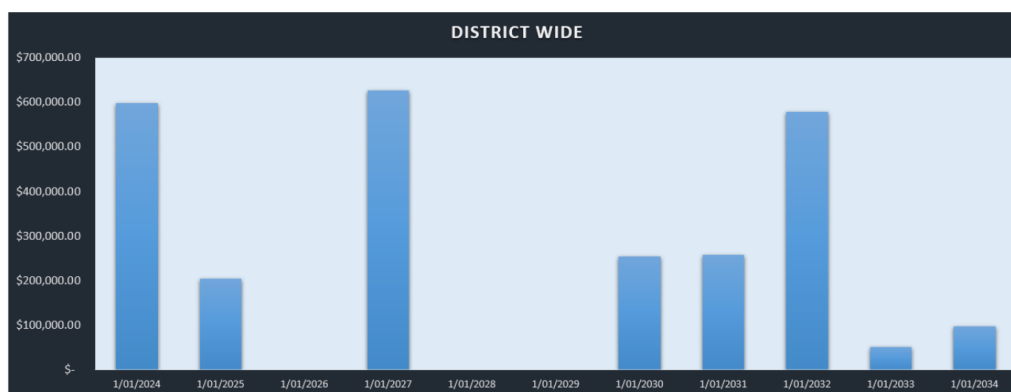


Figure 25: Kurb and Channel Renewal forecasts

Culverts

Traditionally renewals have been prioritised based on predominantly condition alone, usually at failure point. However, given the scale of renewals required over the coming years and the budget available, it is evident that the Transport team cannot afford to maintain/replace all of its existing culverts within the network in a proactive manner. In order to prioritise the current available funding, it is necessary to prioritise and rationalise existing assets as they reach the end of their useful lives within the current budget period.

The outcome of this work has resulted in the Culvert matrix which has been developed as a decision-making tool to determine the priority of replacement and where there are opportunities for rationalisation. The intent of the matrix is effectively a risk assessment (both consequence of potential failure and the cost if roads are temporally closed until repairs/replacements can occur).

The parameters used in the matrix are One Network Road Classification (ONRC) criteria (the reason for sticking with ONRC over One Network Framework (ONF) is the classifications are more granular for a primarily rural network) and the available alternative detour lengths as per the below:

Culvert Diameter	Low Volume		Access		Primary & Secondary Collectors
	Detour less than 10km	No Detour or greater than 10km	Detour less than 10km	No Detour or greater than 10km	
<600mm					
600-900mm					
>900-1200mm					
>1200					
Outcome/Action					
Replace when inspection reveals culvert nearing end of life					
Start consenting process when inspection reveals limited life remaining - then replace					
Prioritise replacements over "Red or Purple" sites if budget doesn't allow replacing all					
Run to failure point then replace unless budget allows proactive replacement					
Validate if still required or if alternative access is appropriate. Replace as necessary but lowest priority if budget constraints					

Figure 26: Culvert Renewal Matrix

Climate change considerations:

- Apply a generic 'up-size' to culvert replacements where cover allows for less than 1200mm diameter pipes. i.e. nearest +50% available size. Eg. 600mm culverts replaced with 900mm.
- 1200mm and above will need catchment calcs as part of the consenting and embedment requirements to determine appropriate replacement size/shape.

The strategy is to manage risk and spread the budget as far as possible is to use a combination of Reactive Maintenance (on our low volume low risk roads), Preventative Maintenance (on high volume roads where closure

isn't an option) and Predictive Maintenance through careful management and inspection regimes based on asset importance.



Figure 27: Culvert Maintenance/Risk Strategy

Culvert replacement/upgrades works are also undertaken in association with road reconstruction and maintenance projects (pavement rehabilitation, seal widening, reseals, safety projects and redevelopments) where this is deemed appropriate from a whole of life or capacity point of view.

Bellow is the all the known culverts in the RAMM database applied to the Culvert Renewal Matrix:

Culvert Diameter	Low Volume		Access		Primary & Secondary Collectors
	Detour less than 10km	No Detour or greater than 10km	Detour less than 10km	No Detour or greater than 10km	
<600mm	1008	3473	472	2381	1756
600-900mm	116	397	59	406	233
>900-1200mm	65	116	21	94	74
>1200	54	150	59	191	170
Outcome/Action					
Replace when inspection reveals culvert nearing end of life					
Start consenting process when inspection reveals limited life remaining - then replace					
Prioritise replacements over "Red or Purple" sites if budget doesn't allow replacing all					
Run to failure point then replace unless budget allows proactive replacement					
Validate if still required or if alternative access is appropriate. Replace as necessary but lowest priority if budget constraints					

Figure 28: Culvert Renewal Matrix: Applied to all known Culverts in RAMM

Determining the failure point in culverts is nearly impossible as they are all subjected to different loading and environmental conditions. However, when examining the 45 known culverts >600mm diameter that are currently at failure point they are all 50-60 years old. Therefore, the below is the Councils >600m diameter culverts that are greater than 50 years old applied to the matrix:

Culvert Diameter	Low Volume		Access		Primary & Secondary Collectors
	Detour less than 10km	No Detour or greater than 10km	Detour less than 10km	No Detour or greater than 10km	
<600mm	0	0	0	0	0
600-900mm	90	338	33	261	105
>900-1200mm	42	95	12	60	34
>1200	13	43	8	46	24
Outcome/Action					
Replace when inspection reveals culvert nearing end of life					
Start consenting process when inspection reveals limited life remaining - then replace					
Prioritise replacements over "Red or Purple" sites if budget doesn't allow replacing all					
Run to failure point then replace unless budget allows proactive replacement					
Validate if still required or if alternative access is appropriate. Replace as necessary but lowest priority if budget constraints					
Culvert Diameter	Low Volume		Access		Primary & Secondary Collectors
	Detour less than 10km	No Detour or greater than 10km	Detour less than 10km	No Detour or greater than 10km	
<600mm	\$ -	\$ -	\$ -	\$ -	\$ -
600-900mm	\$ 1,800,000.00	\$ 6,760,000.00	\$ 660,000.00	\$ 5,220,000.00	\$ 2,100,000.00
>900-1200mm	\$ 1,260,000.00	\$ 2,850,000.00	\$ 360,000.00	\$ 1,800,000.00	\$ 1,020,000.00
>1200	\$ 780,000.00	\$ 2,580,000.00	\$ 480,000.00	\$ 2,760,000.00	\$ 1,440,000.00

Figure 29: Culvert Renewal Matrix Applied to all known Culverts >600mm diameter and >50 years old.

Of the 1204 culverts that are >600mm and > 50 years old; 865 have a detour available and 339 have no detour available. All 1204 culverts have an estimated replacement cost of \$32 million and staff expect that most, if not all, of these culverts will need replacement within the next 10 years. That equates to \$3.2 million on average annually.

Surface Water Channels

Renewals and LOS drainage expenditure over previous years has not kept pace with the amount of work required. However, in 2017 a district rating of the sealed network drainage was undertaken to determine deficient areas. From this a three-year programme was developed of which all the highest scoring (worst areas) have been completed by 2020. The idea of this programme was to catch up on some drainage works that had fallen behind. The strategy now is to clear out/reshape surface water channels at pre-reseal repair time to ensure that the sealed network it's kept on top of at least once every seal life cycle.

Drainage channels on the unsealed network are a bit different. While there is an assertive effort to create and maintain drainage paths to get water off and away from the traversable surface – there is not the same benefits in relation to costs to try preserve the pavement life. This is usually achieved through general shaping while grading the roads unless there is a more significant issue to address.

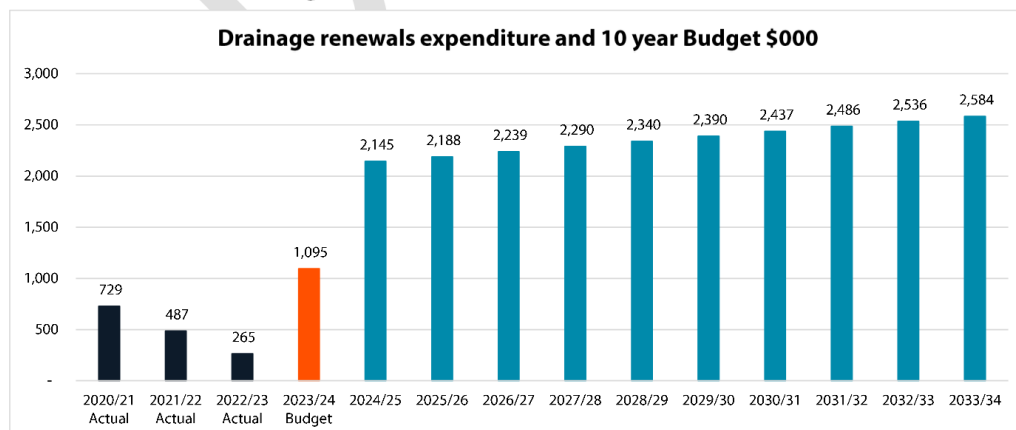


Figure 30: Drainage Renewal Forecasts

Renewal Forecasts

The renewal programme has a level of service component built into it. With the prediction of having to upgrade the capacity of culverts in vulnerable locations in the near future; increased investment from previous years is inevitable.

The significantly increased investment for this LTP period in comparison from previous expenditure is a combination of replacement of large diameter culverts (\$2M in 2024/25 and \$3.2M in subsequent years) and Kerb and Channel replacement (\$260k/annum).

Investment Vs Impact

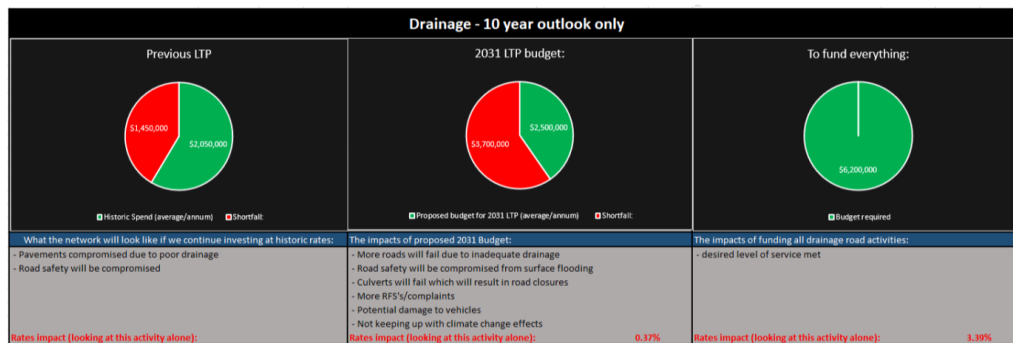


Figure 31: Investment vs impact charts

Key Risks

Large number of large diameter culverts continue to fail and result in road closures.	High
Carbon and social costs of both replacing a large number of culverts and potentially increasing travel durations by utilizing available detours either temporarily or longer term.	Medium
Not having a full understanding of all the drainage assets within the district.	Medium

Future Improvement

- Continue to improve inventory data to understand the asset and be able to programme / budget maintenance and renewals appropriately
- Survey high risk areas that are susceptible to intensified weather events and design appropriate drainage systems based on catchment sizes to ensure people or communities are not cut off during events.
- Develop a thorough understanding of the potential impacts of climate change in terms of infrastructure performance, safety risks and costs;
- Embed climate change adaptation within asset policies and investment decisions.

Traffic Services

Overview

Traffic Services as we know it primarily consists of all the Signs and Markings across the district. However other hardware or roadside furniture used for road safety or delineating roads or roadsides could also fit within the

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Traffic Services banner. One example of this is Streetlights – however as this is a major standalone asset for Council – please refer to section on streetlighting for this activity.

The signs and markings component typically includes features such as pavement markings, signage (regulatory and warning), marker posts and delineation devices. Each of these provides the road user guidance on the alignment of the road to assist on judging speeds, potential conflicts and vehicle separation. Southland has around 28,000 signs over the entire network, and markings on the majority of the 2,000 km of sealed roads.

Because there are a vast amount of different types of signs and markings; for the purposes of this document the data has been consolidated into categories to give an understanding of the size of this activity.

Signs and Markings:	Quantity:	Units
White Lines (Edge and Center)	3,336.8	Km
Yellow Lines (Center)	417.4	Km
Intersections Marked (limit lines etc)	745	Number
Regulatory Signs	3647	Number
Permanent Warning Signs	8521	Number
Information Signs	5581	Number
All other Permanently Mounted Signs	9718	Number

Table 26: Pavement markings and signs statistics

There are numerous signs or markings that are on the network and held in the RAMM database that aren't included in the table above – however these are the main categories

Council over the last few years have started trialling some Electronic Active Warning Signs. Below is a table of the current active signs in the Southland District:

Electronic Active Sign:	Quantity:
Active School Sign (Wig Wag)	2
Speed Indication Sign	8
Advance Active Stop Sign	2

Table 27: Electronic active signs statistics

Ongoing monitoring of these Electronic Active Signs is occurring to measure how effective they are before implementing any strategies to roll out any further installations round the district.

It is anticipated to roll out a programme of active school signs (wig wags and/or variable speed) across a large number of Southland Districts Schools as part of councils speed management plan and Waka Kotahi speed management Road to Zero programme. This project is forecasted to start in early 2024.

Level of Service - Signs

Location

Signs have been installed over many decades to help guide motorists. Some signs have been installed proactively based on best practice guidelines and some have been installed reactively once the need for signage has come to our attention post an incident occurring or a customer request for signage.

Numerous reviews have been carried out of the overs to try keep on top of signage that is fit for purpose across the district. It is a fine balance of getting the right number of signs that people will adhere to and follow versus too many signs that just blend in and become just another piece of roadside furniture.

Key focus for Council when reviewing signs or requests in regards to new signs is having a consistent approach across the district. You should be able to identify the classification of road you are on based on the traffic services around you.

Edge marker posts are typically placed in rural areas on corners to provide the driver an indication of where the road is going. For this to be most effective the driver should be able to clearly see four markers at any one time throughout the curve.

Council's key guiding documents for assessing the need for signs including installation locations is the Traffic Control Devices (TCD) manual and or Manual of Traffic Signs and Markings (MOTSAM) part 1 Signs.

Material Type

The majority of signs are Engineering Grade (Class 2) material, except for Stop, Give Way, Chevrons, and School signs (fluorescent yellow). However, Council is in the process of transitioning to Class 1 reflective grade signs as they reach end of life and require replacement. The move to Class 1 is in line with best practice to improve safety for road users but also has the added benefit of increased asset performance life as Class 1 signs have an average expected life of 10 years versus the old Engineering Grade of just 8 years.

Currently approximately 82% of Council's signs are still engineering grade and these were installed between 1993 to 2020; therefore, we expect to have replaced the last of these signs by 2030.

Condition

In general signs are in a reasonable condition. Areas to potentially improve include older standards of vulnerable user signs and older style fingerboard signs. The majority of the street name plates are the new reflectorized standard of white on blue/green, however, there are some remaining black on white signs which should be replaced.

Level of Service – Pavement Markings

Historically Council has run a performance-based specification to marking however as part of the latest two rounds of pavement marking contracts Council is taking more 'ownership' of this activity and has changed to a method-based specification (P22) where Council as client takes a more active role in determining what roads get marked and the frequency. Budget constraints have meant that the latest round of pavement marking contracts have had to be prioritised based on performance (even under a P22 method based specification); however it is hoped that budgets will match the previous levels of service going forward to avoid the need to rationalise/prioritise the markings.

Council is currently working with its pavement marking contractor exploring the option of long-life markings to ultimately deliver the desired existing level of service within budget. Whilst this will be a higher upfront capital investment; there should be whole of life savings to be had. This will be a staged roll-out as and when budget allows.

Markings are generally based on the ONRC classifications and are in line with the table below where practically possible:

ONRC Classification:	Markings:
Primary Collector	Center line and Edge Lines along with all intersections marked. 3.5m marked lanes where achievable
Secondary Collector	Center line and Edge Lines along with all intersections marked. 3.0m marked lanes where achievable
Access Roads	Center Line and intersections marked (where sealed)

ONRC Classification:	Markings:
Low Volume Access Roads	Center Line marked where seal is greater than 5.5m wide and intersections marked (where sealed)

Table 28: Pavement Markings per ONRC classification

There are a number of locations that the sealed pavement width does not allow edgelines at the above lane widths or at all. These sections of road will get widened when they are up for renewal and until then they will be left without edgelines or compromised lane widths. A common-sense approach is applied as to where to start/stop edgelines on these deficient width areas to avoid a 'patchy' inconsistent appearance to road users.

All new markings shall be installed as per Manual of Traffic Signs and Markings (MOTSAM) part 2 Markings.

Raised Reflective Pavement Markers (RRPM's)

RRPM's are installed by the pavement marking contractor and used to provide additional delineation of the centerline to ensure vehicle separation during dark hours. RRPM's also assist in wet conditions when the pavement marking is hard to see as it raises the delineation above the surface water. Council's policy for installation RRPMs is:

- All Primary Collector Roads
- Secondary Collector Roads that join up Primary Collectors or State Highways for continuity of route
- Southern Scenic Route for vulnerable road users.

Operations and Maintenance

Signs Maintenance

Signage is required to be cleaned and legible in all conditions 24 hours a day. Typical maintenance includes:

- Regularly cleaning the signage, and replacing signs as the colour or reflectivity of the sign reduces
- Removing obstructions such as vegetation, other signage, parked vehicles etc
- Painting of hardware including sign posts.

Pavement Marking Maintenance

All pavement markings throughout the SDC network is marked to the NZTA's standard Manual of Traffic Signs and Marking (MOTSAM) Part 2: Pavement Markings. There are many factors that determine the level of service provided for each road. This includes One Network Road Classification (ONRC), the Pavement width, and speed zone. These vary from centre lines, edge lines and raised reflective pavement markers on Primary and Secondary Collector Roads to only painting markings at controlled intersections and some bends on low volume roads.

Pavement markings generally speaking are renewed rather than maintained. However, if new markings are found to not be fit for purpose due to application or faulty materials then the pavement marker will be requested to reapply the same markings prior to renewal date.

Pavement markings post reseal sites are the responsibility of reseal contractor for 3 months post sealing date. These must be of a satisfactory condition at the end of the 3 months prior to the pavement marking contractor accepting responsibility for the ongoing maintenance/renewals.

All heavy-duty maintenance repairs carried out by the alliance maintenance contractors are to be marked where appropriate as soon as practically possible after carrying out the repair. The repair is not deemed practically complete unless the markings have been done and hence payment should be held until completed.

Operations and Maintenance Forecasts

Traffic Services has a fundamental affiliation with road safety and therefore increased investment is in line with the Government Road to Zero Strategy. Signage and Markings are generally deemed low cost high value interventions and therefore will be used to help manage high risk areas to aid the reduction in the road toll. Vision Zero goal is a 40% reduction in road trauma (Fatal and Serious Injury) by 2030.

Council Long Term Plan KPI:

KPI 12.5: The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number

Because traffic services are seen as critical to the safe operation of the network, sufficient capacity has been built into the future funding to allow for increased costs.

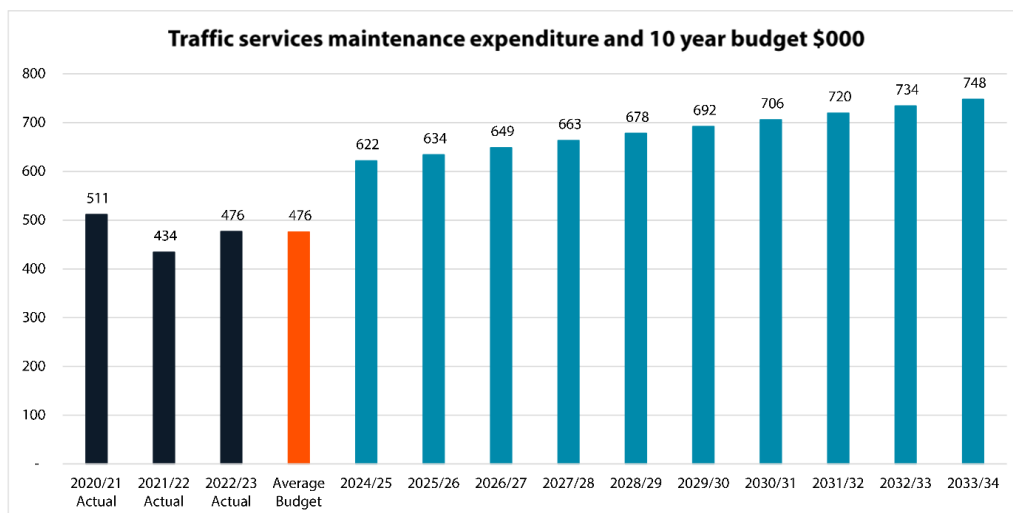


Figure 32: Traffic Services Maintenance OPEX Forecasts

Renewals

Signs Renewals

The majority of renewal works is carried out due to damage of signs either through vandalism or environmental impacts. Assets which have reached the end of useful life are assets that have failed either routine daytime inspections or night time inspections due to reflectivity.

Old Engineering Grade signs will be replaced with Class 1 signs when they are renewed.

Pavement Marking Renewals

Pavement markings are typically renewed rather than maintained. Pavement marking performance vary depending on paint used, vehicle activity and ice grit. From past performance and industry performance testing the network's current strategy involves renewing:

- All Primary and Secondary collectors annually
- All other roads biannually.

Budget constraints have meant that the latest round of pavement marking contracts have had to be prioritised based on performance (even under a P22 method-based specification); however it is hoped that budgets will match the previous levels of service going forward to avoid the need to rationalise/prioritise the markings.

Council is currently working with its pavement marking contractor exploring the option of long-life markings to ultimately deliver the desired existing level of service within budget. Whilst this will be a higher upfront capital investment; there should be whole of life savings to be had. This will be a staged roll-out as and when budget allows. Stewart Island is being considered as a perfect place to trial a 100% mark with long-life markings as Stewart Island is programmed for a complete resurfacing project in 2025/26.

The pavement marking contract is split into two with eastern and western contracts - however at present one Contractor holds both contracts. Council has just completed year 1 of a 3+2+2 contract with Downer.

The significant increase in pavement marking costs shown in the chart below is reflective of real current tendered rates with no shift in Level of Service. Stewart Island is programmed for 2x coats of long-life markings in 2025/26 and 2033/34.

Renewal Forecasts

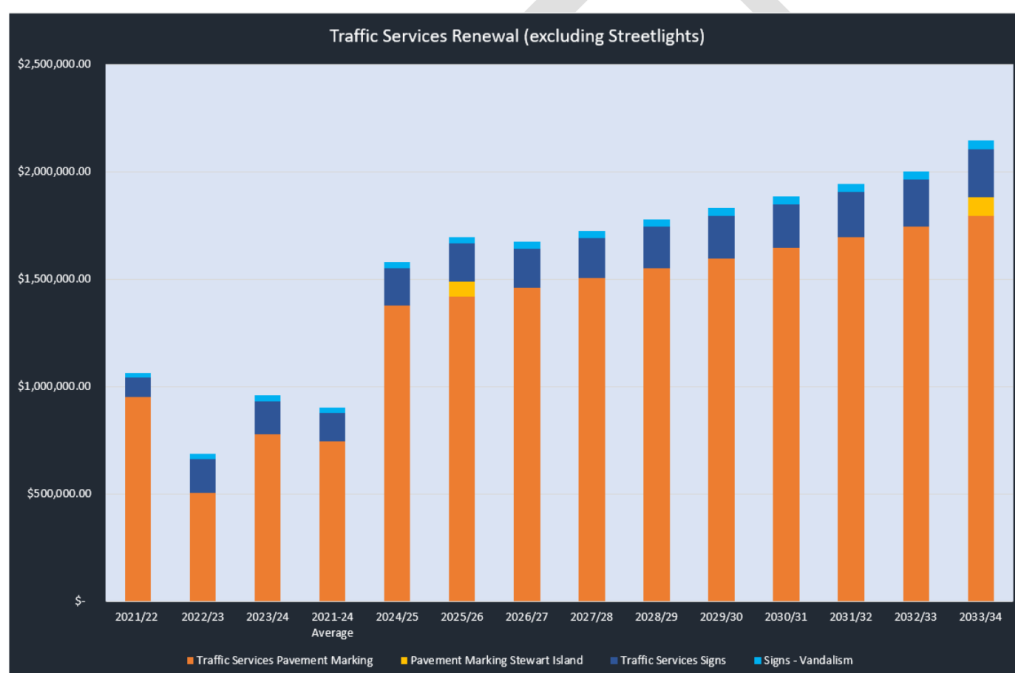


Figure 33: Traffic Services Renewal Forecasts

Capital Investment

Speed Limits

The Speed Limit Bylaw was last updated in 2021.

Council is now preparing the development of a full Speed Management Plan (SMP) which implements prior to 30 June 2024 to meet the reduction of speed limits around 40% of schools.

This SMP will focus primarily on:

- Speed limits around schools along with any issues raised within the community in year 1
- Commencing the conversation and engagement with the community on safe and acceptable speed limits in years 2 onward.

Schools

Nationally there has been a focus for Road Controlling Authorities to review speed limits outside Schools as part of the overall speed limit review process outlined above. Council is in the process of quantifying which schools in the district may qualify for investment in traffic calming to support the proposed new speed limits. This project will be deployed over the next 3 years.

The above project is in keeping with the social and wellbeing impacts and road safety visions of Government.

Investment vs Impact

Work completed at the time of developing the AMP indicated that signage and associated improvements around schools to achieve 40km/hr and 60km/hr speed limits will required an estimated investment of \$1.046M from the Road to Zero fund.

Council has also requested \$229k for a Southland wide rural intersection improvement programme targeting 42 of Councils highest risk intersections for low cost indentation upgrades (signage and markings).

Key Risks

Budgets don't increase to reflect the tendered rates for pavement marking which will mean a lower level of service provided with road safety consequences.	High
Signs vandalism costs continue to increase and absorb renewal budgets.	Medium
Long life markings don't perform to expectations resulting in a higher whole of life cost.	Medium

Future Improvements

- Bridge Width Marker Signs have been identified in Waka Kotahi audits as not being consistently installed and therefore a district wide review needs to occur and have a remedial programme to fix errors.
- Long-life pavement markings to be deployed and trialled round the district.

Street Lighting

Overview

Southland District Council has 2250 street lights throughout the Southland network. The majority of lighting is situated within urban areas, but 144 are rural. Fifteen of these rural street lights are installed at rural intersections as flag lighting throughout the Council's network for traffic safety.

In addition to the 2402 Southland District Council-owned street lights, there are 622 Waka Kotahi-owned street lights and 309 public lights, including bollard lights, decorative/heritage lighting, Christmas lights, reserve lighting, and car park lighting. These lights are maintained through the same maintenance contract, but the asset management is managed separately by Waka Kotahi and Council's Community Facilities team.

The 2404 street lights can be broken down into the following:

STREET LIGHT TYPE:	URBAN
PEDESTRIAN (CATEGORY P)	2432
VEHICULAR (CATEGORY V)	-
PEDESTRIAN CROSSING	10
FLAG LIGHTS	15
TOTAL	2457

Table 29: Council current street light stock

Level of Service

Council have developed a Level of Service (LOS) to help provide consistency throughout the district. This LOS was developed with the AS/NZS1158 (Lighting for Roads and Public Spaces) and Waka Kotahi M30 (Specification and Guidelines for Road Lighting Design). This LOS has been split into Urban and Rural.

Urban Areas

Urban Street lighting can be divided into Category P Lighting, Category V Lighting and Pedestrian Crossings Lighting. Refer to sections below for further detail on these lighting categories.

All new luminaires installed within the SDC network must be a Waka Kotahi M30 Accepted Luminaire and meet the International Dark Skies Standards.

Category P Lighting (Pedestrian)

Council's streetlighting network is currently to Category P standard. The primary purpose of this standard is to illuminate vulnerable road users and other hazards to help crime prevention through the perception of increased surveillance and visibility.

Existing Network

The majority of Council's existing street lights are installed onto existing electricity poles. When using the electricity poles, Council aims for the AS/NZS1158 subcategories PR4, PR5, and PR6. However, when lights are installed onto dedicated street light poles, Council's aims for the AS/NZS1158 PR3, PR4, and PR6 subcategories. There are a lot of locations where these standards are not met from historic installations, of which it is at the discretion of the local Community Boards and their funding availability as to whether and how fast they invest towards compliance.

New Subdivisions

All new subdivisions within SDC that require street lighting must be designed to a PR3 standard and approved by a Council Engineer. The lights must be installed on standard galvanised dedicated street light poles. All designs must meet AS/NZS1158 and Waka Kotahi's M30 standards.

Infill Lighting

During the development of the previous LTP, Council carried out an exercise to identify areas that should be considered for infill lighting (installing lights in areas with gaps in the lighting network). The decision to carry out the infill lighting was at the discretion of each Community Board.

Areas identified for infill were identified using the following criteria:

- a speed limit of less than >70km/h,
- a density of 6.5 dwellings/businesses per 100m and,
- a sealed road surface

- not within 70m of an existing streetlight

Category V Lighting (Vehicle)

Category V lighting is typically used in areas with high traffic volumes, such as motorways/highways and town CBDs. Category V has a much higher standard of lighting/brightness and is not recommended in purely residential areas. Council currently has no Category V owned street lights.

Pedestrian Crossings Lighting

Pedestrian Crossing lighting shall be lit in accordance with AS/NZS 1158.4. These luminaires shall have a photometric distribution specifically designed to suit pedestrian crossings (dispersing light across the entire road crossing location). This excludes belisha beacons.

Currently, 16 out of the 20 pedestrian crossings within the Council's Roding network are not illuminated by street lighting. Not being illuminated runs the risk of conflict as a vehicle may not identify pedestrians at the crossings at night. To reduce this risk Council will begin a programme for installing streetlights at these pedestrian crossings.

Rural Areas

Flag Lights

Flag lights are used on an otherwise unlit route at isolated rural intersections to warn motorists of the approaching intersection. With upgrading the streetlight network to LEDs, it was found that a standard LED does not make the most suitable flag light due to the limited Lightspill produced by these lights. During the previous LTP, Council installed a LED luminaire specifically designed to be used as a flag light. These lights were found to be much more effective than standard LED luminaires and will replace existing flag lights when they come up for replacement.

There is an opportunity to review all rural intersections against the Waka Kotahi M30 standard to then create a database of deficiencies and a prioritised programme of works to upgrade the highest at-risk intersections.

Luminaires

LED luminaires

In 2018/19 Council carried out a Light Emitting Diode (LED) retrofit of the entire SDC street lighting network. All of these luminaires and any new lights are approved Waka Kotahi M30 lights that meet the AS/NZS 1158 design standards.

Dark Skies Compliance

Upgrading the street light network to LEDs has allowed the ability to install luminaires that meet the requirements for International Dark-Sky Association dark skies reserves. As there is little to no cost difference in installing dark sky-compliant luminaires, all new or replacement luminaires will comply with this standard. The only exception to this will be the installation of new flag lights.

Operations & Maintenance (Existing Infrastructure)

Maintenance

From upgrading to LED lighting, the nature of streetlight maintenance has changed from regular cyclic works to reactive maintenance. Due to the increased reliability, a full network inspection is only carried out twice annually in spring and autumn. Most streetlight outages are managed through Council's Request for Service (RFS) system.

Council plans to tender a new streetlighting maintenance contract over the winter of 2023. This will include streetlight repairs, inspections, testing and maintaining the RAMM data and streetlight infill works.

Data Maintenance (RAMM)

Council carried out a district-wide review of all its street lighting assets in 2017. Along with this and the information provided through the LED retrofit, Council have up to date information on the locations and types of lights throughout the district stored in the RAMM database. Council must carry accurate and up-to-date records of all lights to track power consumption. Based on the high accuracy of data SDC holds, Council is audited on this three-yearly basis.

To ensure that this database is kept up to date Council's maintenance contractor has access to the RAMM database, which is updated as work is carried out.

Unfortunately, records of Council-owned light pole information are less-complete. Dedicated street light poles have a 25 - 50year life expectancy, and the current RAMM default installation year is 1/1/1990. An improvement opportunity exists to review this data by field condition surveys and compare it to subdivision construction dates.

Renewals

Due to the LED retrofit carried out in 2017/18 Council have no luminaries renewals programmed for this LTP as these have an expected design life of 20 years. Any luminaries that fail during this LTP will be repaired through the maintenance contract.

As previously mentioned, Council owns 885 street light poles throughout the SDC network. However, Council currently do not have accurate records of the pole age and condition. Council plan to carry out a field survey to assess the asset conditions and set a district-wide renewal program for subsequent LTP periods. During this LTP, any damaged pole (e.g. hit by a vehicle) will be replaced through the maintenance contract.

LOS (New Infrastructure)

As part of this LTP, the following townships have been identified for infill lighting during the next 3-year funding cycle by their prospective boards. This infill lighting will be carried out under the streetlight maintenance contract in.

Township	Estimated Cost
Edendale	\$ 17,000.00
Tuatapere	\$ 3,000.00
Waikaia	\$ 10,000.00
Pedestrian Crossings	\$ 200,000.00
Grand Total	\$ 230,000.00

Table 30: Level of service improvements per township

Investment vs Impact

Currently, the funding for streetlight maintenance, renewals and power is district-funded as opposed to the installation of new infrastructure (LOS), which is locally funded. The graph below demonstrates the estimated cost of streetlight maintenance, renewals and power for this LTP vs historical spending.

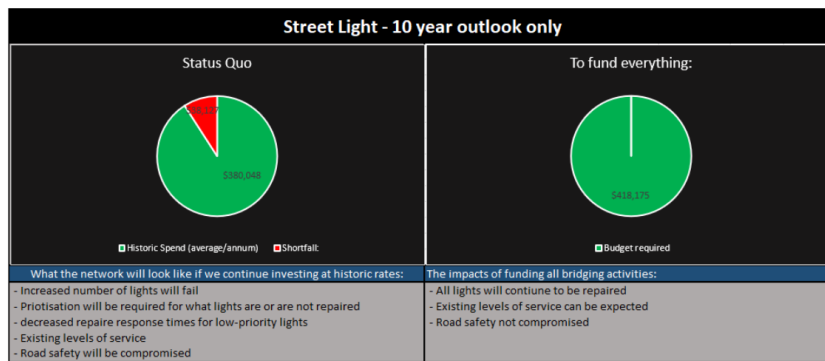


Figure 34: Investment vs Impact

Key Risks

<p>High Voltage Power lines - Over the last 18 months, PowerNet has raised issues with Council owned streetlights that are within the minimum safe approach distances of High Voltage (HV) power lines, 11kv and greater. This includes the proximity of the lighting units and outreaches. Council's streetlight maintenance contractor is working with PowerNet to derive a solution for how these lights will be managed going forward. Although this has already occurred, it has been identified as a high risk due to the potential of mass outages that cannot be repaired until this is sorted.</p>	High
<p>Street light poles - With the incomplete data that Council currently hold on dedicated street light poles, a full review of the condition, age and type will assist in any ongoing infrastructure replacements. This can be achieved by carrying out field condition surveys.</p>	Medium
<p>LED Flag Lights - Due to standard LED Streetlights having little to no light spill, the standard LED luminaires installed as part of the LED retrofit were found not adequate as a flag light. Although these have been identified to be upgraded when renewed, there may be an opportunity to upgrade these if it is determined by the Road to Zero Intersection Improvement Programme that these are priority intersections for flag lights. Upgrading all of these lights is estimated to cost \$30,000.</p>	Medium
<p>Pedestrian Crossing Lights - Currently, 16 out of the 20 pedestrian crossings within the Council's Road network are not illuminated by street lighting. Not being illuminated runs the risk of conflict as a vehicle may not identify pedestrians at the crossings at night. To reduce this risk Council will begin a programme for installing streetlights at these pedestrian crossings.</p>	Medium
<p>Supply Time - During the Covid pandemic, the supply lead time increased from 6 weeks to 6-12 months. After the pandemic, these supply times have returned to normal. The risk of this happening again in the future can be partially mitigated by holding stock of replacement luminaires.</p>	Medium

Future Improvements

- There is an opportunity to review all rural intersections against the Waka Kotahi M30 standard to then create a database of deficiencies and a prioritised programme of works to upgrade the highest at-risk intersections. This review will be aligned with the current central government's GPS and Road to Zero initiative. The review will be carried out alongside the Road to Zero Intersection Improvement Programme outlined in the Road Safety section of this AMP
- Due to the inconsistency of pole types, luminaire placements and heights, there is a high chance that the lighting levels onsite differ from previous desktop studies. This could be significantly different at

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intersections where slight differences in the light orientation could change with the lighting levels at the intersection. Therefore, there is an opportunity for further investigation on site of the existing lighting levels against the typical level of service.

Footpaths

Overview

Footpaths are found throughout urban areas of the Southland District network. Footpaths form part of the integrated transportation network to connect communities and provide access for all vulnerable network users. Therefore, when designing, constructing and maintaining the footpath network, we must ensure that they meet the accessibility needs of all. Footpaths provide independence, promote health, and connect neighbours. These are core principles of the Central Government's Policy strategy to promote multi-modal transport and key focus area of road safety.

Council currently has 214km of existing footpaths throughout the district. Construction of these has occurred over many decades, and a wide variety of designs, material types, etc.

Footpath Type	Total Length (m)
Concrete	133091
Asphaltic Concrete	39926
Concrete Pavers	9959
Gravel	28134
Seal	2806

Table 31: Existing footpath quantities by material type

Level of Service

Footpath Eligibility/Location

During the development of the previous LTP, Council developed a LOS for identifying areas where footpaths could be considered. Although this LOS provides a baseline LOS, it is at the discretion of each Community Board if they would like to meet this LOS.

The requirements for areas that potentially qualify for footpaths are as follows:

- Speed limit $\leq 50\text{km/h}$ (urban areas)
- Sealed Road Surface
- Density of ≥ 6.5 dwellings/businesses per 100m.

If an area is deemed eligible for footpaths, the next step is to determine if footpaths are required on just one side of the road or both. Typically Low Volume Roads will have just one footpath, and Access Roads (or higher classification) will have footpaths on both sides of the roads. However, Points of Interest (Schools, halls, shops etc) will be considered during this evaluation.

Construction Standards

Width

To ensure footpaths are wide enough to provide accessibility and room for all types of footpath users to pass each other safely, all newly constructed footpaths will be constructed to a minimum width, as outlined in Table 2 below.

These minimum widths are in accordance with "NZTA Design of the Pedestrian Network Guild" and the "Southland District Council Subdivision Land Use and Development Bylaw 2012".

Type	Width
Standard Footpath	1.4m
Shared footpath (pedestrian/cycling)	2.5m – 3.5m
Urban CBD (with veranda)	Varying widths (front of shop to kerb)

Table 31: minimum footpath design widths

Note: if the width of the shoulder or the alignment of the footpath leaves causes a gap between a fence line or kerb to be less than 400mm, the width of the footpath may be increased to remove this gap.

Material

All newly constructed footpaths within the Southland District will be constructed of a hard durable surface to allow safe mobility of all footpath users. These hard surfaces include:

- Concrete
- Asphalt or
- Concrete pavers

Concrete is significantly cheaper than other material types when considering whole-of-life costs and is also the preferred construction technique.

Embedded carbon has been calculated for each material type, and these carbon costs were insignificant and had very little impact when determining the total whole-of-life costs. Construction techniques and efficiencies should be considered for carbon impact, but the material type itself is negligible when comparing Concrete Vs Asphalt.

Gravel is no longer considered a suitable material as it can cause mobility issues for some users and requires a higher level of ongoing maintenance.

Operations and Maintenance

Annual Footpath Survey

An annual survey is carried out to rate the condition of the footpath network on a 1 to 5 scale. This is carried out by the core services provider and, as of 2023, is uploaded into SDCs RAMM database. The overall score is then averaged and converted to a percentage to report on the overall condition of the footpaths as per Long Term Plan KPI 12.6.

KPI 12.6: Percentage of footpaths in reasonable or better condition. Target of $\geq 90\%$

Data

Council's footpath data is stored in the RAMM database. While this data is of good quality from an inventory perspective, it has limitations based on assumed construction dates which makes forecasting renewals difficult.

As of 2023 the condition data from the annual condition surveys is housed in the RAMM database. Currently Council use software called to help develop forward works programmes for sealing. As ongoing development, the Juno Viewer developer is working on new features to aid with developing forward works programmes for footpaths and will provide the data in a more dynamic spatial interface. Once this is realised, there is an opportunity to look into these new features.

Maintenance

Maintenance of footpaths includes all annual cyclic activities such as lichen/moss spaying, grading, grinding and patching. Small lengths of footpath may be replaced under maintenance if it has been identified as a significant trip hazard. Maintenance of footpaths is included as part of the township's street works budgets.

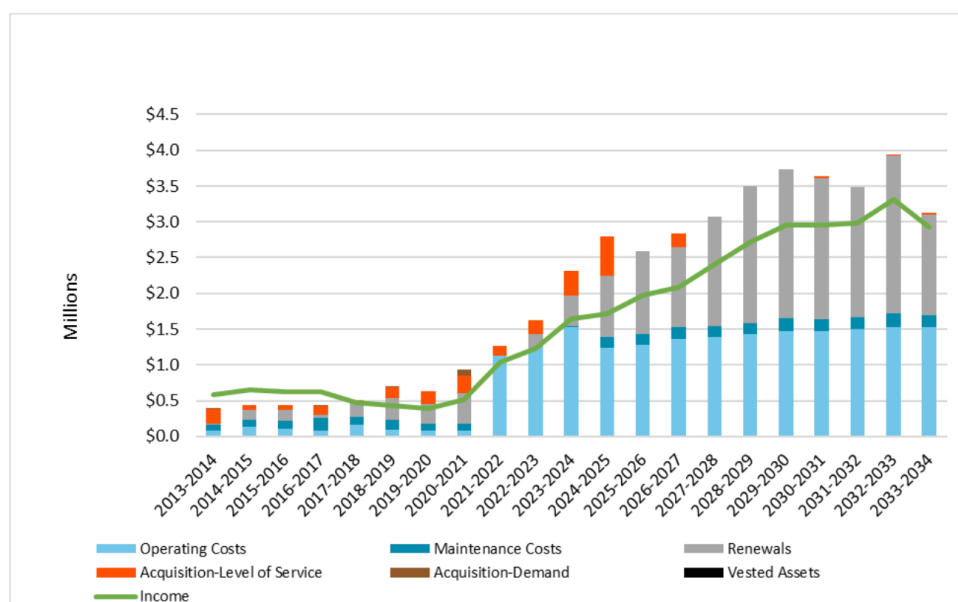


Figure 35: Footpaths Opex Forecasts

Renewals

Renewals typically occur when the asset reaches the end of life or poses safety hazards such as trip hazards. The renewal works programmes are developed using a mixture of asset data and condition assessments.

3 Year Works Programme

The shorter-term works programme is developed using the annual condition assessments carried out by our core service provider. Condition data is used for the short-term programme as opposed to asset data to make adjustments for footpaths that are performing better or worse than the predicted remaining useful life (RUL).

At a district level; based on the current asset condition, there is an estimated \$4M worth of renewals over the next four years. This is less than what is projected when using RUL, which has an estimated \$10M of renewals over the same period. This is indicating that overall the asset is exceeding design life, but also means also that there is a large number of assets nearing end of life that will require significant investment in the not so distant future.

4+ Years Works Programme

For long forecasting (4 year + programme), Council use the existing asset data to determine the estimated "remaining useful life" to forecast when the assets are likely to be replaced. This is used to forecast the annual investment needed to maintain the current footpath network to the desired level of service.

The graph below presents the estimated investment required to maintain the existing network without any Level of Service increases. As shown in this graph, the investment required to support the current network will nearly triple in the next two decades.

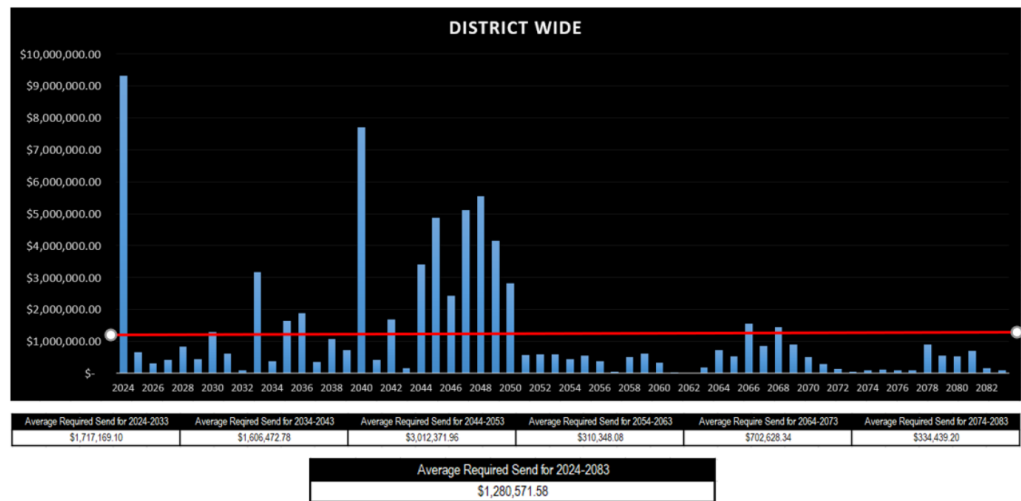


Figure 36: renewals forecast

Note: this table is based purely on the estimated Asset RUL and does not include condition data. Additionally, the spike shown in 2024 is due to the backlog of work due to historical under-investment or assets performing beyond the estimated RULs.

Level of Service/Capital Works

During the development of the previous LTP, Council carried out an exercise to identify urban areas that could be considered for constructing new footpaths (where none exist currently) as a level of service (LOS) improvement. From this exercise, there was 51km of potential footpath required to meet Council's baseline LOS. This would equate to an additional 24% increase on top of the 214km currently across the district.

Although this LOS is a long-term vision, this exercise aims to assist Community Boards when deciding if and where they would like to construct new footpaths. The decision to construct any new footpaths is at the discretion of each Community Board.

During the latest round of LTP consultation with the Community Boards, the majority of Boards decided not to programme any LOS works over the initial three years of this LTP. This is due to the increased local funding pressures escalated by increased construction costs. Instead, they have opted to concentrate on renewals to maintain their existing footpath networks.

Work is currently underway with preliminary design and transport advice in respect of a proposal to construct a multiuse track linking the townships of Edendale with Wyndham with the project to potentially be delivered over 6 stages. Early estimation is that the project would cost in the region of \$4-6M. As the project is still in the initial phases, how the project will be funded still needs to be established however it is anticipated that multiple sources will be required.

Investment vs Impact

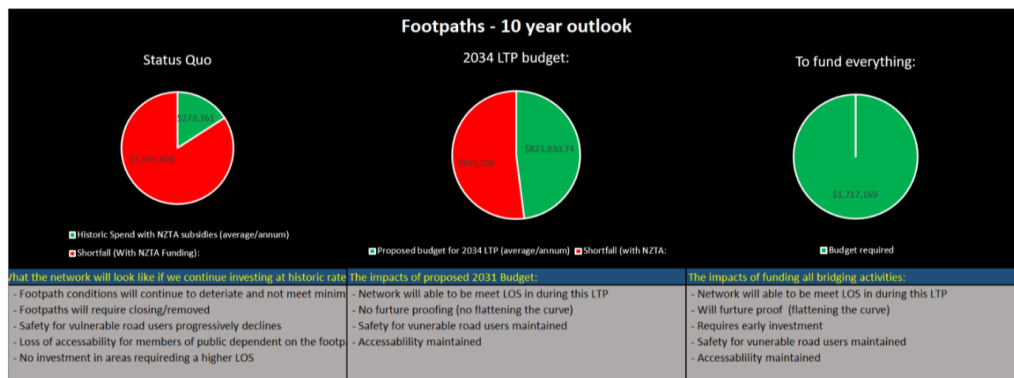


Figure 37: Investment vs Impact

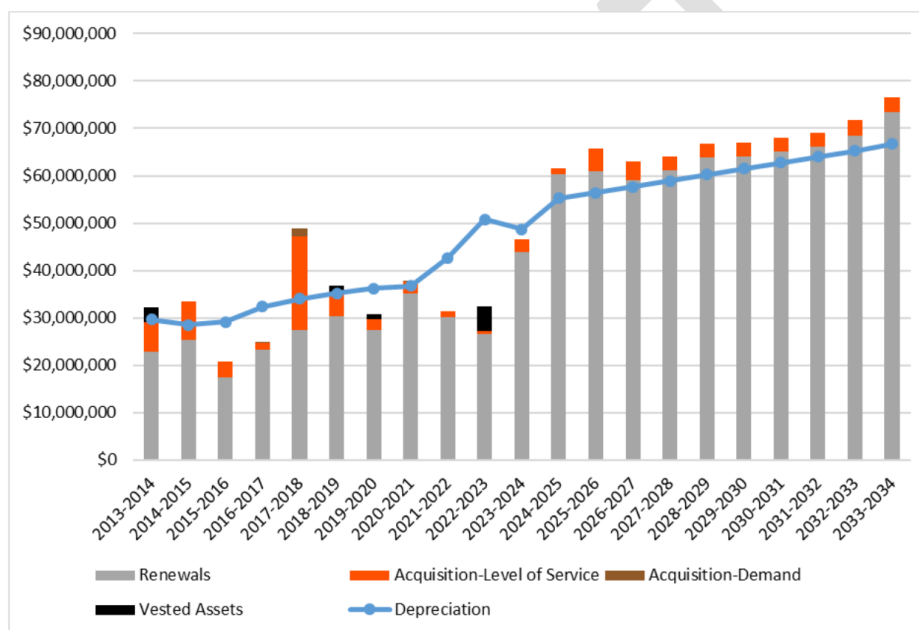


Figure 38: Footpaths Capital Forecasts

Key Risks

Waka Kotahi funding - Since 2019 Waka Kotahi has provided funding assistance for footpath renewals. Currently, this is set at a 52% Funding Assistance Rate (FAR). Council only received 33% of the funding Council submitted to Waka Kotahi during the last funding period. There is a high risk that Council will not receive the full subsidy requested going forward, resulting in further local funding pressures.

High

High amount of outstanding renewals - Under investment in the short term will add the already forecasted significant increase in investment required in subsequent LTP periods.

Medium

Inaccuracy of data – Due to the age of a number of these assets, there is a potential for inaccuracy in the asset data used for forecasting renewals, primarily the construction dates that are used to estimate RUL.	Medium
Risk to vulnerable users – Due to the historic inconsistency of construction standards across Councils' footpath networks, there is a risk that a number of areas do not meet the accessibility requirements for vulnerable users. This may include physically or visually impaired users. To reduce this risk Council aims to, where reasonably practicable, reconstruct these footpaths to meet these accessibility requirements during renewals.	Medium

Future Opportunities

- There is an opportunity to investigate the adoption of new software that will aid with developing forward works programmes and provide footpath data in a more dynamic spatial interface.

Emergency and Environmental

Overview

This section is to capture ongoing emergency and environmental events and the response required post event in the form of flooding, earthquakes, slips and coastal erosion.

Level of Service

All weather and natural disaster related events that occur need to be managed on a case by case basis as they are all unique in nature.

The success out of how well these events are managed is down to communication. A Council transport team representative will be assigned to all significant events to be a single source of information to liaise with Council's communications team. This may be extended to someone from Emergency Southland if a State of Emergency is declared.

Safety is paramount even during events; there is never an expectation for officers to carry out activities that may put themselves or others in danger.

Event

Floods, earthquakes and slips are something that are becoming more regular to contend with. Each of these events will be unique in nature and hence hard to plan for, however the specific response required after these events will be inspecting vulnerable or all structures on the network depending on magnitude and location of event.

Direction of which structures to inspect/timing will be instructed post event by Council's strategic transport manager or from senior engineers from Council's structural service provider (WSP).

Operations and Management

Council has recently developed a Coastal Erosion database that is to house all the known erosion issues in the Southland District (that is putting the transportation network at risk). The database is not limited to coastal erosion and slips or river erosion can also be added to the database – effectively all outstanding faults or issues that are not being repaired at the time of occurring due to the nature of the issue (monitoring may be appropriate) or due to no budget available to carry out repairs.

The database effectively risk assesses the site and then determines an inspection regime of which all site visit records are stored and linked to the platform.

Projects (2024-27)

Below is a list of projects that have been risk assessed and determined that investment is likely in the subsequent 3-year period.

- Largs Street Wallacetown - River Erosion (est. \$600,000)
- Rocks Highway, Taramea Bay, Riverton – Coastal Erosion (est. \$300,000)
- Colac Foreshore Road, Colac Bay – Coastal Erosion (est. \$400,000)
- Bluecliffs Beach Road – Coastal Erosion (est. \$500,000)
- Stewart Island (12x individual slip and erosions sites on island) (est. \$900,000)

It is hoped that some of the above projects will meet the criteria for the new Transport Resilience Fund for LCLR resilience projects.

Financials

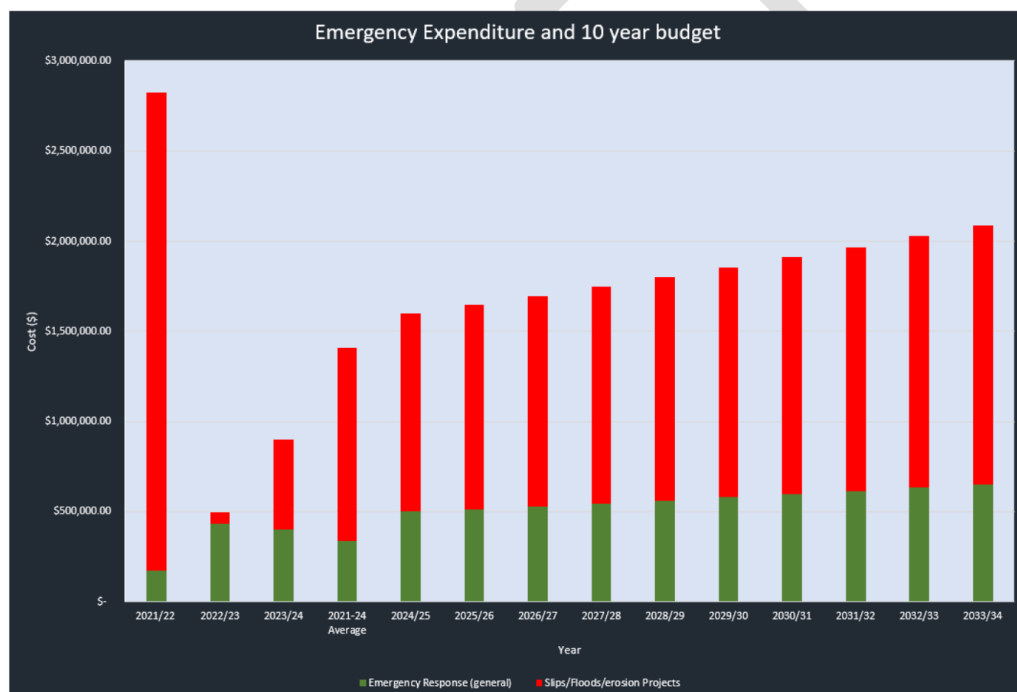


Figure 39: Emergency Expenditure and Forecasts

Note: the big spike in 2021/22 is the upshot of the 2020 Southland flooding event.

Road Safety

Overview

Road Safety is paramount for Southland District Council and is reflected across all transportation related activities Council delivers. This includes insuring our roads are resurfaced or renewed when safety is compromised, unsealed roads are graded/maintained, appropriate signage is erected, safety barriers are installed – just to name a few.

Nationally Road Safety is a key focus with the Road to Zero safety strategy released by the Government late 2019. The vision is a New Zealand where no one is killed or seriously injured in road crashes. This means that no death or serious injury while travelling on our roads is acceptable.

As a step towards achieving this vision, the government have set a target of a 40 percent reduction in deaths and serious injuries by 2030.

Council Long Term Plan KPI:

KPI 17.1: Annual change in the number of fatalities and serious injury crashes – reduction of 1 crash from the previous financial year.

Crash History

Southland District council is predominantly made of low volume sealed and unsealed roads. For the period from 1 July 2018 to 1 July 2023 there have been 618 recorded crashes in the CAS database, of which 16 were fatal, 80 serious injury crashes, 186 minor crashes and 336 non- injury crashes.

Fatal and Serious Injury Crashes

The crash history of Fatal and Serious injury crashes for the period from 2018 to 2023 are shown in the below table. The fatal crashes are steadily declining but the serious crash numbers is remaining steady from 15 to 17. 2019 the serious crashes increased to 19.

Year	Fatal	Serious
2018/19	3	14
2019/20	1	20
2020/21	1	12
2021/22	4	16
2022/23	7	18

Table 33: Last 5 financial years Fatal and Serious Crash statistics for Southland District

Crash type	Crash numbers	% All crashes
Overtaking crashes	3	3.13
Straight road lost control/head on	26	27.08
Bend - lost control/Head on	48	50.00
Rear end/obstruction	7	7.29
Crossing/turning	10	10.42
Pedestrian crashes	1	1.04
Miscellaneous crashes	1	1.04
TOTAL	96	100

Table 34 Crash types for the last 5 years of Fatal and Serious crashes

The predominant crash type for fatal and serious crashes are

- Lost control/head-on on bends – 50%
- Lost control/head-on on straights - 27%
- Crossing/turning – Intersections – 11%

Crash factors	% of crashes
Alcohol	65
Failed to give way or stop	9
Fatigue	4
Incorrect lanes or position	21
Miscellaneous factors	13
Poor handling	31
Poor judgement	19
Poor observation	16
Position on Road	22
Road factors	20
Travel Speed	26
TOTAL	246

Table 35: Crash factors that contributed >5% of Councils Fatal and serious crashes

The major contributing factors in Fatal and Serious crashes are as below

- Alcohol – was a contributing factor in 65% of the crashes
- Driver errors – Such as Poor handling, Poor Judgement and Poor Observation in total contributed in 51% of the crashes
- Vehicle speed was a contributing factor in 26% of the crashes
- Road contributed in 20% of the crashes

Road to Zero

a New Zealand where no one is killed or seriously injured in road crashes. This means that no death or serious injury while travelling on our roads is acceptable

Road to Zero places human wellbeing at the heart of our road transport planning. It outlines a road safety system that supports and expects road users to make good choices, but acknowledges that we can all make mistakes. It values every life and the liveability of our communities, and it upholds the right of all of us to feel safe and arrive safely on our journeys across Aotearoa.

Guiding Principles

Underpinning this vision are seven guiding principles:

1. We promote good choices but plan for mistakes
2. We design for human vulnerability
3. We strengthen all parts of the road transport system
4. We have a shared responsibility for improving road safety
5. Our actions are grounded in evidence and evaluated
6. Our road safety actions support health, wellbeing and liveable places
7. We make safety a critical decision-making priority.



Figure 40: Vision zero – guiding principles

As a step towards achieving this vision, we have set a target of a **40 percent reduction in deaths and serious injuries by 2030**. This will be achieved through action in five key areas:

1. Infrastructure improvements and speed management
2. Vehicle safety
3. Work-related road safety
4. Road user choices
5. System management.

Evolving from Safe System approach to Road to Zero

The new approach focusses on evolving from Safe System approach to Road to Zero, this involves changing the approach to

- no loss of life on the roads is acceptable
- road deaths and serious injuries are preventable
- people make mistakes and are vulnerable – we need to stop simple mistakes turning to tragedies
- safety should be a critical decision-making priority in our transport decisions

- we need to focus on shared responsibility between road users, and the people who design and operate our roads.

This approach takes a proactive, evidence-based approach to building a safe road system. Road safety goes beyond preventing deaths, to improving lives and lifestyles too. It ensures people feel safe to ride their bikes, let their children walk to school. It creates road networks that connect people rather than dividing them.

Previous Safety Management Strategy

Councils Safety Management Strategy (SMS) was developed based on the Safe System approach introduced by Waka Kotahi (NZTA) in 2010. The strategy focusses on the four pillars of road safety

- Safer Road and roadsides
- Safer Speeds
- Safer Vehicles
- Safe road users

Safety Action Plans

The road safety action plans were developed as two five-year plans, 2010 to 2015 and 2016 to 2020. Both plans had focussed on different aspects and were implemented to reduce the death and serious injury crashes.

The national road safety action plan for 2016 to 2020 focussed on the below areas

- Raising public awareness through advertising campaigns
- Lowering blood alcohol levels
- Making our high-risk roads safer through rumble strips and median barriers
- Mandating electronic stability control for light vehicles.

Council's Safety Management Strategy has been implemented using the four pillars of Safe System approach.

Council will rewrite/update its existing Safety Management Strategy to incorporate the GPS direction when released and Road to Zero principles. Current Safe System approach will be strengthened by incorporating the following and building the new strategy

1. Everyone within the system accountable and responsible. Shared responsibility between the road users, and the people who design and operate the roads.
2. Roads are for multimodal transport designed for cyclists, pedestrians and vehicles.
3. Reducing the Serious and fatal crashes (40% reduction in the death and serious injury crashes by 2030)
4. Speed limits that are safe and appropriate.
5. Building a safe road network means investing in infrastructure safety treatments that are proven to save lives
6. Working closely with Road Safety Southland and other key partners to make safety a part of every transport decision.

Safer Road and Roadsides

The major type of crashes within the Southland network are Loss of control crashes on bends and straights and crossing/turning crashes at intersections.

To address the above crashes SDC have developed their Safety Deficiency Database of hazards within the network and programmed treatments to reduce the Serious and Fatal injuries in crashes.

Safety deficiency database/Risk Tool

The council has developed their safety deficiency database based on the principle of safe road and roadside identifying deficiencies within the network.

The database holds the sites of bridges and embankments with steep drops for the installation of barriers. The council also has looked at sites with two or more serious and fatal crashes combined and added it to the Safety Deficiency Database to develop into Safety projects.

Fatal and Serious Injury Crash Reports

Fatal and serious crashes – Site visits reports – Investigation of crash sites and recommended treatments added to the deficiency database as a minor safety project.

Low Cost Options/Treatments

Most of the Southland District Council roads are low volume roads and the options that can be justified are limited to the low-cost options. SDC have developed their programme based on the above strategy and have focussed on achieving the best value for money within the region.

Pavement Rehabilitation Projects

The council has progressively included safety elements to minimise the risk of loss of control crashes and removal of hazards to minimise the severity. This enables the council to upgrade the roading network and improve road safety.

1. Incorporating safety aspects such as seal widening, barriers, relocation of power poles within the rehabilitation designs and construction,
2. Safety features for tourist routes seal extensions, speed limit reviews and delineation.

Safer Speeds

Speed was a contributing factor in 26% of the fatal and serious crashes, the major crash type for the network is loss of control.

To manage the speeds within the network the strategy incorporates the following low-cost options

1. Thrust gauge of out of context curves and installation of appropriate signage to address the loss of control crashes.
2. Road Safety Southland works closely with the council and the Police for education and enforcement programmes to target speeding drivers.
3. Speed Limit reviews to ensure safe and appropriate speed limits are set throughout the network.

2024-34 Speed Management Plan

Council is currently preparing a new long term Speed Management Plan for the District. This is a new 3 yearly tool used for setting speed limits which supersedes the previous approach using bylaws. The Speed Management Plan will include a 10 year vision for safe and appropriate speed limits within the District along with a three year implementation plan which identifies the specific speed management activities and physical infrastructure improvements such as road markings, judder bars / speed humps, etc. required to support any reduction in speed limit changes.

Council's first plan is initially focus on implementing safe speed limits around schools, with a requirement to meet an interim target of 40 percent of schools by 30 June 2024 and all schools by 31 December 2027. We would also like to consider other locations which are high risk or identified as problem speed areas which need to be addressed during the next three year period.

Safer Vehicles and Safer Drivers

Driver errors such as Poor handling, Poor Judgement and Poor Observation were contributing factors in 51% of the Fatal and serious injury crashes. Vehicle factor was a contributing factor in 4% of the crashes.

Road Safety Southland forms an integral part of the Southland District Councils Safety Strategy to deliver programmes on Safe Drivers and Safe Vehicles.

1. Advertising of Safety Messages - advertising of Road Safety messages through various media outlets, the messages vary from safe speeds, don't drink and drive; look out for Motorcyclists, drive to conditions, buckle up etc. The messages target the Alcohol issue and the driver behaviours specific to Southland District.
2. Organise Seat belt restraint and Infant seat restraint compliance checks with Police.
3. Organise and deliver driver education and training programs
4. Road Safety Southland works with other Road Safety partners to coordinate advertising during major events such as Burt Munro Weekend, Field Days, various sporting events etc.

In Summary the Councils Safety Management Strategy has been developed based on the Safe System Approach when Waka Kotahi (NZTA) introduced it in NZ back in 2010. Council's roads are low volume with a relatively low number of Fatal and Serious Injury crashes. There are very few projects which can be justified based on a reduction in Fatal and Serious injury crashes within Southland.

As per the funding criteria set for Council's projects were limited to low cost/low risk and Road to Zero projects to improve safer roads and roadsides.

The projects developed by the council as per the funding criteria were

- Southland District School Zones (speed management)
- Southland Rural intersections improvement programme (low cost interventions at high risk intersections)
- Pedestrian Crossing Lighting Programme
- Blackmount Redcliffe Guardrail installation (Roadside Safety Barrier at High-Risk locations)
- Weir Road Guardrail installation (Roadside Safety Barrier at High-Risk locations)
- Otautau Tuatapere Road & Devery Road Intersection improvement (Rural priority intersection major upgrade)
- Longbush South Road and Rimu Road Intersection improvement (Rural priority intersection major upgrade)

Government Policy Statement

The 2024 Government Policy Statement is yet to be released in final format, however Indicative Strategic priorities have been released for the purposes of engagement. Whilst these priorities are not final and are subjected to change, Council is using them as a guide to inform planning and decisions for the purposes of this Activity Management Plan and the RLTP.

The Ministry of Transport is proposing to elevate emissions reduction to become an overarching focus for GPS 2024, subject to further consultation. This is to ensure that the implications for emissions reduction are a core consideration for all investment decisions.

This will be supported by five proposed strategic priorities:

1. Sustainable urban development
2. Safety
3. Improving freight system
4. Maintain and operating the system
5. Resilience

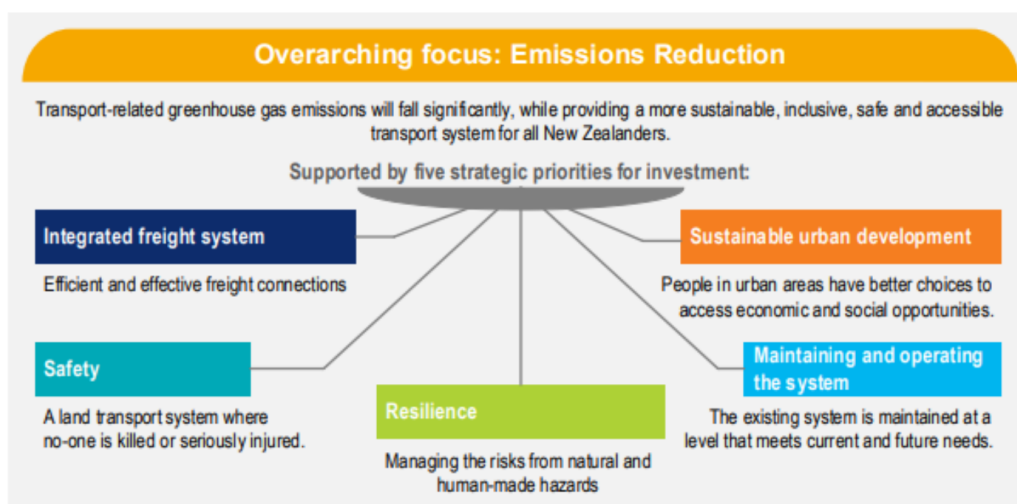


Figure 41: Government Policy Statement – Framework Strategic priorities

Overarching focus - Emissions reduction

Primary outcome – environmental sustainability

Transport-related greenhouse gas emissions will fall significantly, while providing a more sustainable, inclusive, safe and accessible transport system for all New Zealanders.

Supporting outcomes

- Inclusive access – New Zealand will transition towards a more equitable and affordable transport system.
- Healthy and safe people – reduced exposure to high concentrations of land transport related air pollution, increased safety for alternative modes such as walking and cycling
- Resilience and security – implementation of the National Adaptation Plan to manage the impacts of climate-related impacts on critical infrastructure.

Key Risks

Whilst emissions reductions can be a core consideration for all investment decisions; budgets available may not reflect the opportunity to implement the best carbon friendly solution.	High
Not achieving the Road to Zero vision of meeting 40% reduction in Fatal and Serious injury crashes by 2030.	High
Inconsistent speed management approach and roll out compared with neighboring authorities	Medium

Future Opportunities

- Council will rewrite/update its existing Safety Management Strategy to incorporate the GPS direction when released and Road to Zero principles.

Around the Mountains Cycle Trail

Overview

The announcement of government funding for Quick Start Trails in 2009 by then Prime Minister Sir John Key was the catalyst for making the Around the Mountains Cycle Trail a reality. Southland District Council successfully secured the financial backing needed to create a trail through some of the most beautiful scenery in New Zealand.

Work on stage one from Kingston to Mossburn started in June 2013 and included the construction of purpose-built cycle bridges crossing the Mataura River and Eyre Creek. It was officially opened by Deputy Prime Minister Bill English at a ceremony in Lumsden on 1 November 2014.

Further funding was approved in 2014 to enable SDC to embark on stage two from Mossburn to Walter Peak. The 186km journey can be ridden in either direction, starting at Kingston or Walter Peak, and takes 3-5 days at a relaxed pace on this easy to conquer trail.

Many cyclists start the trail at Walter Peak Station on the shore of Lake Wakatipu, after a boat trip on the Earnslaw. The trail then follows Mount Nicholas Road, Mavora Lakes Road and Centre Hill Road. At Centre Hill the purpose-built cycle trail starts and follows the south bank of the Oreti River through to Mossburn. From Mossburn the trail continues to Lumsden, and then from Lumsden the trail passes through the small townships of Five Rivers, Athol, Garston and finishes back at the lakeside of Lake Wakatipu in Kingston.

Level of Service

The Around the Mountains Cycle trail is an asset that can be utilised by the public at any time. There is no charge to use the Cycle Trail. The trail is managed by a Cycle Trail Manager who is employed by SDC on a part-time basis.

Service standards provide the basis for the lifecycle management strategies for asset and maintenance programmes. Asset management planning requires a clear understanding of customers' needs and preferences balanced by the council's ability to fund these needs.

It's classed a Grade 2-3 ride (New Zealand Cycle Trail Design guide classifications) with conditions suitable for novices and families, with the exception of the 2.5km-long Von Hill climb which can be walked if it proves too challenging. The constructed sections of the trail amount to approximately 90km of predominantly Grade 2 track. Additionally, sections of the trail utilise existing roads and considered as Grade 3 sections.

Completion of Stage two of the cycle trail was reviewed by Council and the preferred option from the business case in December 2017 was adopted. This saw the completion of the trail using existing low volume roads from the end point of Centre Hill Shelter through to the termination at Walter Peak Station on the shores of Lake Wakatipu.

Governance Structure

In May 2019 SDC employed a dedicated Trail Manager to oversee the running of the Trail moving away from the Principal Trail Operator (PTO) model that was engaged over the previous five years.

In October 2021 The Around the Mountains Cycle Trail Trust was established. The Trust is made up of seven trustees with representatives from SDC and Great South. The purpose of the Trust is to promote the Cycle Trail and improve user experience. The Trail Manager has an operational role for SDC as well as supporting the Trust with Marketing activities. The role of SDC and the Trust are captured in a Memorandum of Understanding, and are shown below:

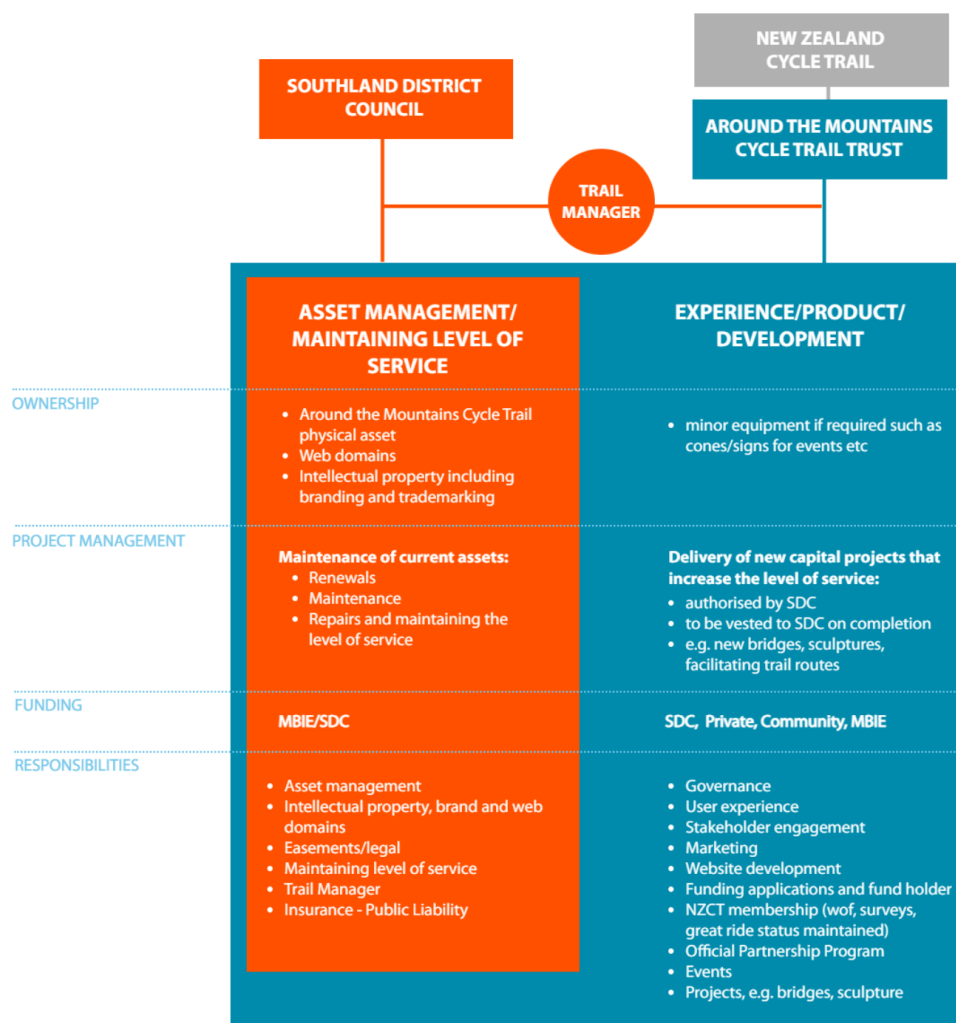


Figure 42: Role of the ATMCT Trust and Southland District Council

Operations and Maintenance

The strategy for maintenance of the trail is that Council will utilise an external supplier to carry out planned vegetation control bi-annually and to carry out surface maintenance, drainage maintenance, structures and bridge maintenance as required. In addition to this maintain the cleanliness of the toilets.

Structures will be managed as for roading structures. Major bridges will be checked for structural integrity on the same six yearly cycle as the roading bridges. The last bridge inspection was in May 2022.

Currently the maintenance contractor is Southroads, all works are completed under the Roading Alliance Contract 17/3. Spraying has been sub-contracted to Watson Farm Spraying, post spraying Southroads will inspect the trail. This inspection will include an inspection of each culvert which will be cleared if required.

The asset information is stored in the Road Assessment and Maintenance Management Data base (RAMM) which is used for roading and associated assets.

An annual allowance for maintenance of the trail is included in the LTP budgets. Maintenance relates to the constructed sections of the trail as opposed to the sections of trail that utilise the existing roads. These sections will be covered by road maintenance.

Year	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Budget	\$75k	\$77k	\$78k	\$80k	\$82k	\$83k	\$85k	\$87k	\$88k	\$90k

Table 36: Operations and Maintenance budget forecast

An allowance for consultant assessment has been made annually in the budget. This is for any additional consultant requirements outside the six yearly structural integrity bridge inspections.

An annual allowance has also been made for maintenance metal to complete surface repairs to the Cycle Trail.

In June 2020, MBIE approved OPEX funding for the position of Trail Manager, this was for \$45,000 with matched funding from SDC, bringing the total to \$90,000. This can be spent on operational costs for the Cycle Trail and includes the Trail Manager, maintenance and signage for the trail. This was for a three year term from 1st July 2019 – 30th June 2022. MBIE approved a further three year term from 1 July 2022 – 30th June 2025. Any further funding will be reviewed by MBIE in the future.

Flooding occurred in February 2020 and MBIE approved funding of \$459,793. This was 100% funding and allowed the Cycle Trail to be repaired and improvements completed so that the trail is more resilient to any future events, and ensuring the quality of the trail meets Grade two standard.

Flooding also occurred in September 2023 and caused three major washouts at Centre Hill, Christies Rd and Athol. Scouring occurred in other areas on the trail. It is anticipated that MBIE will fund these repairs.

Given that parts of the cycle trail were repaired in 2020, and due to be repaired in early 2024 and will effectively be a “new surface” in areas, it will push out renewal demand. This has been considered in setting capital renewal budgets for 26/27 and 29/30.

Operations and Maintenance Trends and Forecasts

Operation and maintenance forecasts are symbiotic, in part complimentary and in part in conflict. As use of the trail increases some aspects of trail maintenance such as surface levelling will increase, caused by cycle use. On the other hand, vegetation control, particularly pest plant control will decrease because of reduction achieved by early control programmes.

Regular use will create compaction of the trail surface; this is desirable. In-frequent use will allow climatic conditions such as wetting, drying, wind, freeze and thaw to loosen the surface and allow fines to be lost; this is not desirable. Loose surfaces will need to be improved by machine compacting i.e. rolling. This will be part of planned maintenance.

The financial projections are shown graphically below.

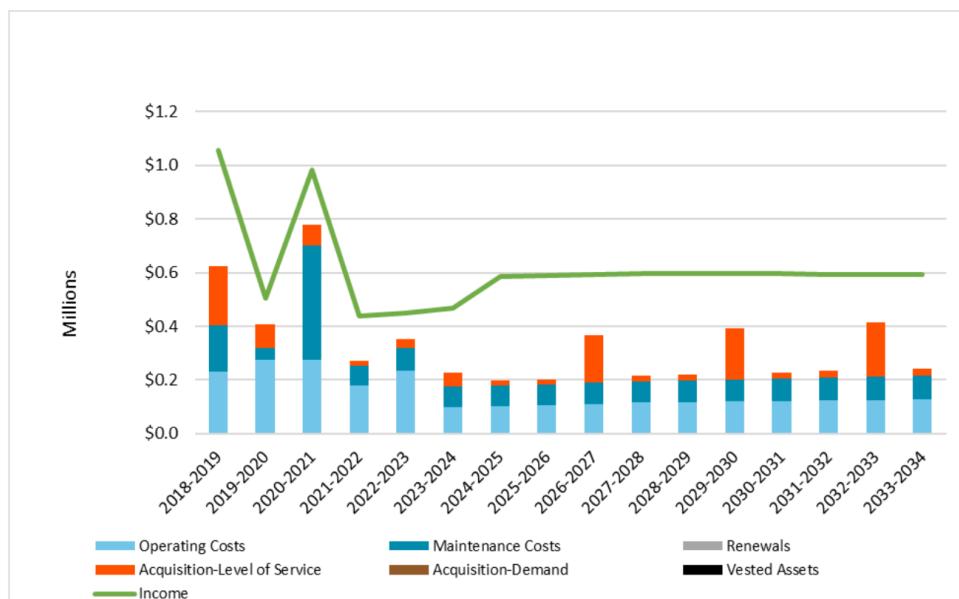


Figure 43: Cycle Trail Opex Forecasts

Renewals

Renewal Strategy

The renewal strategy for the cycle trail is similar to the strategy for managing an unsealed road. Use of a road or trail results in loss of surface material (gravel). The renewal strategy is to replace this material at the optimum time. The variables are the rate of loss and the timing between renewal cycles.

Renewal Trends and Forecasts

The renewal trends for the cycle trail are somewhat theoretical at this point in time. The cycle trail has had relatively moderate use with approximately 7000 cyclists and 8000 pedestrians using the trail between 1st March 2022 and 29th Feb 2023. So, there is limited information to base prediction models on. Flood damage repairs took place in 2020 to 22km of the Cycle Trail. An allowance has been made in the 2026/27 year and the 30/31 year for surface rehabilitation and some metal replacement. It is anticipated that in other years localised metal replacement will be required and this will be carried out as tasked maintenance.

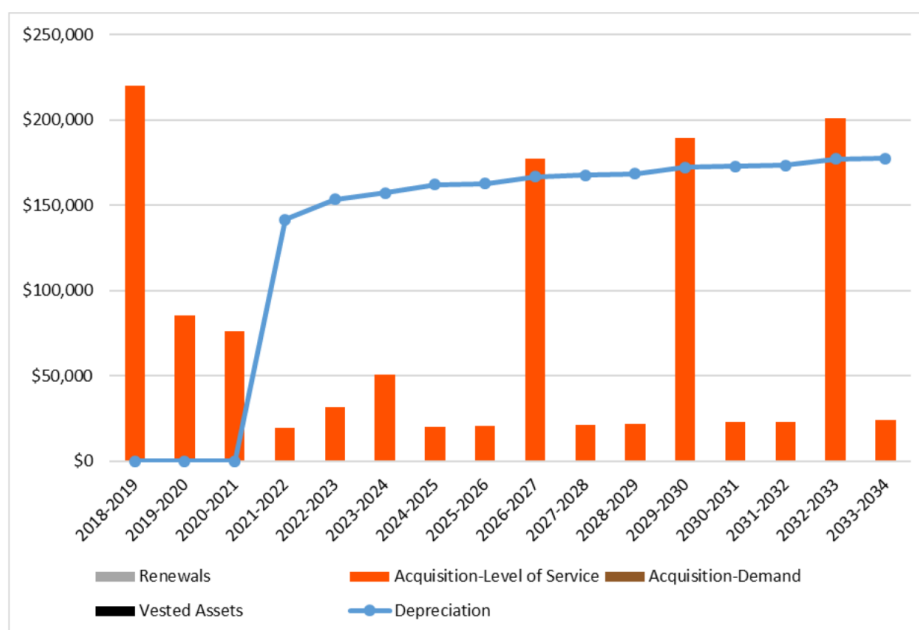


Figure 44: Cycle Trail Capital Forecasts

Capital/Level of Service

Capital Investment Strategy – Levels of Service and Demand

Following the Around the Mountains Cycle Trail Stage2- Business Case (Dec 2017), Council adopted the preferred option - “Option 1: Centre Hill Road Connection”. This option focused on bringing the existing trail to a logical point of completion and delivering additional infrastructure required to provide a minimum acceptable standard of service (such as signage, shelters and toilets).

This construction work including five toilets and four emergency shelters in the Von Valley and a Shelter and Toilet at Centre Hill were installed in May 2019 along with additional directional and safety signage. The total cost of this project was \$192,194 + GST with 50% of this being funded by MBIE.

Any further decision-making on completing the ‘gap’ in the trail represented by on-road or road-adjacent sections is being considered by Around the Mountains Cycle Trail Trust, and scoping of trail realignments is being considered.

The section of trail that runs from Walter Peak Station to Mavora Lakes along the Von Road has two fords for cyclists to cross. While these rivers run at a level that is generally easy to cross, they can rise and fall quickly. The rivers are vulnerable to flooding, rising water levels, and increasing swiftness of water currents and are a health and safety risk. Many of the trail riders are in the senior age category, and walking through a flooded river with an e-bike can be heavy, awkward and very dangerous, especially in this remote location.

In the original plans for Around the Mountains Cycle Trail, two bridges were proposed and designed to mitigate the health and safety risk of ford crossings.

An inspection of the two fords was undertaken in December 2021. Independent engineers from Southern Land together with Southland District Council staff and the landowner reviewed the river crossings. It was agreed that the best solution is to construct a bridge over the north station creek location, and construct a shelter at the southern Gorge Burn location due to the sprawling nature, and flat river plane.

MBIE have approved funding for a shelter and toilet at Gorge Burn, and the aim is to install these by the end of May 2024.

An engineering report has been completed to establish the project costs for building a bridge at Station Creek. The Trust will look at seeking community funding for this project.

Key Risks

Flooding events/erosion/climate change	High
Remote River crossings	Medium
Loss of MBIE Funding and Great Ride Status	Medium
The poor user experience of riding on the gravel road between Mavora Lakes and Centre Hill Shelter	Medium

Future Improvements

The Around the Mountains Cycle Trail is continuously trying to improve on cycle safety and user experience. Future improvements could include a Bridge at Station Creek, trail re-alignment to form an off-road section between Mavora lakes and Centre Hill Shelter, EV charging, a Te Anau connection and accommodation in the Mavora area. Future improvements will be reliant on external funding eg. MBIE

Te Anau Manapouri Airport

Overview

What We Do

The Te Anau Airport Manapouri provide facilities for flights services in and out of the Te Anau basin. The airport has a sealed and unsealed runway, terminal building and other facilities for visitors and users including hangar spaces.

The airport is largely servicing local fixed wing and helicopter scenic flights, charter flights and high end commercial flights, utilizing large passenger aircraft related to the nearby Fiordland National Park and surrounding tourist communities, as well as an events venue with events hosted at the terminal building.

Currently Fiordland Aero Maintenance and Te Anau Helicopter Services have leased hangers from MGJV. Flights to and from the Chatham Islands are provided by Air Chatham a few times per year. Alliance Airlines of Australia operate a closed charter service for Tauck Tours of America up to three times per week during the summer season.

Most large aircraft movements are serviced by our Ground Handling staff who set the approach light systems, bird scare, baggage handling and management of the Apron activities. The airport also offers a certified refueling service.

The airport currently has the following assets:

- Runway, runway strip and apron
- Buildings and other facilities
- Access, fencing and security
- Ground handling services



Why We Do It

Te Anau Airport Manapouri is a facility designed and managed to attract and facilitate access by “air” to the Te Anau and Manapouri area communities, its businesses and the natural environment that encompasses this unique part of New Zealand through safe and efficient businesses practice.

Activity Aim: *Provide a safe and reliable airport in the Te Anau Basin.*

Objectives of the Te Anau Manapouri Airport Activity

The airport and supporting aviation activities associated with the airport in the Southland District (SDC) is focused on the achievement of the following objectives:

- Provision of a safe and compliant operational environment, including runways, taxiways and apron facilities for a wide variety of fixed wing (jet and prop), rotary and skydive activities.
- Provision of a welcoming terminal building of a standard comparable to the most affluent of passengers.
- Provision of an attractive Functions Centre that is well utilised for weddings, corporate functions and family social occasions.
- Provision of leased land on the non-operational areas of the aerodrome which attracts ancillary businesses to support the established tenants of the aerodrome and visiting aircraft, along with non-commercial activities such as private aircraft owners and aircraft restorers.
- To provide air based emergency access which can act as an alternative to road transport when required.

Overview of Management

The assets covered in this plan are the responsibility of the Council's Services and Assets Group under the strategic direction of Council, the Executive Leadership Team and Community Boards. Asset management responsibilities are covered in detail in Council's Asset Management Policy.

Service delivery is provided as follows:

- Operation and maintenance (O&M) is delivered by an Airport Manager contracted by Council.
- Resourcing of technical expertise for capital works and design is from internal engineering sources provided by the SDC and outsourced where necessary. The overall responsibility for the management of these projects lies with the Airport Manager.

Service Delivery Review

Section 17A of the Local Government Act 2002 requires all local authorities to review the cost-effectiveness of its current arrangements for delivering good quality local infrastructure, local public services and performance of regulatory functions at least every six years.

A review of the airport and its function has recently been completed.

Level of Service

Level of Service/Capital Works

This section outlines why the Council is involved in this activity and the key drivers for levels of service, including customer expectations, legislative/regulatory requirements and Council outcomes. Section 0 details what level of service will be provided and the performance measures and targets which will be used to monitor performance.

The airport currently holds Part 139 Certification and is staffed by a full time airport operations manager. The terminal building is available for hire for functions.

Customer Expectations

In providing services it is important to understand what the customer using the service expects and if those expectations may change. The table below details the key customer groups, their expectations and any issues that this raises for the activity.

Customer stakeholder group	How we understand their requirements	Specific Interests	Expectations and key issues
SDC	Monthly reporting on monthly aircraft usage. LTP	Maintenance Marketing	Increased utilisation. Varied customer base. Increase in tourist orientated traffic.
Function Centre Hirers	Hirer documentation Customer Feedback	Maintenance Marketing	Attractive clean tidy venue. Safety. Competitive Pricing.
Fuel Suppliers	Monthly Requirements Annual Forecasts	Suppliers Customers Attraction to Airport with Services and Supply	Safety and compliance. Maintain fuel handlers qualification.
Hangar Tenants	Six monthly meetings.	Cost Value Basis	Well maintained airport environment for attraction of clients.
Local Aviation Community	Annual Meetings In house rules document Airport memos	Activities on airport Airport Information	Safety Procedures and information.
Non Local Aviation Community	Customer Feedback Via Website Direct Communication	Availability of Service	Internet Information. Weather Reporting. Terminal Availability.
Civil Aviation Authority	Reference to CAA Rules and Advisory Circulars Direct Contact Compliance Audit	Safety Management	Minimising incidents. Maximise compliance and introduction of Safety Management Systems. Update of information.

Table 37: Customer Expectations

In providing services it is important to understand what the customer using the service expects and if those expectations may change. The table below details the key customer groups, their expectations and any issues that this raises for the activity.

Planning Framework

Legislation, regulation and Council's existing strategies and policies mandate or influence some of the levels of service and performance targets we set, as illustrated in the table below for the Te Anau Manapouri Airport activity. A full description of the Council policy and planning framework impacting AM Plans is included in the *LTP and AMP Part A (r/16/8/12686)*.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Building Act 2004	Sets building code standards to provide a safe environment for users. Certain buildings must have an annual Warrant of Fitness.
RMA 1991	Consents and plans issued through the RMA define minimum standards for effluent overflows and discharges from the wastewater network.
Regional Plan	Sets policies rules and regulations for land use and resource use in the region. Tightening environmental standards may require treatment of stormwater discharges.
Civil Aviation Act 1990	Sets out the legislative frame work for the Part 139 Certified Aerodrome Rule and associated Advisory Circulars. Changes: Nil
Civil Aviation Rules Part 139	Sets out the requirements for the set and running of a certified aerodrome in New Zealand. Changes: Introduction of SMS by 2021.
Health and Safety at Work Act 2015	Sets policies and rules to protect employees and contractors whilst at work in a New Zealand workplace Changes: forms part of SMS plan.
Southland Water and Land Plan	Monitoring Water quality Changes: new plan and regulations.

Table 38: Te Anau Manapouri Airport Planning Framework

Levels of Service, Performance Measures and Targets

Levels of service (LOS), performance measures and targets form the performance framework for the activity detailing what the Council will provide, and to what level or standard:

- *LOS* are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the level of service provided with agreed expectations of customers and their willingness to pay for that level of service.
- *Performance measures* are quantifiable means for determining whether a LOS has been delivered and are generally broken into customer measures (which focus on how the public uses or experiences the service) or technical measures (which tend to be used internally to track performance or measure what the organisation does).
- *Performance targets* are the desired levels of performance against the performance measures.

The levels of service for the airport is *Facilities are fit purpose, in appropriate locations and managed cost effectively.*

Following the benefits mapping process to show the link between the outcomes and the activity and levels of service, the number of performance measures has been reduced. As a result, the measures relating to the airport activity are being monitored at an operational level.

Plans Programmed to meet the Level of Service

The list below details any projects, initiatives, programmes or expenditure that the Council is planning to undertake to ensure that the level of service is achieved and/or to address any gaps between the targets and current performance. Where there are capital works projects related to improving levels of service (LoS) or

maintaining levels of service (Renewal – Ren). More direct airport management control of land usage, to be able to develop current section to operational states, amend current land use to include accommodation /hangar options.

- Develop and build on some of the spare apron land to provide transition hangar for new start-up companies.

Operations and Maintenance

Historical Trends

The purpose of this section is to outline the broad O&M philosophies for the assets, understand any underlying issues and trends, and set the basis for the O&M financial forecasts.

Aviation activities within the Te Anau Ward are distributed between dedicated Council owned land assets such as airports and air strips and privately owned aircraft businesses using private land assigned to their specific activity. Prior to 2006 the assets now owned by the Council were also privately owned.

When these assets came under the Council ownership the major activity that had previously occurred had closed down or stopped operating into the region, for example Mount Cook Airlines regular charter service from Rotorua and Mount Cook.

During 2007/2008 the decision to upgrade the now Council-owned airport was made and resulted in the spike of expenditures. These values are forecast to remain stable with a slight increase due to inflationary pressure due to the scope of activity reaching its potential for the next 10 years.

Operations and Maintenance Strategy

Reactive maintenance: Reactive maintenance costs are driven by environment impacts such as unusually heavy precipitation/snow causing unanticipated erosion issues that are difficult to plan for. In addition to environmental effects, seismic activity causes unplanned maintenance activity associated with the landing surfaces that are subject to certain regulatory standards.

Reactive maintenance decisions are made by the Airport Manager in consultation with the Community Engineer. Maintenance requirements are prioritised by operational pressures and regulatory compliance.

Planned Maintenance: A schedule of annual inspections and planned maintenance has been developed and will be produced in consultation with the Community Engineers maintenance strategy. Repairs and maintenance are planned with reference to Appendix 1 “Maintenance Schedule Asset Management Plan Volume 1 Pavements and Landscaping” provided by Projenz Limited.

Operations and Maintenance Trends

There has been a slight growth in large aircraft movements by not enough to affect the maintenance management and planning.

Operations and Maintenance Forecasts

Most of the operating costs are assumed to hold constant over the 10 year period. Maintenance fluctuates to allow for expected refurbishments as detailed further below.

Road works and building maintenance can be consolidated into the annual road works and building maintenance planning projects. This would be done by associating with other similar works in the area under asset ownership of the Council and would avoid isolation of similar works whilst the contracted expertise is in the area.

Areas of consolidation would include the following:

- Entrance roads.
- Non-operational pavements.

- Traffic markings including runway and apron markings.
- Weed spraying.
- External spider proofing.
- Building staining.

As of 29/11/23 budget numbers are still in draft and subject to change.

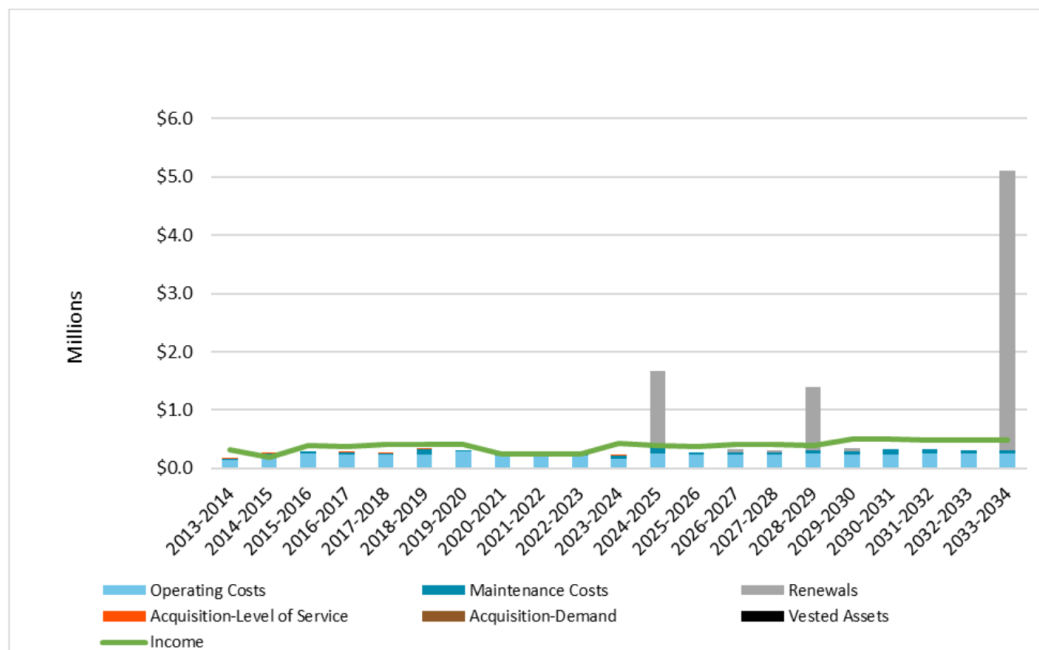


Figure 15: Te Anau Mangapouri Airport Opex Forecasts

Renewals

Approach to Renewals

Renewal is the replacement (or rehabilitation) of an existing asset without changing its capacity or level of service beyond the original design.

Renewal Strategy

Renewal projects are identified by the Airport Manager and in consultation with an appropriately authorised maintenance contractor or service outlet. Renewal projects are prioritised by operational pressures and regulatory compliance. The renewal strategy is to review current best practise and economical and environmental considerations

Renewal Past Trends and Forecasts

Most assets at the airport relatively new and require only maintenance or refurbishment over the next 10 years.

The following assets are subject to consideration for renewal, however, based on current knowledge, the assets budgeted for renewal in the 10 year period is the entrance road and carpark (\$50,000), The main runway resealing (\$294,175), the Ground Power Unit (approx. \$45,000) and the ATV motorbike (approx. \$5,000).

- Suzuki ATV 300 Motorbike

- Two portable Generators
- ATV Trailer
- Sound Equipment
- Catering Equipment
- Baggage Trolleys

In 2007-2008 \$4.3 million capital work was undertaken which was depreciated at 10% per year. Parts of the runway are due to resurfacing in 2024/2025 and 2028/2029 with a section due for rehabilitation in 2033/2034.

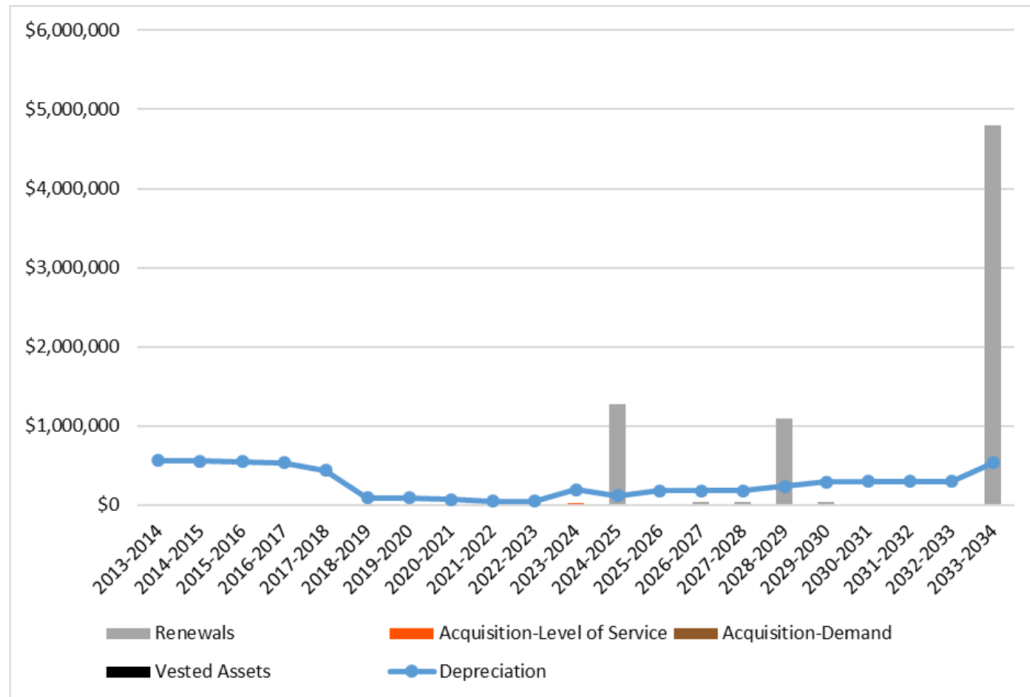


Figure 46: Te Anau Manapouri Airport Renewal Trends and Forecasts

Key Projects

Details the key projects programmed for years 2024 to 2034 are outlined below.

Investment vs Impact

Capital Investment Strategy – LOS and Demand

No upgrades or new assets are proposed, the overall strategy is to maintain and renew the existing asset network.

Future Improvements

- There is an opportunity to development smart asset management tools using GIS spatial analysis to derive works programmes from all the data Council holds. This is a work in progress.
- The completion of two new Heli-pads.

This section describes how the demand for the Te Anau Airport Manapouri is likely to change over the period of the plan, the impact any changes are likely to have and whether the Council is planning to make any changes to the activity as a result.

Predicting Future Demand for the Activity

Demand Drivers and Forecasts

The factors influencing demand for the service are summarised below. The Council has prepared corporate wide assumptions/projections for growth drivers (population, land use, dwellings, tourism) which have been used as the basis for assessing future demand for the service. These projections are detailed in the Assumptions section of the LTP and AMP Part A (r/16/8/12686).

Demand for the Te Anau Airport Manapouri service can be measured in terms of the number of landings that the airport receives over a period of one year. The factors influencing demand for service are summarised in the table below.

Demand Driver	Impact on Future Demand
Population	With an increase in population a percentage growth for recreational flying will increase providing increases in landing charges and promotion of aviation related activities. The airport structure including land available can cater from the projection of 10% growth within the next 10 years. With a declining population the reverse will be seen making it difficult to justify staffing levels and further refurbishment of facilities. The population age demographic could have an independent effect on growth if a greater percentage of the population has discretionary wealth that they choose to spend on aviation interests be it recreational or business.
Tourism	With the trend for changes in tourism visitor's nationality type towards Chinese and Malaysian with the introduction Asian based airlines direct into Christchurch, the airport is now capable of marketing to all New Zealand Charter Aviation Operators. The downstream effect will be increase in landing fees and income for associated tourist orientated businesses in the region. Other niche markets such as corporate jets and heritage aircraft are also sectors with potential for growth.
Dwelling	Due to the nature of both Te Anau and Manapouri as residential and holiday accommodation focus. With an increase in new houses, the downstream effect could provide increased activities at the airport for casual residents to access the area by air and permanent residents providing further justification for scheduled air services into the region.

Table 39: Demand Drivers

The information in the *LTP and AMP Part A r/16/8/12686* suggests that:

- Population for Te Anau is predicted to grow from 2938 in 2018 to around 3383 in 2028. Manapouri is predicted to grow from 332 in 2018 to around 354 in 2028.
- The number of occupied dwellings in Te Anau and Manapouri is predicted to increase proportionally to the increase in population.
- Tourism growth is expected to average 5.4% per year and the number of nights stayed in the Fiordland to increase (report New Zealand Tourism Forecasts 2016-2022).

The large aircraft movements have shown slow by steady growth of approximately 10% over the last six years with a revenue growth of 20%. Small aircraft movements have declined by 6%.

The global financial crisis and the internal financial situation meant growth of the airport activity has been minimal over the last three years. In that period the focus has been on getting the airport setup with an efficient and safe operational focus. The GPS approach is a key part of this focus.

For the purposes of the budget projections, demand in terms of landings and fees earned is assumed to hold constant over the 10-year period (apart from inflationary adjustments).

Implications of Growth/Demand

The airport underwent an extensive upgrade to the runway operating surfaces to cater for large aircraft. Further equipment has been installed to comply with additional Civil Aviation and Operator requirements. A GPS based approach system has been developed and implemented, an upgrade to the system has been completed and will go live in February 2018. This has the advantage of providing state of the art information to pilots. It also means some of the electronic equipment previously operated and maintained by the airport is now no longer needed.

AirBP have installed a new refuelling terminal. This provides Av Gas and JetA1 fuel via a modern card based dispensing and payment system. This is effectively a 24hour self-service system.

There are no further operational requirements for future growth in aircraft type that is reasonably expected for the region and type of opportunities available to the airport.

There is limited apron and terminal check-in facilities but for the envisaged growth in the next 10 years this is no concern for capacity.

As this is an asset orientated business with contract staff, future decline in business will have little effect of asset provision. Income levels and demand will affect the hours of operation.

Demand Management Strategies

The airport relates to activities associated with business and seasonal trends in the Te Anau Manapouri region which is primarily tourist driven and is partially driven by the marketing strategies of these businesses. With these drivers the airport needs to remain a viable access point for customers to promote access to the region by air.

The business is seasonally affected and must ensure that all efforts are made to cater for high demand periods and provides the level of service that the airport is capable of supporting.

Asset Management Strategies to Manage Demand

The demand for service is driven by the regional capability to attract large numbers of tourist orientated traffic. The airport and its capability is limited to the size and frequency of aircraft movement by accessible operational area. Unlike international airports, Te Anau Airport can only attract a limited size of aircraft from a regional perspective thus the level of service offered in comparison to services of larger international airports is capped. The seasonal nature of activities within the region means that the airport personnel structures have a high and low period and must maintain that flexibility to warrant the employment or contracting of suitably qualified persons in time of need.

Also, due to a high percentage of helicopter aviation activity in the region and the nature of that activity, helicopter bases do not require large areas of land to operate and therefore have the option to locate away from the airport facilities this also limits the airport's potential to receive landing fees.

Furthermore, Te Anau Airport Manapouri has three large airports within 20 minutes flight time of Te Anau Airport two serving international traffic and all three having regular domestic services. With this in consideration the scope to expand in the current and perceived future environment suggests little further growth in size and capability. Frequency of operations at the present level of service can increase without further expenditure required by the airport.

Plans Programmed to Meet Growth/Demand Changes

The list below summarises projects, initiatives, programmes or expenditure that the Council is planning to undertake to meet changes in demand (D). Where there are capital works projects related to demand (D), these are identified in section xx.

A business case will be prepared for the installation of two new heli-pads and a start-up hanger and will be completed by July 2018.

Sustainability

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business, considering the current and future needs of communities for good-quality local infrastructure, and the efficient and effective delivery of services.

At the Te Anau Manapouri Airport activity level, a sustainable development approach is demonstrated by the following:

- Ensuring maintenance schedule is adhered to
- Customer focused management of facilities
- Condition assessments completed in a timely manner to ensure the maximum life expectancy of the asset.

Financial Summary

10 Year Financial Forecast

The following table summarise the financial forecasts for the activity over the ten years. Year 1-3 budgets have been reduced by a total of around \$15M over this period to match the approved funding from Waka Kotahi New Zealand Transport Agency for the maintenance and renewals programme (continue programme)

Transport	2020/2021 Actual (\$000)	2021/2022 Actual (\$000)	2022/2023 Actual (\$000)	2023/2024 Annual Plan (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)	2031/2032 LTP (\$000)	2032/2033 LTP (\$000)	2033/2034 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	291	977	1,170	1,399	1,191	1,228	1,780	1,867	1,918	1,983	1,989	2,022	2,069	2,063
Targeted rates	13,432	15,803	16,610	17,216	21,706	24,694	25,683	24,452	25,032	25,751	26,301	26,879	27,516	28,040
Subsidies and grants for operating purposes	8,895	6,682	7,260	7,037	9,591	9,403	9,835	9,839	10,052	10,274	10,463	10,669	10,895	11,084
Fees and charges	46	46	61	39	59	67	68	75	76	77	79	80	81	83
Internal charges and overheads applied	361	375	411	333	226	227	239	240	242	243	245	246	247	249
Local authorities fuel tax, fines, infringement fees, and other receipts	1,202	1,402	1,535	1,574	1,349	1,381	1,426	1,439	1,452	1,464	1,477	1,486	1,496	1,506
Total operating funding	24,226	25,285	27,046	27,598	34,123	37,001	39,031	37,912	38,772	39,794	40,552	41,382	42,305	43,024
Applications of operating funding														
Payments to staff and suppliers	16,164	13,911	15,473	14,922	18,680	18,451	19,271	19,326	19,915	20,188	20,648	21,035	21,438	21,843
Finance costs	-	-	-	474	563	737	776	710	725	807	829	848	856	874
Internal charges and overheads applied	1,344	2,488	2,726	2,848	2,605	2,850	3,291	3,413	3,497	3,595	3,622	3,683	3,765	3,778
Other operating funding applications	105	208	244	243	141	144	170	150	153	181	159	162	192	168
Total applications of operating funding	17,613	16,606	18,443	18,487	21,990	22,182	23,507	23,598	24,290	24,771	25,258	25,728	26,250	26,663
Surplus (deficit) of operating funding	6,613	8,679	8,603	9,111	12,133	14,819	15,524	14,314	14,482	15,022	15,295	15,654	16,055	16,361
Sources of capital funding														
Subsidies and grants for capital purposes	9,292	8,152	6,872	12,083	16,621	18,423	17,563	17,887	18,479	18,928	19,232	19,512	20,140	20,011
Development and financial contributions	7	30	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,605	- 415	- 987	499	3,354	1,055	- 776	688	1,905	933	914	771	1,014	5,461
Gross proceeds from sale of assets	-	-	18	38	25	-	-	96	84	28	-	-	106	93
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	10,904	7,767	5,903	12,619	20,001	19,478	16,787	18,671	20,468	19,889	20,146	20,283	21,260	25,565
Applications of capital funding														
Capital expenditure														
- to meet additional demand	80	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	1,720	674	402	1,555	1,142	3,146	2,216	1,380	1,410	1,607	1,491	1,498	1,729	1,581
- to replace existing assets	17,488	15,148	13,404	22,165	31,257	31,066	30,110	31,396	33,481	33,078	33,503	33,983	35,331	39,855
Increase (decrease) in reserves	(1,771)	657	733	- 1,982	- 193	162	59	242	91	254	474	483	277	513
Increase (decrease) in investments	0	(35)	(33)	7	(73)	(77)	(73)	(32)	(32)	(28)	(27)	(27)	(23)	(22)
Total applications of capital funding	17,517	16,445	14,506	21,730	32,133	34,297	32,311	32,985	34,950	34,911	35,441	35,937	37,314	41,926
Surplus (deficit) of capital funding	(6,613)	(8,679)	(8,603)	(9,111)	(12,133)	(14,819)	(15,524)	(14,314)	(14,482)	(15,022)	(15,295)	(15,654)	(16,055)	(16,361)
Funding balance	(0)	-	-	-	-	-	-	-	-	-	-	-	-	0

Financial Forecast Summary

The information reflects the discussion throughout section 5 of this document and excludes Around the Mountains Cycle Trail and Te Anau Manapouri airport. In particular there is an increased level of capital expenditure relating to pavement rehabilitation and bridge renewals.

Summary of Key Financial Assumptions

The Council forecasting assumptions are outlined within the Long Term Plan document and financial strategy.

Valuation Approach

Assets are revalued annually on an asset type (component) basis, as at 30 June each year. The values as at the 30 June 2023, are below:

Asset Class	Component	2023		
		ORC	ODRC	ADR
Formation	Formation	\$838,668,463	\$838,668,463	\$0
Land	Land	\$75,962,779	\$75,962,779	\$0
Sealed Pavement	Sealed Surfaces	\$101,109,220	\$45,638,124	\$7,332,992
	First Coats	\$105,837,384	\$38,290,253	\$1,722,865
	Sealed Basecourse	\$202,324,321	\$81,439,829	\$3,298,135
	Sealed Subbase	\$234,906,637	\$213,101,922	\$500,364
Unsealed Pavement	Wearing Course	\$15,180,681	\$7,829,462	\$3,294,137
	Unsealed Subbase	\$81,886,808	\$81,886,808	\$0
Drainage	Drainage	\$97,520,879	\$38,598,789	\$1,356,815
Surface Water Channel	Surface Water Channel	\$39,335,268	\$20,951,126	\$519,330
Footpaths	Footpaths	\$42,078,550	\$20,784,660	\$735,285
Traffic Facilities	Traffic Facilities	\$3,741,291	\$2,582,259	\$197,137
Traffic Signs	Traffic Signs	\$5,292,521	\$1,145,285	\$252,401
Railings	Railings	\$7,989,508	\$3,243,688	\$203,333
Retaining Walls	Retaining Walls	\$14,482,825	\$10,570,198	\$183,358
Streetlights	Poles	\$4,495,202	\$1,543,715	\$116,525
	Brackets	\$1,522,943	\$429,553	\$38,074
	Lights	\$1,819,403	\$1,139,872	\$86,773
Bridges and Major Culverts	Bridges	\$445,327,691	\$209,768,406	\$4,762,831
	Major Culverts	\$47,135,072	\$25,028,578	\$599,196
Cycle Trail Assets	Various	\$9,316,707	\$7,993,631	\$153,407
Total		\$2,375,934,153	\$1,726,597,400	\$25,352,959

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure.

Further information can be found in Council's Revenue and Financing Policy.

Appendix

Appendix one - Roading request for service (RFS) types

Business Unit	Sub Category	RFS CODE	RFS DESCRIPTION	Resolution Time	Units
Transport	STKCON- Stock	STKXIN	Stock Crossing Issues	10	days
Transport	VEG- Vegetation Overgrown, Mowing & Pest Plants	PPRDS	Roadside Spraying - Pest Plants	10	days
Transport	VEG- Vegetation Overgrown, Mowing & Pest Plants	VEGMOW	Vegetation Mowing	5	days
Transport	VEG- Vegetation Overgrown, Mowing & Pest Plants	VEGRUR	Vegetation Rural	10	days
Transport	BDG-Bridges	BDGREP	Bridge Repairs - Non Urgent	10	days
Transport	BDG-Bridges	BDGFLT	Bridge Repairs - Urgent (Safety)	1	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	CRASH	Crash Notification	10	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	STWCB	Culverts Blocked - Rural	5	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	RGDEB	Debris on Gravel Roads (Safety)	5	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	RSDEB	Debris on Sealed Roads (Safety)	5	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	EMEACC	Emergency Services Assistance (Safety)	1	hrs
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	EMESPI	Emergency Spill Roading (Safety)	1	hrs
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	FLDRUR	Flooding - Roads Rural (Safety)	1	days

Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	FLDURB	Flooding - Roads Urban- <i>not stmwtr</i> (Safety)	1	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	FPHAZ	Footpaths Hazards (Safety)	5	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	ICE	Ice on Road (Safety)	1	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	MANHOL	Manholes & Grates (Safety)	1	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	RGIL	Oil on Roads Complaints	5	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	HAZRD	Other Road Hazards (Safety)	1	days
Transport	HZRDS-Crash/Flood/Stmwtr/Ice/Oil/Debris/Foot/Manhl	STWUS	Urban Stormwater	1	days
Transport	MARKER-Catseyes, Marker Posts & Road Markings	EMP	Marker Posts Missing/Damaged	10	days
Transport	MARKER-Catseyes, Marker Posts & Road Markings	RSCAT	Road Cats Eyes Missing (Raised Reflectors)	30	days
Transport	MARKER-Catseyes, Marker Posts & Road Markings	RSPM	Road Marking - Faded	30	days
Transport	MARKER-Catseyes, Marker Posts & Road Markings	RSPMN	Road Marking - New Requests	60	days
Transport	ROADS - Roads, Footpaths, Signs & Streetlights	ROADCP	Complaints - Road Contractors recent work within last 7 days	10	days
Transport	ROADQ - Margins/Shape/Widen/Trffc/Close	MARGIN	Road Margins - (Grazing pm, Storage, Structures)	10	days
Transport	ROADQ - Margins/Shape/Widen/Trffc/Close	RSSW	Seal Widenings & Sealing Issues (MWH)	25	days
Transport	ROADQ - Margins/Shape/Widen/Trffc/Close	TRAGEN	Transport - Road Matters General	10	days
Transport	SIGNS	RPDRM	Repairs & Maintenance - Rapid Numbers	30	days
Transport	SIGNS	SINFO	Information-Direction (Rd Name, Rest Areas etc)	30	days
Transport	SIGNS	SINS	New Sign Request (where none existed before)	30	days

Transport	SIGNS	SRG.WG	Regulatory & Warning Signs (Speed, Curve etc)	7	days
Transport	SIGNS	SS.GW	Stop & Give Way Signs Urgent 24hr fix (Safety)	1	days
Transport	Streetlighting	SL2	2 Streetlights	7	days
Transport	Streetlighting	SL3	3 or more Streetlights	1	days
Transport	Streetlighting	SL1	Single Streetlight	14	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RSEB	Edge Break/Low Shoulders Sealed Roads	5	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RGPHSF	Gravel Potholes - (Safety)	5	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RGPH	Gravel Potholes & Corrugations	10	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RGSL	Gravel Roads - Slumps & Heaves	5	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RSPH	Potholes & Blowouts - Sealed Roads	10	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RSPHSF	Potholes & Blowouts - Sealed Roads (Safety)	5	days
Transport	SURFCE- Potholes, Slumps, Edges & Shoulders	RSSL	Slumps & Heaves- Sealed Roads	5	days
Transport	RUB - Rubbish, Wheeliebins & Recycling	LITRUR	Litter Matters Rural	10	days

Please Note:

All RFS and Hansen response times are a general guideline - often matters are dealt with sooner than stated, however there are times when a job may take longer for very legitimate reasons or require major work.

The contractors ring customers in most cases to extract more information and to give them an indication of when it will be fixed.

Water Waste contractor Downers, also have another 10 days to reinstate the road after a pipe repair.

Resolution time is when the issue has been fixed, or request has been completed.

DRAFT



Water Facilities Activity Management Plan

2024-2034

Southland District Council
Te Rohe Pōtae o Murihiku

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Quality Assurance Statement				
Draft AMP Template				
Southland District Council 15 Forth Street Invercargill 9840	Version:		Record No:	R/23/5/19394
	Status:			
	Project Manager:	Mark Day		

Quality Assurance Statement		
Telephone 0800 732 732 Fax 0800 732 329	Prepared By:	Lance Spence
	Reviewed By:	Mark Day, Robyn Laidlaw
	Approved for issue:	Michael Aitken

Executive summary

Southland District Council (Council) manages a variety of assets that come under the water facilities activity. These assets provide access to rivers, lakes and the sea for both commercial and recreational opportunities throughout the district. They range from jetties/wharves, boat ramps, navigation aids, swimming pontoon and retaining/sea walls.

These assets have been inherited by Southland District Council from previous local authorities through the Local Government reorganisation, harbour boards and an energy company. Historically they have received minimal investment and maintenance has largely been reactionary.

Since 2018, Council has invested significantly in identifying the current condition of its water facilities assets. Engineering assessments have been undertaken of all assets which have provided up to date information of their condition, future maintenance requirements and an estimate of their remaining life. This information has provided a baseline to help resolve issues of moving this activity from primarily reactive maintenance to a proactive programmed maintenance state.

In the 2021-2031 LTP staff included funding to allow for annual maintenance and renewals. Southland District Council has renewed four of the assets over the previous three years and installed one new asset.

One of the major issues with this activity is the ability to fund the level of investment to meet the Council's agreed levels of service (LOS), and operational and legislative requirements. Council's funding for this activity is determined by the governance structure. The assets are termed as being locally funded which means that local Community Boards have the delegated authority to determine how the funding will be allocated. In the case of Stewart Island Rakiura there is a limited population base to support the activity. This creates issues when trying to provide sufficient funding to support the level of maintenance on ageing infrastructure.

To address this, Council has involved the community boards in the planning process so that they are made fully aware of the implications of the costs and alternative options that are available to meet the identified LOS. This may entail a combination of not replacing assets at end of life, divestment, investing in alternative options when renewing assets or securing different funding options.

The latter of these options is being researched by Council in conjunction with the community boards and commercial operators to determine a sustainable method of generating revenue that will provide a portion of the funding that is needed to support the activity. In addition, the current method of fully local based funding may need to be reviewed. This may result in the activity being funded by levies and local and district rates which will potentially ease the burden on small communities.

The measures identified above have been put in place to work towards lifting the level of management of this activity. Council is at the start of this process and with continued improvement of the data (both condition and financial), and potential changes to the funding mechanism, it is envisaged that by the next AMP review the funding gap identified may not be as high as indicated in this AMP.

Financial summary

The rental from the Riverton Harbour Endowment land is collected as income for the maintenance of the Riverton Harbour. It is transferred into the Riverton Harbour General Reserve and held specifically for work associated with the harbour. The leases for the endowment land were reviewed in 2022 and have been increased which will provide more income for this activity. Additional funding is collected from the other wharves in the form of lease payments.

The water facilities on Stewart Island Rakiura have struggled to get sufficient funding to undertake maintenance. The capital projects that have been identified rely on funding from grants or loans which means that they may or may not go ahead. There is a heavy reliance of the Stewart Island Visitor Levy to fund any work associated with the water facilities. The ability to fund maintenance and renewals on these structures for the Stewart Island Rakiura community has been identified as a risk.

The remaining water structures on the Waiau River have had budgets allocated and saw considerable investment from MBIE in the 2022/2023 financial year therefore the current LOS will be maintained.

Purpose of the activity management plan

This AMP describes the strategies and works programmes for the water facilities activity so as to meet the objective of delivering the required LOS for the Southland District (the District). It will be reviewed every three years. This AMP informs the Council's Long-Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve in order to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity
- a statement of the intended levels of service and performance targets.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan limitations

This AMP is a minimum 'core' Plan and is intended to set out how Council manages its water structures in a way that is appropriate for a broader readership including Council's executive management, elected members, interest groups, commercial operators associated with the management and/or use of the water structures and the general community.

A key difference between the previous AMP and this one is that it is based on current condition assessment information.

The AMP does not make assumptions or plan for a scenario other than what would have been expected, regardless of national events.

This AMP attempts to address significant water facilities asset management issues in the District. It is a living document which will undergo a formal review every three years to make amendments to reflect changes in LOS, demand projections, risk profile, lifecycle information, or financial information.

This AMP has been developed with the following key limitations:

- projects have been identified and scheduled based on the best information available at the time.
- budgets for these projects have been assessed based on the best information available at the time.
- projects towards the end of the 10-year period are flagged that work is likely to be needed but it is very much at the concept phase. Options and detailed estimates will be carried out closer to the time.

- if an asset fails earlier than planned then emergency works may be required and these will be funded through unbudgeted expenditure

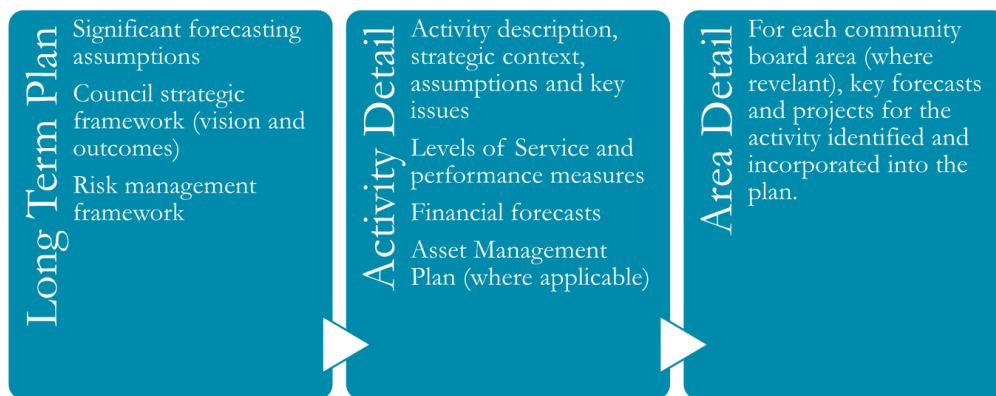
The completion of projects is limited to resourcing of both Council staff and external engineering support.

Plan framework

The AMP framework is illustrated in the figure below. Strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this Plan. Information on locally funded activities and services are included in the Appendices to this Plan.

The key points are:

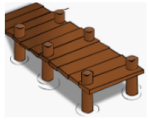





- Forecasting assumptions have been included and amended to include impacts of Covid-19.
- New levels have been developed and will be incorporated into any new contracts associated with activities.



Activity description

What we do

The table below illustrates the number and diverse range of water facility assets that Council manages throughout the District:

					
Wharf/Jetty 10	Boat Ramp 10	Navigation Aid 5	Swimming Pontoon 1	Retaining Wall 2	Viewing Platform 1

The major water structures are located at Stewart Island Rakiura and Riverton/Aparima. Some assets have been inherited by default in the past and do not necessarily add value to Council's asset portfolio.

Council's intention is to maintain the water facilities assets at a base level that meets the needs of the community and ensure that they are safe to use and meet the appropriate resource consent standards and other regulatory requirements.

Why we do it

Water infrastructure like boat ramps, jetties, wharves and navigation aids enable recreational and commercial access to waterways as well as the ability for residents and visitors to access services where the only available access is by water. The activity also supports the environment by having stop banks and marine walls which protect the environment from flooding as well as safety via aids which improve navigation.

The infrastructure also supports commercial and tourist ventures especially in Riverton and Stewart Island Rakiura. Furthermore, the Stewart Island Rakiura community have identified that the water facilities on the island are critical infrastructure that form an extension to the roading network and the tourism industry is reliant on them.

Strategic considerations

Strategic framework

Council has adopted a strategic framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenge it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
VISION	Together, with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

The strategic framework guides staff and informs future planning and policy direction and forms the basis for the performance framework. It outlines how the water facilities activity contributes to the Council’s community outcomes.

The full levels of service and performance management framework is presented in the table below.

Activity – Water facilities						
Activity Objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities						
Community Outcomes	Activity contributions		Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Communities committed to the protection of our land and water (Environment)	Water structures provide access to water for both recreational and commercial purposes, which in turn contributes to sustaining our local communities. By providing facilities that enable easy access to the water and coast, water structures also help to prevent damage to sensitive water and coastal environments. Water facilities provide the opportunity for communities to tap into tourism opportunities that are key to the lifestyle of the district. The district is seen as a destination where water-based activities abound and are easily accessible to locals, local and international tourists.		A sustainable impact on the environment Planning for the future	Improved health and safety More sustainable environments		LoS 13: Council provides safe and well-maintained water facilities to enable public enjoyment and access to the district's rivers, lakes and sea KPI 13.1: Water facilities requests for services are completed within specified timeframes
Communities with a sense of belonging for all (Culture)			People are well connected	Better connectedness		
Communities which are connected and have an affordable and attractive lifestyle (Social)			People have everything they need to live, work, play and visit	Increased social wellbeing		
			People can enjoy a safe and fulfilling life	Improved health and safety		
Communities with the infrastructure to grow (Economic)				Strong communities	Increased economic wellbeing	

Strategic Priorities ▲	1. Connected and resilient Communities	2. Ease of doing business	3. Providing equity.	4. Robust Infrastructure	5. Thinking strategically and innovatively
Contribution Area ▼					
What will be done in the long-term (next 10 years)	Assets will be maintained to the current level of service	Investigate divesting assets to community groups where they are not deemed to be strategic infrastructure	Investigate the funding mechanism for water structures. Should they be district funded.	Assets need to be able to cope with sea level rise and other extreme weather events but still meet Councils legislative and operational requirements	Replace assets with eco-friendly renewable materials where they meet building and engineering requirements. Look at installing wave generators where electricity is required in remote locations as part of any new installations.
What will be done in the short-term (next 3 years)	Some capital investment to bring assets up to the required standard	Work with community groups to reduce the cost of capital works	Review the asset portfolio to determine if there is inequity across the district	Assets need to be able to cope with sea level rise and other extreme weather events but still meet Councils legislative and operational requirements	
Key Actions and Projects	Replace strategic assets when they come to end of life Divest assets that are not deemed to be strategic	Build better relationships with communities and stakeholders	Review the asset portfolio to determine if there is inequity across the district and they are providing the appropriate level of service to our communities	When assets are replaced the need to be able to cope with sea level rise and other extreme weather events but still meet Councils legislative and operational requirements	
Related strategies / plans / policies	These are listed below under regulatory Considerations				

Strategic context

The purpose of the Southland District Council Long Term Plan 2024 - 2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Representation framework

Community representation was amended prior to the 2018 triennial elections. There are now nine community boards that provide representation across the district. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takitimu	

It is important that Council is seen as a leader in service delivery across the district and through this AMP, will ensure its water facilities are fit purpose, in appropriate locations and managed cost effectively. Doing so enables Council to provide and deliver quality, professional services to the ratepayer.

Council aim to have a high level of engagement with its customers and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Council will go through a representation review in the first year of this AMP which may change the representation framework.

Key issues and assumptions for the activity

The most important issues relating to the Council's Water Facilities activity for the next ten years are shown below:

Key Issue	Context, Options and Implications
Future of water facilities	<p><i>Context:</i></p> <p>To assess the long-term affordability of the water facilities throughout the district. Changes to the budgets associated with the maintenance of these assets was identified in the previous LTP.</p> <p><i>Options:</i></p> <ul style="list-style-type: none"> • status quo • investment

Key Issue	Context, Options and Implications
	<ul style="list-style-type: none"> rationalisation. <p><i>Implications:</i></p> <p>Status quo is not an option.</p> <p>There has to be the appropriate level of funding identified to at least maintain the facilities so that they are legally compliant.</p> <p>Rationalisation of the number of assets over a period of time would enable the communities to fund the priority assets to the appropriate level of service.</p> <p>This may create some ratepayer resistance.</p>
Changing Climate	<p><i>Context,</i></p> <p>Changing Climate As stated in LTP34 SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p><i>Options and Implications</i> For the Community Services Activity Management Plan, the team are identifying what assets and community facilities could be at risk and as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP</p> <p>The Staff working within the Water Facilities AMP recognise the SDC commitment to the reduction of our organisational carbon baseline measurement, with a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050.</p> <p>To reach that target the staff working group will complete an organisational carbon reduction plan, that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p> <p>These changes can include:</p> <ul style="list-style-type: none"> Promote less electricity use in the offices ie switching off lights and computers at the end of the day. Switching to LED lighting in our community facilities. Support the finance team in the procurement of low emission vehicles. Provide opportunity for staff to work from home 1 day per week where practical. Carpooling to community meetings, workshops and events. Encouragement of staff to use multiple transport modes to and from work i.e. walking, cycling, E scooters, public transport, ride sharing. <p><i>Implications</i></p> <p>Council will continue to reduce its carbon footprint in a sustainable way when there is behaviour change at the centre of what we do.</p>

Key Risks

It is noted that the key issues and risks for the water facilities activity align closely with a number of key strategic risks identified at a corporate level the most relevant ones being:

- inaccurate data leading to bad decisions/asset failure
- underinvestment in infrastructure
- over-commitment leads to inability to deliver agreed work programme
- meeting legislative and operational requirements when renewing assets

Key Risk	Context and Implications
Affordability of water facilities	<p><i>Context:</i></p> <p>The water facilities throughout the district are all aging with some having reached end of life. They have suffered from under investment and only reactive maintenance. There has been a shift away from this over the past three years with the inclusion of budget in the last LTP and additional funding sourced through the Ministry of Business, Innovation and Employment (MBIE).</p> <p><i>Implications:</i></p> <p>The biggest risk for water facilities is the ability of the community to fund the appropriate level of funding for maintenance and renewal. This is particularly relevant to the water facilities on Stewart Island Rakiura where any major investment has been from grants with a heavy reliance on the Stewart Island Visitor Levy.</p> <p>The reliance on this type on funding is not sustainable moving forward.</p>

Regulatory Considerations

Legislation, regulation and Council's existing strategies and policies mandate or influence some of the LOS and performance targets we set, as illustrated in the table below for the water facilities activity. A full description of the Council policy and planning framework impacting AMPs is included in the LTP.

Of particular impact on this activity are the regulations relating to seismic activity and earthquake strength of water structures, legislative and operational requirements in particular for proposed new structures. Over time these regulations will require Council to further consider the state/standard of these structures, as being fit for purpose.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity
Resource Management Act	Environment Southland (ES) can grant consent for structures in the Coastal Marine Area to Council enabling licences to be granted by Council to jetties/structures owners.
Regional Coastal Plan	The plan sets out a wide range of rules for all activities in the coastal area.
Ngai Tahu Claims Settlement Act 1998	Schedule 15 defines the Aparima river and estuary, the Oreti, Waiau and Maitara rivers as statutory acknowledgement areas. Also defines Lords river and Port Adventure (Stewart Island Rakiura) as acknowledgement areas (although these are not currently in use as jetty locations).

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity
Maritime NZ Manual	One section of the manual sets out requirements for buoys and beacons. Also, more recently covered in the Maritime NZ 'New Zealand's Systems of Buoys and Beacons'.
Building Act	Sets standards for building construction.
Health and Safety at Works Act (HSWA)	The HSWA aligns responsibility to PCBU and ownership of facilities with levels of responsibility for users, included facilities in public spaces.
Maritime Safety Regulations	Compliance and regulation of types of vessels and marine activity can utilise certain water facilities.

Demand Management Strategies

This section describes how demand for water facilities is likely to change over the ten-year period of the LTP, the impact any changes is likely to have and whether Council is planning to make any changes to the activity as a result.

- The tourist demographic since the onset of COVID has shifted to older retired people magnifying the access issues to these facilities.
- the Waiau Basin boat ramps are primarily used by local (Southland) and holidaying recreational boaties. Some commercial boat use occurs. The level of recreational use is not expected to change significantly during the term of this AMP. These facilities have been scheduled for remedial maintenance work that was identified in a condition assessment undertaken in 2020. Some of this work has been completed and this work will continue on a regular cycle.
- the Pearl Harbour retaining wall protects the activities of primarily commercial boat operations based at Pearl Harbour, but also recreational boat use. This was replaced in 2023.
- the Stewart Island Rakiura facilities have high seasonal use due to the summer tourist season. Outside of this they are mainly used for recreational purposes to access the wider recreational opportunities provided on the island.
- the Riverton harbour facilities are generally for commercial use with the boat ramp being primarily used by recreational boaties.

Key Projects

There are a number of projects currently identified in the 2021-2031 LTP that will be carried through to the new plan. However, the following projects will have a significant impact on the Stewart Island Rakiura and Riverton communities.

Project	Description
Ulva Island wharf	Replacement of the Ulva Island wharf.
Golden Bay wharf	Replacement of the Golden Bay wharf and on shore infrastructure.
Halfmoon Bay Wharf	Potential transfer from SouthPort to SDC

Riverton Harbour T Wharf	Replacement of the T Wharf.
Improved Asset Management System	Increasing regulatory pressures on an aging asset portfolio, likewise increases the need to continuously improve how Council manages its assets. Preliminary work on introducing the Infor Property Management system has been completed. This transition will occur during the term of this AMP.

Other Considerations for the Activity

The water facilities are required to comply with the conditions of their coastal permits. There is an annual compliance fee that needs to be factored into the operational budgets to cover these costs. There are also costs associated with obtaining condition assessments that have to be supplied to the consenting authority as per the requirements of the coastal permit.

The Stewart Island Rakiura community have identified their water facilities as critical assets to the island but there are substantial costs associated with the ongoing maintenance and renewal. It would be appropriate to revisit this conversation with the community to see if this is still the case and whether or not there is any appetite to rationalise the number of structures that are critical to the viability of the island.

Apart from the Ulva Island and Golden Bay wharves which access onto legal road, the remainder of these assets do not access onto council owned land. The future of retaining all of these facilities is a conversation that is worth having with the community considering the future capital investment that is required.

The resource consent compliance for the facilities within the Riverton harbour is managed by Council on behalf of the lessees. This was an interim solution to bring all of the facilities up to resource consent compliance levels. The future of this arrangement should be reviewed with the Riverton Harbour Board Committee when the resource consent is up for renewal.

Our Levels of Service

Levels of Service, Performance Measures and Targets

LOS, performance measures and targets form the performance framework for the activity detailing what the Council will provide, and to what level or standard.

LOS are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the LOS provided with agreed expectations of customers and their willingness to pay for that level of service.

- *Performance measures* are quantifiable means for determining whether a LOS has been delivered.
- *Performance targets* are the desired levels of performance against the performance measures.

The levels of service provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the LOS for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required of the activity

(and associated assets) to deliver that service level. This requires converting user's needs, expectations and preferences into meaningful LOS.

Any reduction in funding will almost certainly require a reduction in the amount of work to be delivered, which will in turn result in a potential decline in levels of satisfaction over time. All possible avenues for minimising LOS decline are being examined in order to ensure that optimum value for money is achieved for the community.

What LoS we provide	LoS: Council provides safe and well-maintained water facilities to enable public enjoyment and access to the district's rivers, lakes and sea				
How we measure performance	Current Performance (22/23)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (27/28)	Yr 4-10 (29-34)
KPI – Water facilities requests for services are completed within specified timeframes	88%	80%	85%	90%	95%

Plans Programmed to meet the Level of Service

Ulva Island wharf has reached end of life and is programmed for replacement. Scoping work and community consultation have been completed and a resource consent has been applied for through Environment Southland. The Ulva island wharf will be closed at the end of March 2024.

The Golden Bay wharf is in a similar position although prior to becoming a Council asset remedial work was undertaken to extend the life of the facility. However ultimately the facility will need to be replaced. A master plan for the development of the Golden Bay area and its connection with Halfmoon Bay is currently in progress and will inform future work in this area. Funding has been included in the LTP that is based on rough order of costs in the master plan document.

The remainder of the water facilities on Stewart Island Rakiura and in the Riverton harbour will require ongoing maintenance to meet resource consent requirements and levels of service.

The water facilities in the Waiau basin have been assessed to determine the operational and capital investment will be required over the period of this plan. A number of these assets have been renewed and/or had remedial work completed. The remainder have been scheduled in over the life of this plan.

Activity and Asset Management

Overview of Management

An asset lifecycle is the series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through its useful life and eventual disposal.

The importance of any given asset lifecycle is determined by a number of factors, including how costly the asset to replace is, how crucial it is to the community or commercial business, and the overall reliability of the asset in question. The other key factor investigated at the beginning of the lifecycle are whether other nearby facilities private or public could provide the same LoS. Ongoing maintenance costs are also calculated to ensure the whole of life of the asset is assessed.

When properly maintained, asset lifecycles can make the process of maintaining and managing valuable assets much easier for everybody concerned.

The goal of infrastructure asset management is to identify the levels of service required by stakeholders and then manage the asset portfolio to provide those service levels at the least lifecycle cost and in a sustainable manner. Good asset management practices mean that the right work is done at the right time for the right cost. The key features of the Water Facility asset management are:

- a whole-of-life asset management approach
- planning for a defined level of service
- long-term strategies for cost-effective asset management
- performance monitoring
- meeting the impact of growth through demand management and infrastructure investment
- managing risks associated with asset and service failures
- sustainable use of physical resources
- continuous improvement in asset management practices

Delivery Strategies

Continuing to deliver services primarily using third party contractors is seen as the most effective and efficient way. Initial work has been undertaken during the previous AMP term to reduce the number of contractors with the aim of having an available contractor work force that has capacity to act with greater flexibility while providing District wide coverage. All contractors need to meet increasing regulatory requirements, particularly Health and Safety.

Council has identified in its strategic assumptions that due to the aging demographic of the workforce and the increased demand on existing contractors, it may be difficult to deliver some existing services using traditional service providers. An alternative to this is to use Council's internal resource to cover more isolated areas that are not attractive to the larger contractors.

It is accepted that there is concern within communities that some local contractors will no longer be used, but Council's number one priority is delivering quality services to meet the needs and ensure the health and wellbeing of the District's communities and visitors.

Council staff have reviewed the delivery process and will now schedule projects and the budgets over two financial years. All planning, consultation and due diligence will happen in the first year with deliver in the second year. This is an interim step towards aligning the current delivery approach to that which the transport team operate.

Community Board Area Context

In the Water facilities space the key question facing Community Boards is to consider the need for all assets of a particular type within the community board's catchment.

Such consideration needs to look at all the societal changes since these facilities were first constructed, including, for example, population, access (roading and vehicles), use, operational costs and community views.

Community boards will need to look at how best to do this and to choose the appropriate LOS that will allow them to provide consistency throughout their area of responsibility.

Asset Management Planning

Asset management planning is undertaken to ensure all parties involved in Council's asset management are working with the same information and towards the same objectives and outcomes. Such clarity is required to deliver services with efficiency and meet the LOS required.

Infrastructure asset management is the tactical decision-making that links strategic objectives with the operational delivery of physical works. Asset management planning is the organisational activity used to produce the operational forward works plans that deliver the strategic objectives.

Asset Management Systems

Over recent years, water facility assets have not necessarily been managed under a recognised industry system. This is now being addressed with Community Facilities assets being brought under the Infor property services management system (IPS).

The Infor system is internationally recognised and used by a number of New Zealand local government authorities and Australian counterparts.

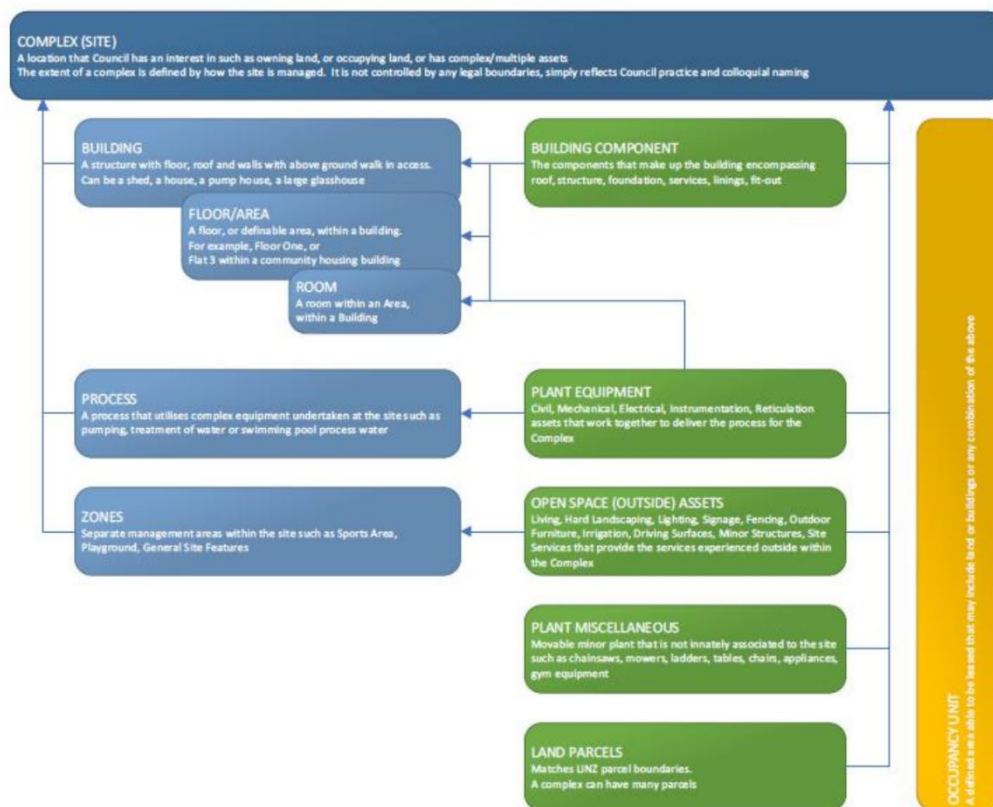
Asset Management Hierarchy

An asset hierarchy is a framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function; asset type or a combination of the two.

One of the main purposes of an asset hierarchy is to group assets that are treated in a particularly way together. Important or high visibility assets for example may receive a higher level of service than less important or low visibility assets and this is reflected in the asset hierarchy.

A well thought out asset hierarchy also makes navigating to a particular asset or asset component within an asset management software system easier.

Following is a diagram to represent the physical hierarchy of the assets captured within the Site Based Asset Feature Class. The blue lines represent the associations that will exist between the records. The term 'Site Based' is used to reflect those assets that are contained within a site within the community as opposed to reticulation or network assets such as water pipes that cover a vast geographic area.



Asset Management Improvement

Council intends to import the water facilities assets into Infor along with the associated condition, age, use and financial data that it has collected. The intention is to have a high level of data available to inform the next LTP and move from a 'basic' to 'core' level of activity management in the Asset Management Maturity Index.

Task	Task	Responsibility	Resources Required	Timeline
1	Improve data in the INFOR asset management system	Community Facilities Team	Asset Manager	1 st year
2	Improve the confidence in the data identified in table 7.5.2 of this plan	Community Facilities Team	Asset Manager	1 st – 3 rd
3	Create Renewal Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year

4	Create Acquired Assets Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
5	Review Useful Lives	Community Facilities Team	Asset Manager	3 rd year
6	Improve confidence in operational and maintenance costs	Community Facilities Team	Asset Manager	1 st – 3 rd year
7	Secure future funding sources	Community Facilities Team	Asset Manager and Corporate Teams	3 rd year
8	Define better levels of service	Community Facilities Team	Asset Manager and Corporate Teams	2 nd year
9	Improve the confidence levels in the financial data	Community Facilities Team	Asset Manager and Finance Team	1 st – 3 rd year

Financial Summary

10 Year Financial Forecast

The following graphs/tables summarise the financial forecasts for the activity over the ten years of this plan.

Past trends, particularly on Stewart Island Rakiura indicate that work has been undertaken on water structures only when maintenance was identified. There had not been a specific operations and maintenance budget available for the Stewart Island wharves or the Waiau River boat ramps. This was rectified in the previous LTP (2021 – 2031).

The main projects in the 2024-2034 plan are the replacement of the Golden Bay wharf and on shore infrastructure, pile renewal at Millars Beach wharf and replacing the T Wharf in Riverton harbour. Additional operating and maintenance has been budgeted for over the next ten years of the plan. There has been no allowance made for the purchase and whole life costs of any additional assets.

As of 29/11/23 budget numbers are still in draft and subject to change.

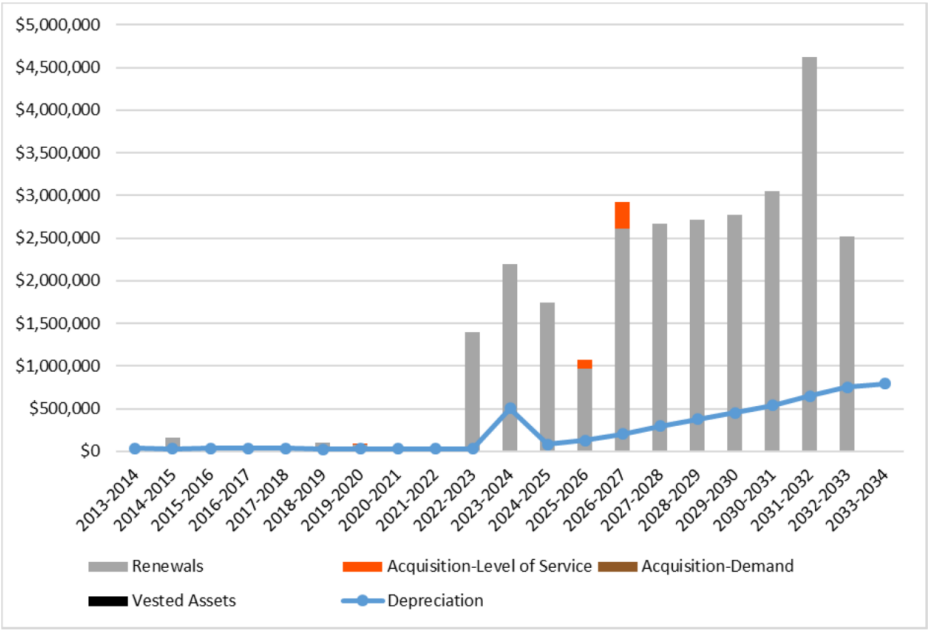


Figure 0-1: Water facilities financial summary excluding depreciation

Income to fund projects for the Stewart Island Rakiura facilities has historically been from the collection of contributions, licence fees charged to commercial operators (activity revenue) and applications to the Stewart Island Visitors Levy allocations committee. It has been proposed that future income will be derived through a user pays mechanism and a contribution from the Stewart Island community board rate to ensure that there is a sustainable revenue stream in order to undertake planned maintenance for the jetties and wharves.

Over the last few years, applications to the Stewart Island Visitor Levy Fund (SIVLF) have specifically been to fund the Ulva Island wharf renewal. The reliance on grants to fund this activity is not sustainable moving into the future. Alternative sources of funding need to be identified to allow Council to maintain and renew these facilities if the current level of service is to be maintained. Capital projects in the future will need to be funded by a combination of grants, donations and loans.

The Riverton Harbour wharves are funded from the leased Harbour Endowment land and the licence fees charged for each of the berths occupied by private operators. The leases have been reviewed and additional income will be available to assist with the work that has been identified. The wharf licence fees should be reviewed when they come up for renewal.

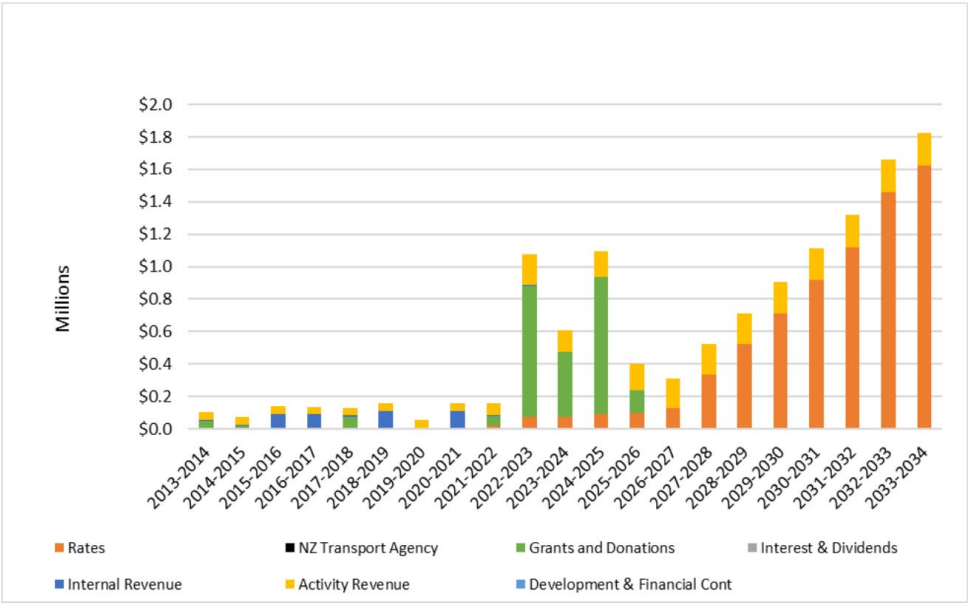


Figure 0-2: Water facilities total income

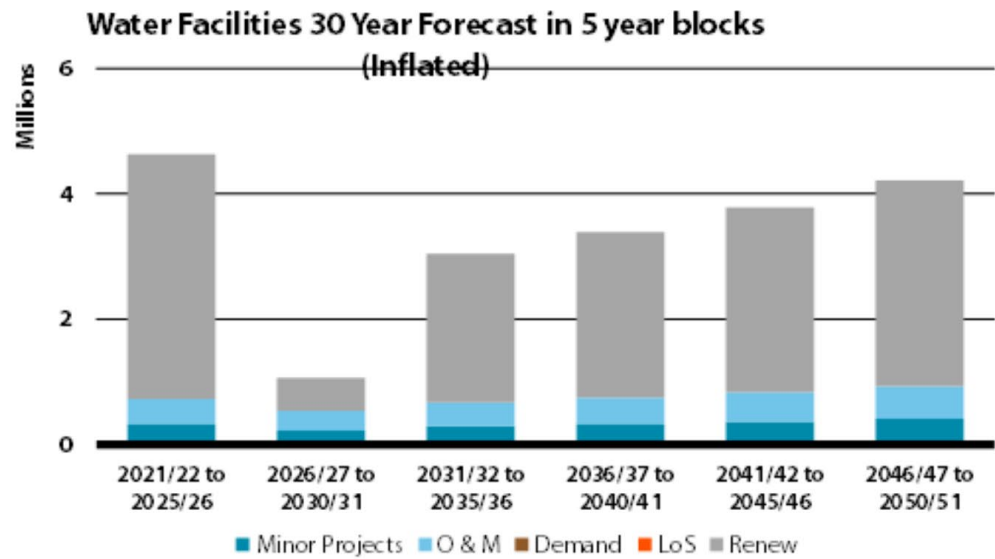


Figure 0-3: Water Structures 30 Year Expenditure Forecasts (from Infrastructure Strategy)

Financial Forecast Summary

The table below details the 10-year forecast for the wharves, jetties and boat ramps owned by Council.

Standard maintenance costs have been increased to include assets that previously didn't have a budget assigned to them. General projects have been included in repairs and maintenance to align with the recommendations from the water structure assessment review.

Asset renewals are for the Ulva island, Golden Bay, Te Anau Downs boat ramp, a floating wharf at the Te Anau main boat ramp, replacement of the Te Anau swimming pontoon and potentially the T Wharf projects. No provision for replacement is made for future renewals and these will be funded by way of loans.

Water Facility	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	-	-	-	-	19	58	131	149	149	149	167	167	168	164
Subsidies and grants for operating purposes	75	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	9	109	7	64	0	1	1	1	1	0	0	0	0	1
Local authorities fuel tax, fines, infringement fees, and other receipts	46	49	51	53	65	66	66	67	68	68	69	70	71	72
Total operating funding	130	158	58	117	84	124	197	217	218	218	237	238	238	235
Applications of operating funding														
Payments to staff and suppliers	71	221	-	46	121	197	193	128	64	116	56	213	67	61
Finance costs	-	-	-	-	1	21	60	68	67	66	72	69	70	68
Internal charges and overheads applied	5	5	6	6	3	3	3	3	3	3	3	4	4	4
Other operating funding applications	(1)	1	1	1	1	1	1	1	1	1	1	1	1	1
Total applications of operating funding	74	226	-	40	81	126	221	257	199	136	186	132	287	133
Surplus (deficit) of operating funding	55	(69)	98	36	(41)	(98)	(59)	18	82	33	105	(49)	97	102
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	400	500	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(3)	12	-	4	5	1,010	1,985	459	76	11	402	-	156	190
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	(3)	12	(4)	395	1,510	1,985	459	76	11	402	-	156	7	190
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	32	-	39	2	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	6	98	72	560	1,738	1,852	317	-	-	341	-	-	-	190
Increase (decrease) in reserves	14	(116)	20	(128)	(269)	35	83	93	93	94	105	107	105	102
Increase (decrease) in investments	(0)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	53	-	56	94	432	1,469	1,887	400	93	93	435	105	107	292
Surplus (deficit) of capital funding	(55)	69	(98)	(36)	41	98	59	(18)	(82)	(33)	(105)	49	(97)	(102)
Funding balance	-	-	-	-	-	-	0	-	-	-	-	-	-	-

Table 0-1: Water facilities financial forecasts

Summary of Key Financial Assumptions

The assumptions made in respect to Council owned water structures are:

- That these types of facilities will still be required within the District;
- That funding for this activity is at a local level as opposed to District; and
- That these assets will continue to be managed by local governance groups.

Significant investment in planning and OPEX/CAPEX expenditure is required to try and rectify a significant period of underinvestment in this activity.

Scenarios that could significantly affect Council's water structures forecasts include climatic conditions, e.g. storm damage, and structural damage caused by wharf users. Also, the planned condition assessment could result in significant change to the programmed works required.

Valuation Approach

Assets are valued at carrying amount or depreciated cost for the Water Facilities activity.

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure for its activities.

Funding for the water structures is as follows:

- Wharf fees - both Stewart Island jetties and Riverton wharves.
- Endowment land lease rentals - Riverton wharves.
- Local as opposed to District funding.

Neither the Stewart Island Jetties nor the Riverton Wharves receive rates funding. The Stewart Island Structures Review is looking at a sustainable funding model. Funding from the Stewart Island Visitor Levy Fund is seen as central to this, however is potentially not sustainable.

Riverton Harbour structures receive revenue from Riverton Harbour Endowment Leases.

The Riverton Focal Point is funded from the Riverton Community Board, with the lift being District funded.

Fees and Charges

The fees and charges for Water Facilities are set by the Community Boards and approved by Council. These are documented in Councils Schedule of Fees and Charges each year.

Appendix

These include assets such as:

- 5 Jetties – Stewart Island Rakiura
- 2 Boat ramps – Stewart Island Rakiura
- 8 Boat ramps – Waiau Catchment & Riverton Harbour
- 4 Wharves – Riverton Harbour
- 1 Viewing Platform – Riverton Harbour
- 1 Marine Wall – Riverton Harbour
- 5 Navigation lights – Riverton Harbour
- 1 Swimming pontoon – Lake Te Anau
- 1 Retaining (sheetpile) wall – Pearl Harbour, Manapouri



Emergency Management

2024 -2034 Activity Management Plan

Southland District Council
Te Rohe Pōtae o Murihiku

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Executive Summary

This activity is a statutory requirement for all councils under the Civil Defence and Emergency Management (CDEM) Act 2002.

The Council's emergency management functions are delivered under a shared service model, being Emergency Management Southland (EMS).

EMS was created slightly over a decade ago, and the joint agreement between the 4 councils for this was reviewed updated and re-authorised by each of the 4 councils in 2019. The reviewed joint agreement is in place for ten years needing reviewed again in 2029.

The activity ensures people are safe and connected in an emergency and helps build community resilience by preparing, responding and recovering effectively from emergency events.

A key focus of this activity is to increasing community engagement and growing community connections, awareness and resilience in relation to managing emergency events, including what people can do to be as prepared as possible on an individual and household level.

In late 2019, following a government review, the Ministry of Civil Defence Emergency Management became the National Emergency Management Agency (NEMA). The current Southland CDEM Group, Group Plan (which is a statutory requirement) expired in 2022. This Group Plan is currently being re-worked and will be ready in February 2024. The Emergency Management Bill is before the select committee and will create a new legal framework within which EMS will need to operate in while preparing, executing and recovering from regional and local events.

Emergency Management Southland is managed by a Group Controller/Group Recovery Manager and EMS staff are officially employed via Environment Southland, with Environment Southland also providing financial and administration support services.

Financial Summary

As part of the shared service agreement EMS is funded by the four councils on the following percentage basis:

Environment Southland (ES):	34.05%
Southland District Council:	28.27%
Invercargill City Council:	28.27%
Gore District Council:	9.42%

EMS is co-located with ES and they are the administering authority for the Southland CDEM Group. Support costs are paid to ES on an agreed basis for each LTP cycle. The Southland Civil Defence Joint Committee sets out the direction and approves the budget for EMS, which then has to be ratified by each council.

Purpose of the Activity Management Plan

This AMP describes the strategies and works programmes for the Environmental Management activity so as to meet the objective of delivering the required level of service (LOS) for the Southland District. This

AMP informs Council's Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve, in order to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity.
- a statement of the intended Level of Service (LOS) and key performance targets (KPI's) that are measured and reported on within the annual planning cycle.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan Limitations

The intent of the AMP is to address and manage the most significant environmental management issues in the District. It is a living document which will undergo a formal review every three years to make amendments to reflect changes in LOS, demand, risks, issues, or financial information.

This AMP has been developed with the following key limitations:

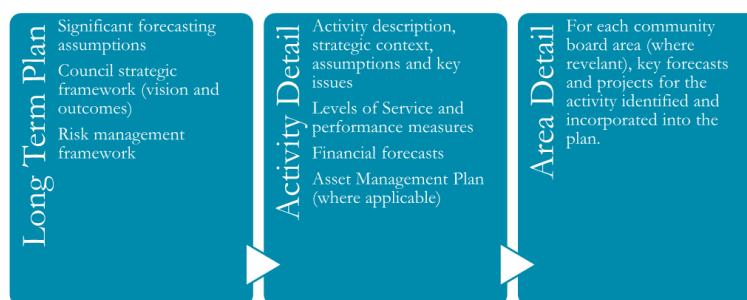
- risks and issues have been identified and scheduled based on the best information available at the time
- budgets for the activity have been assessed based on the best information available at the time

Plan Framework

The AMP framework as illustrated in below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP.

The key points are:

1. forecasting assumptions have been included.
2. new KPI's have been developed and will be reported on within the Corporate reporting cycle.
3. The plan sits within the EMS joint agreement for emergency management in Southland.



Activity Description

What we do

This activity focuses on communities being prepared, responding to and recovering from emergencies when they happen.

Emergency Management Southland has been formed by a joint committee of the four Southland Councils and co-ordinates Council's Civil Defence Emergency Management work across the 4Rs (Reduction, Readiness, Response and Recovery).

It has involved creating community and agency response plans. These plans are on a continuing review, update and maturity model of review. The activity has also developing communication networks, carrying out planning and education so people can better understand the risks and training to increase the community's readiness to respond.

The Southland Civil Defence and Emergency Management Group Plan 2017-2022 (currently being updated) sets out the context and goals for this activity and was prepared to meet the requirements of Section 48-57 of the Civil Defence and Emergency Management Act

Why we do it

Emergency Management Southland seeks to enable the effective and efficient management of those significant hazards and risks for which a co-ordinated approach is required. The overall goal of this activity is to develop and support safer, strong communities.

An informed and prepared community is more able to adapt to significant unforeseen change and ensure the overall health and wellbeing of people is maintained, even under extreme situations.

A community that understands and has been engaged in determining how they will manage their hazards ensures ownership and responsiveness in all parts of the management and response process.

Strategic Considerations

The three most significant hazards for Southland identified in the Group Plan are Earthquake (Alpine Fault), Flooding and Tsunami risk and it is likely that these will remain a priority work area for EMS in the future.

A significant body of work called AF8 [Alpine Fault magnitude 8] has been led by EMS with South Island wide involvement around preparing for a Magnitude 8 rupture on the Alpine Fault. Historic geological records show that these events occur approximately every 300 years and the last event of this magnitude was now slightly over 300 years ago. This AF8 work is crucial for community resilience and will continue during this LTP cycle. Considerable central government and other external funding has been received for the project and it has attracted international interest.

A regional flood response plan was developed in 2019 and put into use during the September 2023 floods. Incorporating lessons learnt from September and previous flooding such as February 2020, builds a stronger response relationship across all stakeholders, iwi and communities. This work ensures assets are improved and maintained, while considering and planning around the changing climate as key pieces of work are identified for LTP 34.

In 2020 funding was agreed between the four Southland councils to provide LiDAR height data for the Southland region. This data was to allow EMS to re-do tsunami modelling, considering the latest scientific

information and then to refreshing our current limited evacuation planning for tsunamis. While the LiDAR flights and modelling for the coastal areas has been completed the cost of modelling tsunami events is prohibitive.

Our work preparing communities to respond to emergencies has been successful with all regions in Southland having a Community Response Group and Plan. The EMS focus will continue on community engagement and enhancing individual and community readiness, re-engaging with community groups including SDC community boards to develop plans for large scale responses such as the Alpine Fault rupture.

There is a national level review of how emergency management is delivered underway, and a National Emergency Management Agency (NEMA) was established on 1 December 2019, although making progress in planning and responding to events, NEMA is still evolving. It is unsure at time of writing the extent to which this could affect the current EMS delivery model, but regardless of delivery model there will be a need to respond effectively locally so the status quo in terms of structure has been assumed for the purposes of this LTP.

An increase in severity and frequency of emergencies, including the state of national emergency declared for the North Island Severe Weather Events (2023), has highlights a pressing need to modernise and update the current EMS delivery model, but regardless of delivery model there will be a need to respond effectively locally so the status quo in terms of structure has been assumed for the purpose of this LTP.

The National Disaster Resilience Strategy came into effect on 10 April 2019 and replaces the previous National Civil Defence Emergency Management Strategy. It will last for 10 years, although it can be reviewed before then if necessary.

The Emergency management Bill, currently before select committee, will create the new legal framework within which Aotearoa New Zealand can prepare for, deal with, and recover from local, regional and national emergencies.

The national Civil Defence Emergency Management Plan must be reviewed every five years to ensure that the arrangements within it are robust, current and well understood by the agencies responsible for their delivery. The current Plan's operative period closed on 30 November 2022, but the Plan continues to be in force until it is replaced.

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenges it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
VISION	Together - with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Social
	Communities which are connected and have an affordable and attractive lifestyle
	Cultural
	Communities with a sense of belonging for all
	Environmental
	Communities committed to the protection of our land and water

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
STRATEGIC PRIORITIES	Economic
	Communities with the infrastructure to grow
	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

The framework guides staff, informs future planning and policy direction and forms the basis for the performance framework. It outlines how the environmental services activity contributes to the Council's community outcomes. The full levels of service and performance management framework is presented below.

Community Outcomes

When engaging with communities across Southland, EMS works with the local community boards to ensure they are briefed on our process and the development of a local plan. Any Community Response Plans are held locally and often the community board is the natural place for these plans to be held and maintained.

As we have seen in response, the leadership provided by community board members can be crucial in an emergency situation.

Activity – Emergency Management					
Outcomes	Activity Contribution	Outcome Objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Activity Objective: Safer, strong communities understanding and managing their hazards					
Social Communities which are connected and have an affordable and attractive lifestyle	The activity involves ensuring communities are prepared for emergencies and that they are able to respond to and recover from these when they do happen. This involved establishing plans to ensure people are connected and safe in an emergency. Specific actions include public education and ensuring a pool of trained personnel are in place to support the community in the events and in particular coordinate and manage.	People have everything they need to live, work, play and visit People can enjoy a safe and fulfilling life	Improved health and safety	LoS 10: Build community resilience to emergency events	
			Increased social wellbeing		
			Enhanced responsiveness	KPI 10.1: there are 26 community plans, eight of those plans will be enhanced and reviewed on an annual basis	KPI 10.2 : increase the percentage of surveyed households that have an emergency plan (written or verbal) form 55% - 60%
Cultural Communities with a sense of belonging for all	The activity involves building capacity to effectively prepare, respond to, and recover quickly from emergency events. Coordinated planning and community awareness building reduces the potential for damage in emergencies and a speedy response mitigates the effects of damage where practicable.	People are well-connected	More self-sufficient communities		
Economic Communities with the infrastructure to grow			More healthy communities		
Environmental Communities committed to the protection of our land and water			Reduced impact of disaster		

Strategic Priorities ►	1. Make doing business with and within council easier	2. Creating connected and resilient communities	3. planning for Robust Infrastructure	4. providing equity	5. Thinking strategically and Innovatively
Contribution Area ▼					
What will be done in the long-term (next 10 years)	EMS operates across the '4Rs'; Reduction, Readiness, Response and Recovery as outlined in our Group Plan. A successful work programme will build resilience and meet our vision of, 'safer, strong communities understanding and managing our hazards'.	The EMS focus will continue on community engagement and enhancing individual and community readiness. Recent surveys show that individuals have recognised the importance of being prepared for an emergency event (81%) but SDC showed 65% felt that they are prepared	EMS leads the Southland Lifelines Committee which brings together lifeline utilities as specified in the CDEM Act to understand vulnerabilities and build infrastructure resilience. EMS will realise the impending changes to lifelines (Critical Infrastructure) through changes to the emergency management Bill and DPMC Lifting resilience of New Zealand's critical infrastructure and adapt process to suit the new demands of this legislation.	EMS community engagement will identify and work with disproportionately impacted parts of the community to increased emergency preparedness.	Develop innovative way of connection to youth and young families to increase preparedness. Work with stakeholders and in partnership with Māori
What will be done in the short-term (next 3 years)	EMS will continue its successful community engagement work and will ensure that Community Response Plans are up to date and that we are re-engaging across Southland.	EMS will work to assist and encourage people's desire is recognised by increasing their feelings of being prepared that we are re-engaging across Southland.	EMS will work to identify the vulnerability of critical infrastructure.	EMS will collaborate with stakeholders in aged care, former refugee and other members of our communities including culturally and linguistically diverse	Explore innovative messaging to increase preparedness with identified areas of the community that are not as well prepared as other (those with young

Strategic Priorities ► Contribution Area ▼	1. Make doing business with and within council easier	2. Creating connected and resilient communities	3. planning for Robust Infrastructure	4. providing equity	5. Thinking strategically and Innovatively
				(CALD) increasing preparedness	families) as identified in the preparedness survey. Provide funding for a Mana Whenua Emergency Facilitator – co funded project with Ngai Tahu and EMS Work with SDC identifying staff that can be deployed with minimal notice in a state of emergency.
Key Actions and Projects	AF8 [Alpine Fault magnitude 8] programme, will continue to build resilience to the next Alpine Fault earthquake, through the accessibility of scientific modelling, coordinated response planning, and specific earthquake community engagement. AF8 is administered and run by EMS on behalf of the six South Island CDEM groups, NEMA, EQC and QuakeCore. It is an award-winning programme which is a	Ensuring that EMS is able to respond effectively 24/7 to any emergency will require ongoing training, exercising and the provision of up-to-date equipment and facilities. Ongoing community engagement is critical to the success of EMS.	Tsunami inundation zones will be updated as budget allows and will concentrate on areas with high populations. EMS will deliver a critical infrastructure vulnerability report for areas of Southland that service the denser populated areas of Southland.	EMS will provide education to the disproportionately impacted communities by attend Former Refugee inductions, Field Day 2024, presenting at Aged care residential facilities.	Development of SDC staff for instant and staggered deployment in a state of emergency.

Strategic Priorities ► Contribution Area ▼	1. Make doing business with and within council easier	2. Creating connected and resilient communities	3. planning for Robust Infrastructure	4. providing equity	5. Thinking strategically and Innovatively
	collaboration with leading Alpine Fault scientists and emergency management practitioners. EMS will lead the Fiordland hazards Working Group, which works closely with tourism and other stakeholders for the effective identification and mitigation of natural hazards in the Fiordland area. EMS will be an active participant in the Milford Opportunities Project.				
Related strategies / plans / policies	EMS is currently working on updating the Group Plan for completion in early 2024. This will be a high-level document that describes how we work with our partners and the community to prepare for, respond to, and recover from disasters. The plan also sets the direction for	EMS will look at enhancing the community plans and including more of the community in their design through local community surveys and community's adoption of Antenno.	Attend nation lifelines forum, Identify Lifelines Utilities Coordinators form councils to assist EMS during response. Organise and run three lifelines meetings and one Southland forum per year.		Develop a council staff call out list allowing instant deployment of SDC staff during a declared state of emergency.

<div> <div>Strategic Priorities</div> <div>►</div> </div> <div> <div>Contribution Area</div> <div>▼</div> </div>	1. Make doing business with and within council easier	2. Creating connected and resilient communities	3. planning for Robust Infrastructure	4. providing equity	5. Thinking strategically and Innovatively
	our work for the next 5 years.				

Strategic Context

The purpose of the Southland District Council Long Term Plan 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Representation framework

Community representation was amended prior to the 2018 triennial elections. There are now nine community boards that provide representation across the District. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopa Toetoe	Wallace Takitimu	

It is important that Council is seen as a leader in environmental management and community wellbeing in the District and through this AMP, provides efficient and effective regulatory management of activities and within the community. Doing so enables Council to provide and deliver quality, professional services to the ratepayer that meet anticipated outcomes.

Council aims to have a high level of engagement with its communities and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Council will go through a representation review in the first year of this AMP which may change the representation framework.

Key Risks, Issues and Assumptions for the Activity

The most important risks/issues for the environmental management activity over the next 10 years are:

Risk/Issue	Treatment Details
Failing to provide LOS	Established procedures, training, effective tracking and reporting through information systems and KPIs concerning quality of service.
Failing to comply with legislation	Established procedures and training, sufficiently resourced teams, staff who meet statutory qualifications.

Risk/Issue	Treatment Details
Health and Safety risks to staff	Maintain a strong focus on health and safety, both in terms of the legislative framework applicable and risk management within the team. Although EMS is administered by ES and abides by their Health & Safety policy, it also maintains its own Health & Safety policy reflecting its role as a shared service for the four Southland councils. This is reported through CEG and the Joint Committee.
Decision making based on inadequate information	Develop and implement a system / programme to identify and monitor key indicators. Be transparent with key assumptions and risks considered by Council

Key Assumptions relevant to Emergency Management Southland

Southland will continue to attract returning New Zealanders, migrants, refugees and the population will diversify requiring new engagement strategies for EMS. Data provided by Informetric is predicting an increase in the population that will be over 65 years of age. The European population is ageing and is not replacing itself while the Maori population is younger and more children are being born. A strong partnership with Iwi will help guide and support our work with communities across Southland.

The Beyond 2025 report identifies tourism numbers to be back to pre-pandemic level and increasing. Southlands housing issue is impacting on the ability to service the increased level of tourism; however, the numbers are still increasing in Fiordland, Stewart Island and the Catlin's.

The changing climate will likely produce more frequent emergencies for EMS to respond to, as coastal inundation and weather events become more severe over time. Existing infrastructure and response plans are on a review schedule and at any time a plan can be reviewed in light of an event.

The group plan review is currently underway with completion scheduled in early 2024.

Recent events around NZ and in Southland, highlights the need for council staff to be trained, exercise and respond ready with EMS and for us to coordinate relationships with all our key stakeholders.

EMS has a reputation for innovative and effective use of technology, however we also recognise the need for robust alternative solutions for when power and communication are impacted. Out AF8 planning work has shown a need for reliable radio and satellite communications and we will continue to improve the existing systems and networks we have in place.

Activity Specific Assumptions

The Southland Joint Agreement on Civil Defence was renewed in 2019 and the shared service model worked well with the large responses 2020 and 2023. It is assumed that this model will continue.

Although there may be legislative changes, we assume that the CDEM Group model will continue, with councils meeting their legislative responsibility with this shared service arrangement.

Regulatory Considerations

The key driver for the emergency management activity is the Civil Defence Emergency Management Act 2002. It outlines the sustainable management of hazards, encouraging and enabling communities with risk management, and the planning, preparation, recovery and response to emergencies. This legislation also requires the development of a Civil Defence Emergency Management Group Plan.

Demand Management Strategies

All SDC staff have a role supporting CDEM in times of an emergency. Suitable staff receive training to allow them to attend the Emergency Coordination Centre and assist with a response. All staff should receive induction training for CDEM and access to an online foundation module.

EMS coordinates any requests for staff, either to assist in Southland or to provide support to other regions when they have need. EMS also maintains relationships with our key stakeholders to provide and receive support in times of need.

Key Projects

Project	Description
AF8 [Alpine Fault magnitude 8]	<p>The AF8 programme strategy highlights three strategic focus areas being -</p> <ul style="list-style-type: none"> • raising awareness • coordinating intelligence • networking and collaboration <p><i>Emergency management and science working together to enable informed decision-making and increase Te Waiponamu our South Island's readiness and response capability for the next Alpine Fault earthquake;</i></p>
Tsunami risk planning	Improving understanding of the tsunami risk for Southland involves new modelling as budget allows, evacuation planning and socialisation of the risk with our coastal communities.
Radio network	Having built a network of community response groups, linked to the Southland Community Boards, EMS will work to roll out a radio network and training to these local communities to enable resilient communication in a large-scale emergency.
Enhancing Community Board Plans	<p>Enhancing community board plans to include more community design, surveys and community's adoption of the Antenno App</p> <p><i>(Antenno is a mobile app and backend web portal for two-way engagement between councils and their communities. It allows councils to send alerts, information and notification posts to their communities in a manner that makes it more likely these posts will be relevant to the recipient, and given attention.)</i></p>
Milford Opportunities Project hazard management	EMS will continue to work with the Milford Opportunities Project to ensure that hazard management is a key part of Southland's tourist strategy.
Health sector relationships	EMS will continue to build a solid working relationship with Te Whatu Ora Southern and our community health providers concentrating on disproportionately impacted parts of the community
Legislative changes to the CDEM Act	Incorporating any changes to the Emergency Management Bill into our Group Plan. Ensuring that the group plan will guide our work programme through 2024 to 20279

Our Levels of Service

Levels of Service, Performance Measures and Targets

What LoS we provide	LoS 10: Build community resilience to emergency events				
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27-34)
KPI 10.1 there are 26 community plans, eight of those plans will be reviewed and enhanced on an annual basis	All communities are covered with a plan.	8 per year	8 per year	8 per year	maintain up-to-date community plans
KPI 10.2 increase the Percentage of surveyed households that have an emergency plan (written or verbal) from 55% to 60%	55%	56%	58%	60%	> 60%

Financial Summary

As part of the shared service agreement EMS is funded by the four councils on the following percentage basis:

Environment Southland (ES):	34.05%
Southland District Council:	28.27%
Invercargill City Council:	28.27%
Gore District Council:	9.42%

EMS is co-located with ES and they are the administering authority for the Southland CDEM Group. Support costs are paid to ES on an agreed basis for each LTP cycle. The Southland Civil Defence Joint Committee sets out the direction and approves the budget for EMS, which then has to be ratified by each council.

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure for its activities.

Further information can be found in Council's Revenue and Financing Policy.

10 Year Financial Forecast

The following graphs/table summarise the financial forecasts for the activity over the ten years.

Financial Summary

To be completed

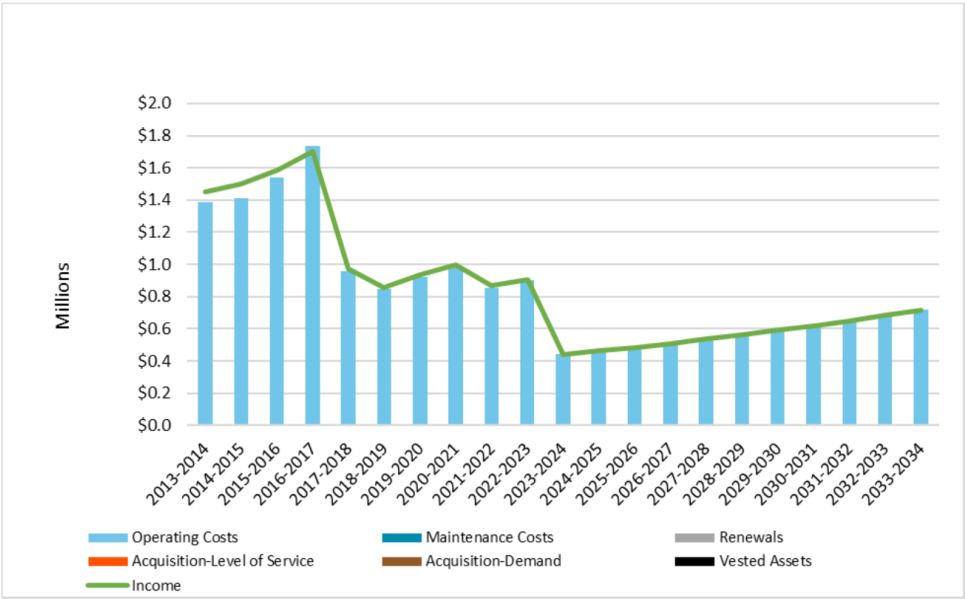
Figure 0-1: Emergency management total expenditure

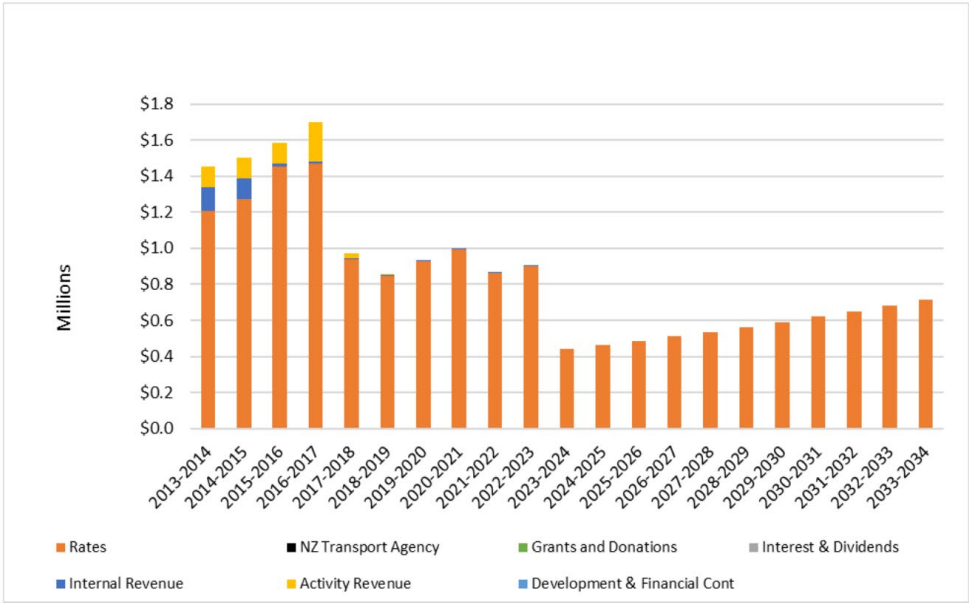
Total Income

To be completed

Figure 0-2: Emergency management total income

Financial Forecast Summary





This service is primarily provided by Emergency Management Southland and is funded directly from rates.

Financial Implications for LTP												
Inflation Adjustment	5%											
	Draft actuals	Annual Plan 2024	Long Term Plan									
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
GDC	147,873	146,752	154,090	161,794	169,884	178,378	187,297	196,662	206,495	216,820	227,661	239,044
SDC	443,777	440,411	462,432	485,553	509,831	535,322	562,088	590,193	619,703	650,688	683,222	717,383
ICC	443,777	440,411	462,432	485,553	509,831	535,322	562,088	590,193	619,703	650,688	683,222	717,383
ES	534,510	530,456	556,979	584,828	614,069	644,773	677,011	710,862	746,405	783,725	822,911	864,057
Total	1,569,937	1,558,030	1,635,932	1,717,728	1,803,614	1,893,795	1,988,485	2,087,909	2,192,305	2,301,920	2,417,016	2,537,867
op cost	289,457	298,141	313,048	328,700	345,135	362,392	380,512	399,537	419,514	440,490	462,515	485,640
Contractor (Mana whenua rep)			90,000	90,000	90,000							
staff	619,824	638,419	670,340	703,857	739,050	776,002	814,802	855,543	898,320	943,236	990,397	1,039,917
Proposed staff changes			125,000	131,250	137,813	144,703	151,938	159,535	167,512	175,888	184,682	193,916
ES SUPPORT COSTS	360,500	371,315	389,881	409,375	429,844	451,336	473,902	497,598	522,477	548,601	576,031	604,833
NEW PROJECTS	100,000	50,000	52,500	55,125	57,881	60,775	63,814	67,005	70,355	73,873	77,566	81,445
Total	1,369,781	1,357,875	1,640,769	1,718,307	1,799,723	1,795,209	1,884,969	1,979,218	2,078,178	2,182,087	2,291,192	2,405,751
Impact on reserve	100,000	100,000	50,000	50,000								
Funding to AF8 (below)	100000	100,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total allocated		1,557,875	1,710,769	1,788,307	1,819,723	1,815,209	1,904,969	1,999,218	2,098,178	2,202,087	2,311,192	2,425,751
Balance	156	155	-74,837	-70,579	-16,108	78,587	83,516	88,692	94,126	99,833	105,824	112,115
GDC	9%		- 7,035	- 6,634	- 1,514							
SDC	28%		- 21,156	- 19,953	- 4,554							
ICC	28%		- 21,156	- 19,953	- 4,554							
ES	34%		- 25,482	- 24,032	- 5,485							
AF8 Budget												
AF8 funding Local Council's		100,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
NEMA		200,000	200,000	200,000								
6 Groups		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other		80,000	80,000	80,000	80,000							
		480,000	400,000	400,000	200,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Expenditure												
Travel		20,000	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	31,027	32,578
Contractors		15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270	24,433
General Exp		15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270	24,433
Staff costs		220,476	231,500	243,075	255,229	267,990	281,389	295,459	310,232	325,743	342,031	359,132
		270,476	284,000	298,200	313,110	328,765	345,204	362,464	380,587	399,616	419,597	440,577
Reserves		50,000	50,000	50,000	- 100,000	- 50,000						
Balance		159,524	66,000	51,800	- 13,110	- 158,765	- 225,204	- 242,464	- 260,587	- 279,616	- 299,597	- 320,577



Community Facilities -

2024-2034 Activity Management Plan

Southland District Council
Te Rohe Pōtae o Murihiku

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Quality Assurance Statement			
Draft AMP Template			
Southland District Council 15 Forth Street	Version:		Record No: R/23/5/17911
	Status:		

Quality Assurance Statement		
Invercargill 9840 Telephone 0800 732 732 Fax 0800 732 329	Project Manager:	Mark Day
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Executive Summary

Community Facilities supports the social and economic infrastructure of our district by overseeing district assets and services. The team's portfolio combines the management, maintenance and service provision of the district toilets, halls, offices and libraries.

These facilities play a vital role in connecting Council to its communities. At times halls, offices and or libraries may be the sole remaining community facility therefore providing communities with the opportunity to access services, activities, interact socially and making doing business with council easier.

These facilities were originally designed as single use facilities (many of which were built in the 1950's) however to move Council owned facilities into the future these assets are needed to provide a multitude of varying services. Council will understand how to move this activity into the future by assessing the purpose, need and use of the district assets with a view to modernising while creating multipurpose buildings, future proofing while supporting the service and social aspect of community's needs.

This work has begun with the concept of community hubs, collecting usage data in halls and reviewing our district library service.

With the increased local and international travel and tourism there has been a growing demand on facilities such as public toilets therefore over the past three years a significant programme of works and investment has been undertaken to improve the public toilets throughout Southland and identify clear and appropriate maintenance and renewal plans.

Financial Summary

Council will need to invest in this activity over the period of the plan. Both the Invercargill and Otautau offices have been identified as requiring being brought up to standard. A number of options have been presented to Council determining the future pathway of these offices. The options will require some more investigation and could include the use of community hubs and a change of office in Invercargill.

The revised earth quake standards has financial implications for all of Council facilities. We are working through the process of obtaining Detailed Seismic Assessments (DSA) of all of the facilities to better understand what this will mean in terms of the cost to make sure that they are compliant with all regulations and standards.

Condition assessments were commissioned in 2022 on these facilities and the budget required to address maintenance issues that were identified have been factored into this plan.

Council offices, buildings and toilets are district funded. The community centres and halls are locally funded.

Purpose of the Activity Management Plan

This Activity Management Plan (AMP) describes the strategies and works programmes for the Community Facilities activity so as to meet the objective of delivering the required level of service for the Southland District. This AMP informs the Council's Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve, in order to achieve community outcomes. The AMP covers:

- A description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.

- The strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity.
- A statement of the intended levels of service and performance targets.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan Limitations

This plan is developed based on the current structure and legislative framework of local government. Staff are aware the sector is in a state of flux and that new initiatives may be requires as changes within the sector occur. Significant themes are currently being discussed in the sector including:’.

- setting wellbeing goals and priorities each term and measuring wellbeing outcomes
- honouring and giving full effect to Tiriti-based partnerships between local government and Māori
- Our changing climate
- local government and communities being empowered to build local solutions for national-level problems, with collaboration and funding from central government
- the reorganisation of local government including reviewing the operating models and structures of councils
- broadening citizen participation through democratic tools such as participatory and deliberative democracy processes
- changing local government elections, including to allow Te Tiriti-based appointments to councils
- Providing even greater support and training to elected members.

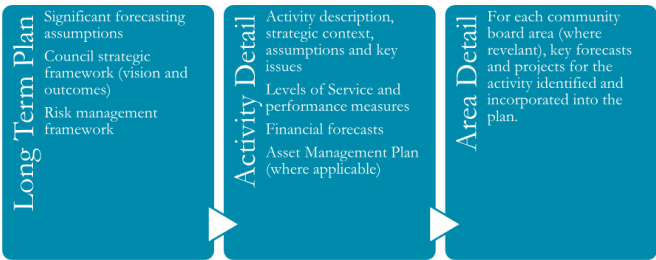
Council will need to be dynamic, transparent and agile in order to best serve its communities in this rapidly changing environment, an at the same time empower communities with the right tools to deliver the best outcomes.

Plan Framework

The AMP framework is illustrated in the figure below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this Plan. Information on locally funded activities and services are included in the Appendices to this Plan.

The key points are

1. Forecasting assumptions have been included in the planning of this AMP
2. New levels have been developed and will be incorporated into any new contracts associated with activities



Activity Description

What we do

Community Facilities includes buildings and structures which are used by the community to participate in a range of activities and access Council services.

The activity includes:

				
Community Centre's and Halls 32	Offices and Libraries 8	Amenity Buildings 19	Toilets 70	Dump Stations 7

The majority of our halls were built in the 1950's and our offices from 1921 – 1990. The Council buildings were acquired from the previous local authorities at the time of the local government amalgamation in 1989. Additions and alterations have occurred since, however these are all old buildings.

The age of the facilities creates an increasing challenge to manage them at the required level of service, for the changing needs of communities since their original construction. Management decisions will increasingly require consideration of the age and seismic strength of facilities.

Why we do it

This activity enables the communities to be more socially connected and active, and makes Southland a desirable place to live. The buildings provide a local hub where residents and tourists can access services or engage in social activities. The activity endeavours to cater for the changing demand on Councils assets in this activity.

Community Centres contribute to making Southland a great place to live providing accessible facilities for communities, clubs, organisations and individuals to enjoy sporting, social, cultural, educational and recreational pursuits. Community Centres contribute to community pride forming the physical heart of a community and serving as a record of the community's achievements. Additionally, they provide safe public places for children and families as well as contributing to healthy lifestyles by hosting active recreational pursuits.

Council offices and buildings contribute to making it easier to do business in Southland by support Council's operational activities as well as those local buildings that support particular sporting and social activities in the relevant communities.

Council provides safe, clean accessible Public Toilets and Dump Stations across the District for residents and visitors. This service supports benefits to the environment and public health in the District by reducing the likelihood of human waste impacting on the environment and raising community appreciation (and use) of our facilities.

Strategic Considerations

Strategic Framework

Strategic direction setting encompasses Council’s high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the priorities will be as we work with our communities.

Strategic Framework Component	2024-2034 Strategic Framework
VISION	Together, with our people, for our future, it’s our Southland
MISION	Working together for a better Southland
Community Outcomes	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
Strategic Priorities	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

Outcomes	Activity contributions	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Activity objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities			
Communities with a sense of belonging for all. (Cultural)	The activity provides a range of facilities, including Council offices, libraries, halls/community centres, sports clubrooms, sports field grandstands, medical and maternity centres, miscellaneous buildings and public toilets, that support community activities and needs. Regular checks ensure that facilities are safe to use.	Healthier, more active communities Improved natural environment Increased recreation opportunities More socially connected	LoS 2: Council owned facilities are fit for purpose
Communities which are connected and have an affordable and attractive lifestyle (Social)	Community Centres enable communities to be more socially connected, and by fostering healthier, more fulfilled and more active communities. This activity also helps provide people with the things they need to live, work and play in the District.	More socially connected Stronger local identity and connection	KPI 2.1 Council owned halls are fit for purpose ¹ ¹ Halls are clean, booking is easy, customer would book again
Communities with the infrastructure to grow (Economic)	Community centres enable communities to have a stronger local identity and connection, and by fostering the social, cultural and economic wellbeing of our communities.	Better history and heritage preservation Stronger local identity and connection More opportunities for economic growth	
Communities committed to the protection of our land and water. (Environmental)		Improved natural environment	

Strategic Priorities ▶ Contribution Area ▼	1. Connected and resilient communities	2. ease of doing business	3. thinking strategically and innovatively	4. Robust infrastructure	5. Providing equity
What will be done in the long-term (next 10 years)	Regulatory requirements and services delivered by Council: - encourage compliance - are user friendly - are cost effective; and achieve the regulatory objectives.		Utilise all sources including electronic data systems, staff and communities to gather relevant information.	Ensure buildings remain fit for purpose and: - are maintained to a high level - can be adapted to cater for changing technology	
What will be done in the short-term (next 3 years)	Improving the cost-effectiveness and efficiency of core services and processes.		Continue to improve quality of information gathered/used. Complete cost benefit analysis of using solar panels to power Halls and Community buildings	Deliver programmed works within timeframes and budget.	
Key Actions and Projects					
Related strategies / plans / policies	Asset Management Policy		Beyond 2025 regional long-term plan	Infrastructure Strategy	

Community Outcomes (and community board outcomes where applicable)

Following the last representation review nine community boards provide representation across the district. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takatimu	

It is important that Council is seen as a leader in property/facilities management in the District and through this AMP, will ensure its community facilities are fit for purpose, future focused, in appropriate locations and managed cost effectively. Doing so enables Council to provide and deliver quality, professional services to the ratepayer.

Council aims to have a high level of engagement with its customers and elected members to ensure that the minimum levels of service set out in this document represent their expectation

Strategic Context

The purpose of the Southland District Council Long Term Plan 2024 - 2034 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, iwi and the community
- provide a basis for performance measurement of Council.

Strategic direction setting encompasses Council’s high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Key Issues and Assumptions for the Activity

The most important issues relating to the Council's Community Facilities activity for the next ten years are shown below.

Key Issue	Context, Options and Implications
Changing Climate	<p><i>Context:</i></p> <p>As stated in LTP34 SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p><i>Options:</i></p> <p>For the Community Facilities Activity Management Plan, the team are identifying what assets and community facilities could be at risk and as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP</p> <p>The Staff working within the Community Facilities AMP recognise the SDC commitment to the reduction of our organisational carbon baseline measurement, with a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050.</p> <p>To reach that target the staff working group will complete an organisational carbon reduction plan, that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p> <p>These changes can include:</p> <ul style="list-style-type: none"> • Promote less electricity use in the offices ie switching off lights and computers at the end of the day. • Switching to LED lighting in our community facilities. • Investigate solar panels on the roof of office buildings, through a cost benefit analysis. • Support the finance team in the procurement of low emission vehicles. • Provide opportunity for staff to work from home 1 day per week where practical. • Carpooling to community meetings, workshops and events. • Encouragement of staff to use multiple transport modes to and from work i.e. walking, cycling, E scooters, public transport, ride sharing. <p><i>Implications:</i></p> <p>Council will continue to reduce its carbon footprint in a sustainable way when there is behaviour change at the centre of what we do.</p>
Future of Councils Offices	<p><i>Context:</i> To assess long term workplace requirements of Council and to confirm if the current building is able to meet these needs, either as is, or with refurbishment, or if new premises are needed to ensure council is able to operate at the desired level.</p> <p><i>Options:</i> Status quo. Partial upgrade/renovation. New premises - either build or rent.</p> <p><i>Implications:</i></p> <p>Doing nothing will negatively impact on Councils ability to introduce new technology work systems and practices as well as further reducing the buildings operational</p>

Key Issue	Context, Options and Implications
	<p>effectiveness, an runs a significant risk in regard staff health and safety as well as morale.</p> <p>A new building would enable it to be purpose built for new technology and future proof it for these needs and those of staff albeit at significant cost.</p> <p>This may create some ratepayer resistance.</p> <p>Council still considering preferred option.</p>
Seismic issues with various Council buildings	<p><i>Context:</i> A number of Council building currently have a low Seismic rating as per current building regulations.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. Status quo. 2. Demolition of building as per Engineer recommendations – some done and some yet to be done. 3. Sell property <p><i>Implications:</i> Individual building options to be determined upon receipt of Engineers recommendations.</p>
Public Toilets	<p><i>Context:</i> Council has systematically been replacing the old concrete block toilets that failed seismic assessment. This will require continued investment to bring all of these toilets up to the appropriate standard.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. Continue work programme and projects as planned in the previous LTP. 2. Investigate providing a lower level of service in some areas, reduce pan numbers when replacing toilets. <p><i>Implications:</i></p> <ol style="list-style-type: none"> 1. Costs to maintain the current level of service have increased . 2. A reduction in pan numbers may provide a reduction in some ongoing maintenance costs.
Resourcing	<p><i>Context:</i> The community facilities team is currently under resourced to deliver the agreed levels of service.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 3. Continue with the current level of resourcing. 4. Reduce the level of service. 5. Increase the level of resource. <p><i>Implications:</i></p> <ol style="list-style-type: none"> 3. The operational and capital works programme will not be able to be delivered. 4. Communities will not receive the agreed level of service and asset maintenance will be impacted. 5. Agreed levels of service will be able to be meet and the operational and capital works programme will not be able to be delivered.
Aging Infrastructure	<p><i>Context:</i> The facilities that we are managing are requiring more maintenance and are not necessarily fit for purpose or fully utilised.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. Status quo. 2. Rationalisation of the facilities across the district. <p><i>Implications:</i></p> <ol style="list-style-type: none"> 1. The maintenance costs of these facilities will continue to increase.

Key Issue	Context, Options and Implications
	2. Provision of multi-use facilities that are fit for purpose

Key Risks

Key Risk	Context and Implications
Compliance with New Zealand Regulations	<p><i>Context:</i> Council facilities are required to meet all of the appropriate building, healthy homes and seismic regulations. The facilities within this portfolio are generally old and complying with these regulations comes at an increasing cost.</p> <p><i>Implications:</i></p> <p>Non-compliance with New Zealand Regulations is the biggest risk to this activity.</p> <p>The cost to meet changing regulations is increasing due to the age of the facilities and is fast approaching the point where it is no longer economical to continue to do this.</p>
Resourcing	<p><i>Context:</i> The ability to deliver levels of service is directly related to the amount of resource (both internal and external) available. The current economic environment has had an impact on the resource that is required to meet Councils levels of service.</p> <p><i>Implications:</i> Without the appropriate level of resourcing we will not be able to meet agreed levels of service.</p>
Aging Infrastructure	<p><i>Context:</i> The portfolio of assets that we currently manage are requiring an increased level of maintenance and they are no longer fit for purpose. The age of the facilities means that they are difficult to modernise.</p> <p><i>Implications:</i> Council will continue to have to maintain facilities that are underutilised and are not meeting the modern demands of our communities.</p>

Regulatory Considerations

Changing regulations will require Council to further consider the state/standard of its buildings, with decisions required around having staff remaining to work in them and providing access to the public. Issues such as personal working space, ventilation and healthy buildings will need to be addressed, particularly in a post Covid-19 environment.

There will likely be a range of outcome options from status quo, to moving out and finding replacement buildings. Prudence suggests that a district wide feasibility study should be undertaken to determine what “Fit for Purpose” would look like to meet community requirements.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
NZS 4219:2009 – Seismic performance of engineering systems in buildings	Seismic activity and earthquake strength of buildings can determine if a building is safe to work in.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Building Regulations 1992	The standard to which buildings are required to meet. The objective of the regulation is to ensure that a building will throughout its life continue to satisfy the other objectives of the code.
FENZ	Industry standards to make sure a building is compliant with fire and evacuation standards
Health and Safety	Industry standards for personal working space and ventilation
Healthy Buildings	Industry standards for maintaining a healthy building

Demand Management Strategies

Southland's widely dispersed population and ageing demographic, combined with projected population decline, and suggested no increase in demand from residents of the District for the bulk of the facilities in this AMP. There were however three communities that have been identified in the Housing Needs Assessment that are exceptions to that, being Winton, Te Anau and Riverton.

The challenge with this activity is to align the facilities with the demographic spread. To this end Council would look to provide multi-purpose facilities that would cater for all demographics at each location.

Offices, Libraries and Buildings

With the exception of the Invercargill Head Office, demand management activities for Council Offices and Buildings is more around monitoring existing use and more efficient use of the current assets, as opposed to acquiring, or building more. If the demand requires additional assets then these are managed on a case-by-case scenario. If demand for the assets is clearly reducing, or no longer required, rationalisation and disposal of some assets is considered and processed if approved.

Decisions have already been made on the future use of the Invercargill Office with 5-year leases entered into for two central city offices and continuing the use of the Tower Block in the Forth Street building. Final decisions on the long-term location of Councils Head Office will be made during the term of this AMP.

Public Toilets

Public toilets were an exception. With around two thirds of the users of public toilets being overseas tourists, Council was expecting continuing growth of tourist numbers and was looking to make significant capital investment in its public toilet portfolio, to cater for this.

The country wide lock downs removed international tourists for a period of time however the tourist numbers have come back and are close to pre-lock down numbers.

Community Centres & Halls

Demand management is focused on increasing demand and utilisation (rather than managing excessive demand). Promotional activities to increase demand are the responsibility of the Community Board or Hall group.

Many of the halls/community centres are underutilised. There is already use made of third party facilities. Some Community boards are offering Halls with 100% discount on fees, using the Hall booking system to record usage. It is anticipated this information will inform the basis of a rationalisation conversation with

communities. Rationalisation of these assets needs looked at in conjunction with the other building assets Council has.

Key Projects

Project	Description
Future of Invercargill Office	With the decision already made to relocate Invercargill staff until a new permanent location is available, it simply remains to determine where Council's Head Office will be located in the future. Irrespective of that location, Council will have a building that will enable the latest technology and equipment to be installed, allowing staff to deliver services to the District in the most efficient and professional way possible.
Public Toilet Renewal Programme Continues	Continue the public toilet renewal programme and works to improve the public toilet standards throughout Southland. Upgrades and renewals outlined in specific budget lines
Building Seismic Capacity	Continue the work to obtain updated seismic assessments for all of the facilities by Council. This will inform the subsequent upgrade or renewals programme.
Improved Asset Management System	Increasing regulatory pressures on an aging property portfolio, likewise increases the need to continuously improve how Council manages its assets. Preliminary work has already been done on introducing the Infor Property Management system. This transition will occur during the term of this AMP.
Multiuse facility investigation	Investigate the feasibility of establishing multiuse facilities throughout the district. These would be designed to cater for the future demands of our communities. This would also look at the rationalization of the current facilities.

Other Considerations for the Activity

Our Levels of Service

Levels of Service, Performance Measures and Targets

Levels of service (LOS), performance measures and targets form the performance framework for the activity detailing what the Council will provide, and to what level or standard:

LOS are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the level of service provided with agreed expectations of customers and their willingness to pay for that level of service.

Performance measures are quantifiable means for determining whether a LOS has been delivered.

Performance targets are the desired levels of performance against the performance measures.

The levels of service provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the levels of service for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required of the activity (and associated assets) to deliver that level of service. This requires converting user's needs, expectations and preferences into meaningful levels of service.

Whilst the Level of Service is not necessarily in question, the increasing costs of meeting these needs to be addressed. Is it realistic to keep increasing expenditure? Or would a less costly Level of Service be acceptable? Or a rationalisation/reduction of assets?

What LoS we provide	LoS 2: Council owned facilities are fit for purpose				
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27-28)
KPI 2.1: Council owned halls are fit for purpose definition <ul style="list-style-type: none"> • ease of booking • Cleanliness of kitchen and toilets • Would you book again (a)	New measure	baseline data	10%	20%	30%

Plans Programmed to meet the Level of Service

Council has started a programme of asset data capture so that it is in a position to use an asset management application to manage the activity and make sure that the appropriate level of funding is available. This was started with condition assessments of all Council buildings and structures as part of the integration into the Infor property management system. The condition assessments contain all components necessary to enable Infor to deliver an effective long term asset management system. Infor will deliver lifecycle information for capital and operational projects.

These condition assessments would contribute to decisions on whether or not facilities met the LOS and ultimately the need to retain, renew, or remove them.

The role of the Work Scheme team within community facilities needs to be reviewed. This team was set up to provide a service to communities outside of the alliance contracts that were originally set up through the Transport team. The team has a dual function as it also provides members of the public who have to undertake community work as directed by the Corrections Department the ability to meet their obligations.

The financial contribution from the Corrections Department to Council has reduced considerably and the unreliability of the resource over period that this agreement has been in place means that it is no longer providing a positive value to the activity.

The team provides a valuable service to communities and carry out work that is not included in any of the maintenance contracts that are currently in place. Providing additional full-time resource to this team and removing the requirement to be cost recoverable would increase the ability of the community facilities team to meet the levels of service expected by our communities.

Activity and Asset Management

Overview of Management

An asset lifecycle is the series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through its useful life and eventual disposal.

The asset lifecycle can be tracked in different ways and is generally monitored in some way, including the less formal process of observation and conversation with those using the asset. The importance of any given asset lifecycle is determined by a number of factors, including how costly the asset to replace is, how crucial it is to the business or company, and the overall reliability of the asset in question.

When maintenance is neglected, we have to struggle with the resulting unexpected breakdowns, long delays, and emergency maintenance. When properly maintained, asset lifecycles can make the process of maintaining and managing your valuable assets much easier for everybody concerned.

Finally, each cycle is going to vary, depending on the asset in question. For example, a new building will have a very different asset lifecycle than a 50 year old building that has a comparatively shorter lifespan. However, the stages of the lifecycle stay the same, no matter what it's being applied to and the same principles can be applied to most assets.

The goal of infrastructure asset management is to identify the levels of service required by stakeholders and then manage the asset portfolio to provide those service levels at the least lifecycle cost and in a sustainable manner. Good asset management practices mean that the right work is done at the right time for the right cost. The key features of the Community Facilities infrastructure asset management are:

- A whole-of-life Asset Management approach
- Planning for a defined level of service
- Long-term strategies for cost-effective asset management
- Performance monitoring
- Meeting the impact of growth or decline through demand management and infrastructure investment
- Managing risks associated with asset and service failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices

Delivery Strategies

Continuing to deliver services primarily using third party contractors is seen as the most effective and efficient way to deliver. Initial work has been undertaken during the previous AMP term to reduce the number of contracts with the aim of having an available contractor work force that has capacity to act with greater flexibility and provide District wide coverage, whilst meeting the increasing regulatory requirements, particularly Health and Safety. In early 2023 an open tender went to market for general maintenance of our facilities. This tender asked for one or a number of suppliers to provide annual maintenance to our community facilities to prevent the less structured reactive maintenance that has occurred. Two main contracts were awarded with those contractors utilising local specialist services from townships and rural areas. These contracts have ensured staff are maintaining assets to a consistent LOS and assisting in a proactive extension of the asset lifecycle.

Council has identified in its strategic assumptions that due to the aging demographic and the increased demand on existing contractors, it may be difficult to deliver some existing services using traditional service providers. An alternative to this is to use Council's internal resource to cover more isolated areas that are not attractive to the larger contractors. As discussed above the future role of this team and the arrangement council has with the Corrections Department needs to be fit for purpose.

It is accepted that there is concern within communities that some local contractors will no longer be used, but Council's number one priority is delivering quality services to meet the needs and ensure the health and wellbeing of the District's communities and visitors.

Community Board Area Context

The representation review has brought a different perspective to how Community Board's now need to look at the locally funded assets they have within their area. They have moved from a localised focused approach to now having to take a holistic approach when planning the governance of the assets.

Previously they may have only had one reserve and one playground to fund, now they are likely to have multiple reserves and playgrounds to fund the maintenance of.

With Community Facilities, this means considering the need for all assets of a particular type within the Board's catchment. Are they all needed? Such consideration needs to look at all the changes in society since these facilities were constructed, including; accessibility (human), population, access (roading & vehicles), use, operational cost and community view.

Now they will need to look at how best to do this and choosing the appropriate levels of service that will allow them to provide consistency throughout their area of responsibility.

Asset Management Planning

Asset Management Planning is undertaken to ensure all parties involved in Council's asset management are working with the same information and towards the same objectives and outcomes. Such clarity is required to deliver services with efficiency and meet the Levels of Service required.

Infrastructure asset management is the tactical decision-making that links strategic objectives with the operational delivery of physical works. Asset management planning is the organisational activity used to produce the operational works plans that deliver the strategic objectives into the future.

Work over the duration of this LTP needs to allow for decisions on some of our built assets and whether they still preform the service and purpose the community needs or wants. A Community facilities asset strategy that is specific to each community board area that sets out principles and objectives for investment, divestment and in some cases, disposal will be worked through over the next three years.

Asset Management Systems

Over recent years, Community Facility assets have not necessarily been managed under a recognised industry system. This is now being addressed with Community Facilities assets being brought under the Infor Property Services (Infor) management system.

The Infor system is internationally recognised and used by a number of New Zealand local government authorities and Australian counterparts.

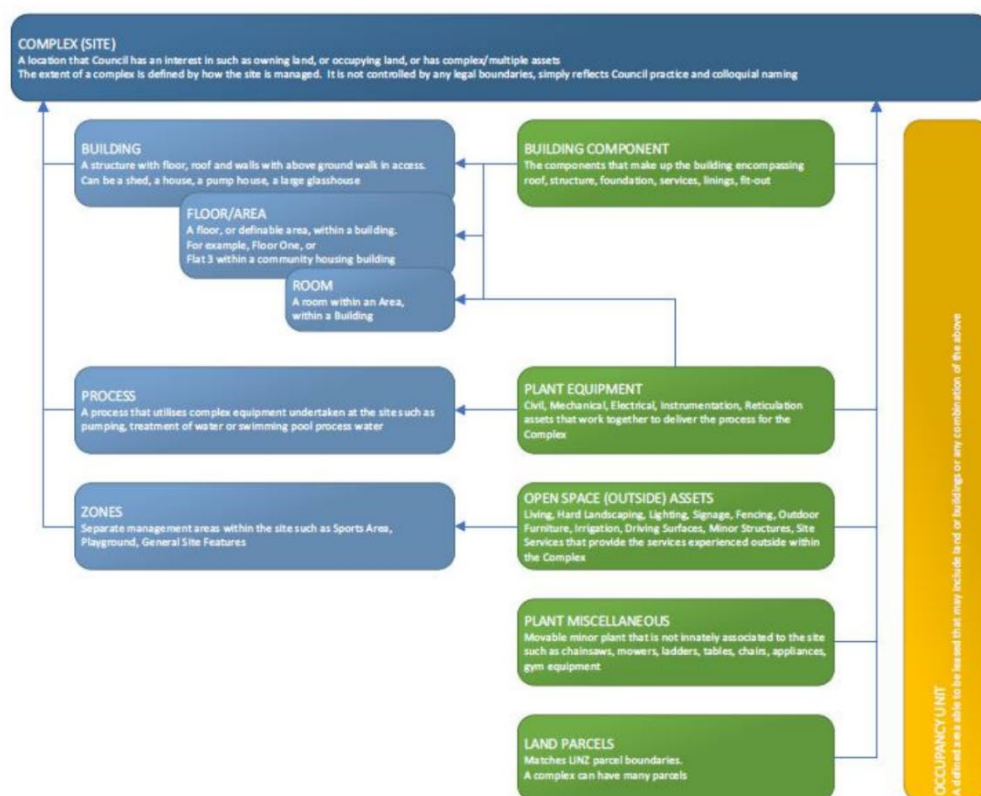
Asset Management Hierarchy

An asset hierarchy is a framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function; asset type or a combination of the two.

One of the main purposes of an asset hierarchy is to group assets that are treated in a particularly way together. Important or high visibility assets for example may receive a higher level of service than less important or low visibility assets and this is reflected in the asset hierarchy.

A well thought out asset hierarchy also makes navigating to a particular asset or asset component within an asset management software system easier.

Following is a diagram to represent the physical hierarchy of the assets captured within the Site Based Asset Feature Class. The blue lines represent the associations that will exist between the records. The phrase “Site Based” is used to reflect those assets that are contained within a site within the community as opposed to reticulation or network assets such as water pipes that cover a vast geographic area.



Asset Management Improvement

Council has to get all of the community facilities asset data into the corporate asset management application Infor property services management system (IPS). There has been significant work undertaken to identify assets, their condition and utilisation over the previous annual plan period.

Council is building up the set of data for the community facilities assets. This data is critical to setting up the Infor property services management system (IPS). With the correct data in the system, strategic asset management decisions will be able to be made that are based on factual information. All of the main assets are now in IPS, however we are still finding assets on Council land that were not originally identified in any documentation. This will be an ongoing process as minor assets such as fences, seats, picnic tables etc that were not included in the original data entry process are located.

This data is necessary to inform the Community Boards of the level of funding that will be required to maintain these assets. The intention is to have a high level of data available to inform the next Long Term Plan and move from a Basic to Core level of activity management in the Asset Management Maturity Index.

Financial Summary

10 Year Financial Forecast

The following graphs/table summarise the financial forecasts for the activity over the ten years.

1.1.1. Financial Summary

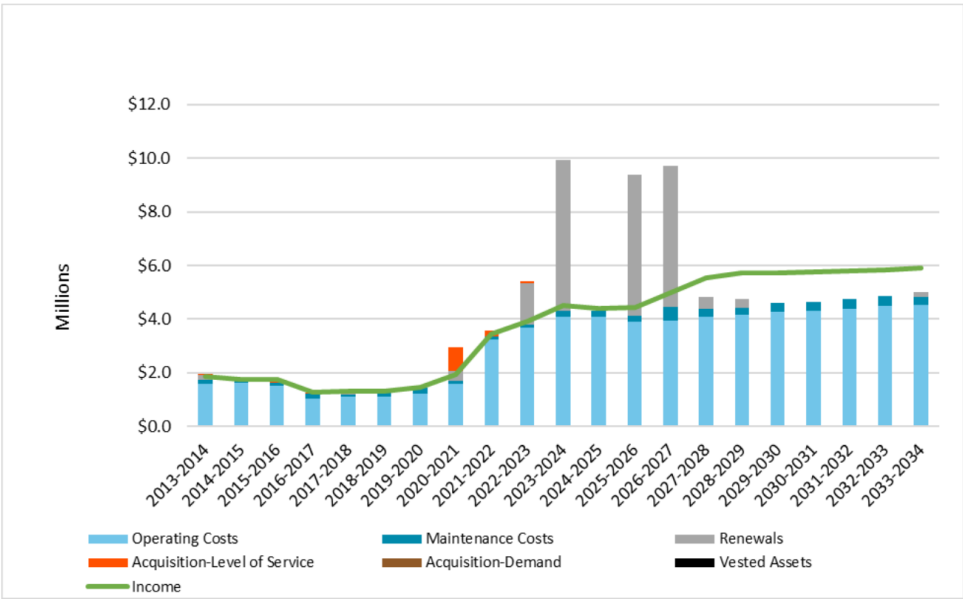


Table 0-1: Council Offices and Buildings Total Expenditure (District-wide)

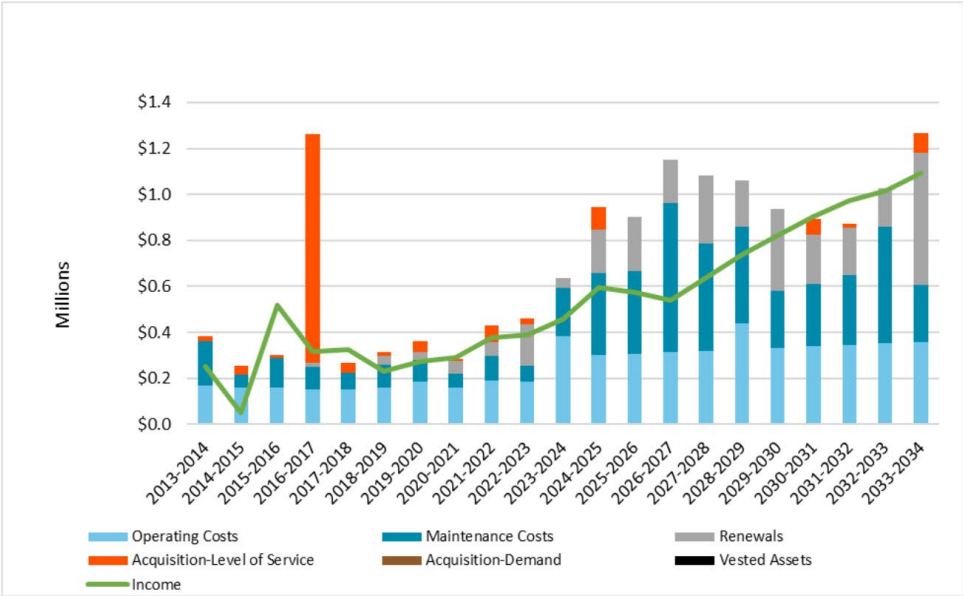


Figure 0Error! Use the Home tab to apply AMP H1 to the text that you want to appear here.-1: Community Centres Financial Summary (excluding depreciation)

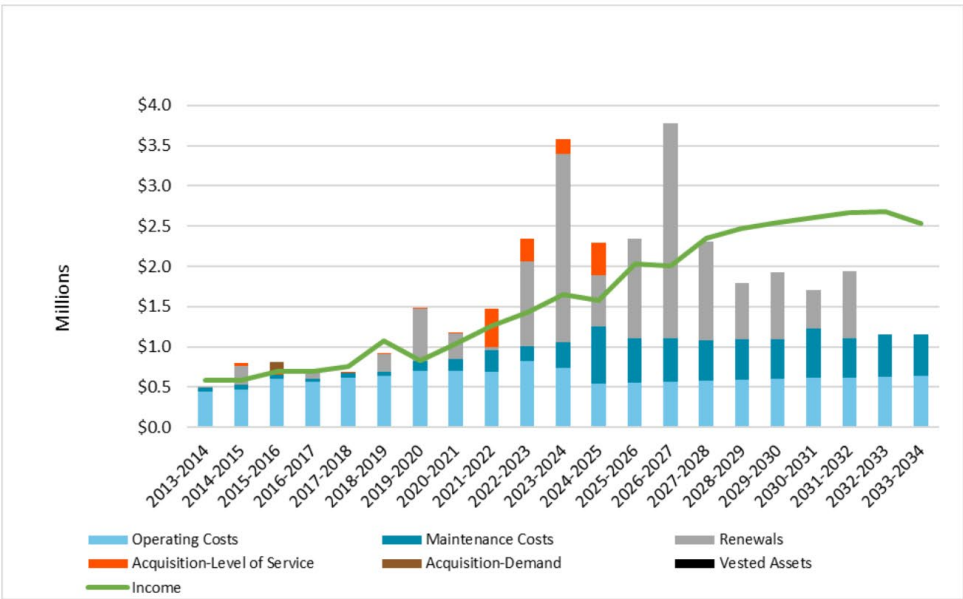


Table 0-2: Public Toilets Financial Summary (District-wide) excluding Depreciation

1.1.2. Total Income

Forecast Internal rental income increases after 2022 to fund the additional costs associated with a new building in Invercargill. Other staff are currently accommodated in a leased property with rentals paid to an external property owner. Furthermore, annual inflation has been applied to the internal rental charges.

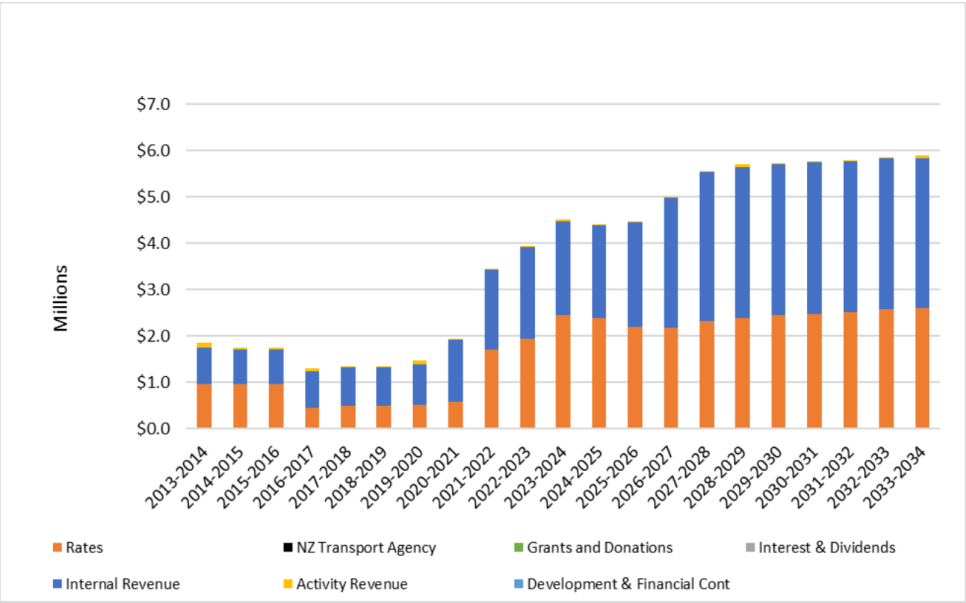


Table 0-3: Council Offices and Buildings Total Income

The main funding for halls is derived from local community rates. The forecast is relatively constant over the 10 year plan with inflation applied to the rates. There are still some hall groups that collect hall hire income and save this into their own bank account. This needs to be addressed so that the income comes back to Council to offset expenditure. No provision has been made for consolidation or rationalisation of the community halls which may impact on the revenue streams if this occurs.

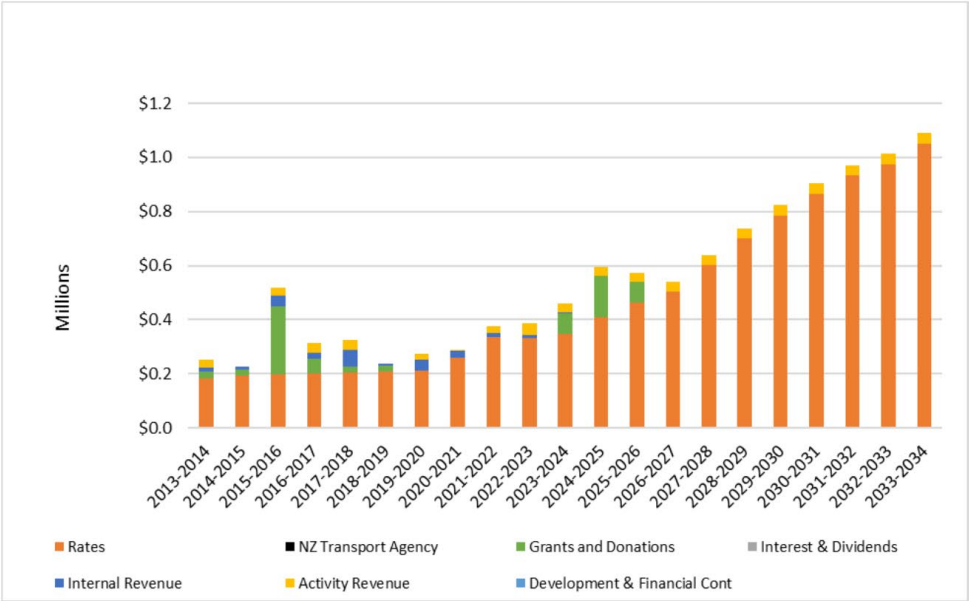


Figure 0Error! Use the Home tab to apply AMP H1 to the text that you want to appear here.-4: Community Centres Total Income

Income is derived from user pay levies, rates and government grants. Income has inflation applied over the forecast ten years with government grants expected in 2018-2019 for the capital renewal projects.

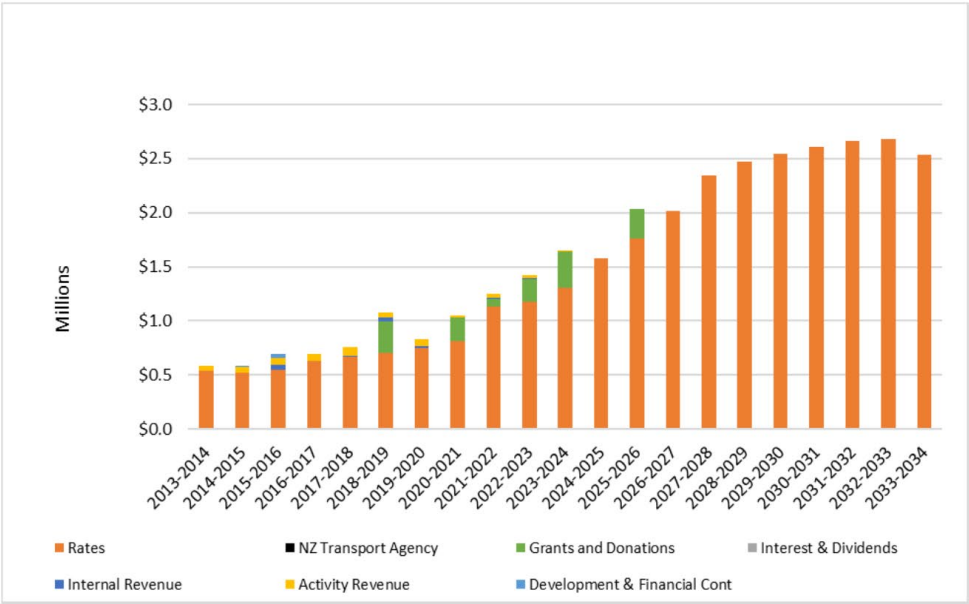


Table 0-4: Public Toilets Total Income

Financial Forecast Summary

Future costs are projected to increase as shown in Table 0-5, inflationary increases have been applied and planned maintenance projects. This is partly offset by a reduction in repairs and maintenance costs which are expected to be lower associated with the 2 buildings upgrades. **To be Updated**

Council Facilities

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Operations and Maintenance										
Operating Costs	1,153,111	1,191,548	1,225,535	1,219,711	1,257,190	1,522,077	1,760,929	1,773,405	1,790,261	1,808,499
Repairs and Maintenance	137,348	122,953	169,478	154,209	264,929	180,504	173,758	142,657	147,214	151,003
Depreciation	258,629	270,575	290,497	296,630	357,036	487,824	550,663	548,237	545,280	521,814
	1,549,088	1,585,076	1,685,510	1,670,550	1,879,155	2,190,405	2,485,350	2,464,299	2,482,755	2,481,316
Asset Programme										
Renewals	370,000	180,507	-	-	5,733,075	5,948,945	-	-	-	-
Acquisition-Level of Service	-	51,100	483,178	-	-	-	-	-	-	-
	370,000	231,607	483,178	-	5,733,075	5,948,945	-	-	-	-
Funding Programme										
Rates	(135,091)	(135,758)	(136,440)	(136,176)	(136,923)	(137,712)	(138,552)	(144,288)	(145,209)	(143,649)
Internal Revenue	(1,248,690)	(1,341,136)	(1,407,627)	(1,430,903)	(2,020,872)	(2,415,417)	(2,083,499)	(2,062,750)	(2,087,425)	(2,117,380)
Transfers to Reserves	207,396	209,860	190,697	192,560	152,320	247,103	196,780	231,416	193,385	196,543
Transfers from Reserves	(240,114)	(86,307)	(150,139)	(152,662)	(448,712)	(635,954)	(502,618)	(531,871)	(490,611)	(470,318)
Loans Repaid	6,165	42,846	79,306	91,008	95,315	179,154	222,984	195,979	205,253	212,381
Loans Raised	(200,000)	(231,607)	(483,178)	-	(5,034,086)	(5,153,137)	(23,125)	-	-	-
Non Cash Expenditure	(165,446)	(150,230)	(135,890)	(107,870)	(91,600)	(72,107)	(27,078)	(26,630)	(25,053)	(24,253)
Activity Revenue	(143,308)	(124,351)	(125,418)	(126,507)	(127,672)	(151,280)	(130,242)	(126,155)	(133,095)	(134,640)
	(1,919,088)	(1,816,683)	(2,168,688)	(1,670,550)	(7,612,230)	(8,139,350)	(2,485,350)	(2,464,299)	(2,482,755)	(2,481,316)
Summary of Council Facilities	-	-	-	-	-	-	-	-	-	-

Table 0-5: Council Offices and Buildings Financial Forecasts (District-wide)

The table below shows the forecast 10 year plan.

Operating costs remain constant with inflationary increases. Minor maintenance projects result in a number of fluctuations in repairs and maintenance. Depreciation is not funded for this activity.

There are a number of renewal projects to repaint halls. These are funded by way of loans where there is insufficient community hall reserves.

Community Centres

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Operations and Maintenance										
Operating Costs	459,099	467,098	479,982	493,327	509,326	519,753	533,148	548,531	561,459	576,320
Repairs and Maintenance	80,232	124,078	87,974	63,219	45,019	91,856	50,592	83,280	77,189	29,871
Depreciation	108,534	109,158	107,612	108,132	108,004	106,011	102,241	99,575	98,833	97,802
	647,865	700,334	675,568	664,678	662,349	717,620	685,981	731,386	737,481	703,993
Asset Programme										
Renewals	71,000	15,330	52,224	106,746	-	27,956	62,978	-	-	-
	71,000	15,330	52,224	106,746	-	27,956	62,978	-	-	-
Funding Programme										
Rates	(442,643)	(452,058)	(469,439)	(486,701)	(504,168)	(518,996)	(529,869)	(553,098)	(567,666)	(584,205)
Internal Revenue	(12,177)	(11,510)	(11,196)	(11,279)	(11,352)	(11,311)	(11,122)	(11,189)	(11,438)	(11,683)
Transfers to Reserves	10,277	9,109	9,209	8,785	8,786	7,425	7,043	7,220	7,327	7,578
Transfers from Reserves	(78,780)	(41,119)	179	(13,960)	(21,569)	(41,885)	(10,929)	(32,533)	(505)	(889)
Loans Repaid	2,183	6,691	12,150	16,383	21,741	22,771	26,048	31,722	34,292	36,960
Loans Raised	(45,265)	(72,772)	(83,559)	(129,765)	-	(48,685)	(77,836)	(22,630)	(48,074)	-
Non Cash Expenditure	(108,534)	(109,157)	(107,611)	(108,132)	(108,003)	(106,011)	(102,240)	(99,574)	(98,833)	(97,802)
Activity Revenue	(43,926)	(44,848)	(45,791)	(46,755)	(47,784)	(48,884)	(50,053)	(51,304)	(52,584)	(53,952)
Grants and Donations	-	-	(31,734)	-	-	-	-	-	-	-
	(718,865)	(715,664)	(727,792)	(771,424)	(662,349)	(745,576)	(748,959)	(731,386)	(737,481)	(703,993)
Summary of Community Centres	-	-	-	-	-	-	-	-	-	-

Figure Error! Use the Home tab to apply AMP H1 to the text that you want to appear here.-2: Community Centres Financial Forecasts (District-wide)

Public Toilets & Dump Stations

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
Operations and Maintenance										
Operating Costs	609,692	649,440	669,288	699,732	709,268	725,751	740,656	749,669	757,237	769,354
Repairs and Maintenance	72,293	70,672	72,228	76,328	82,133	77,270	79,134	81,120	83,159	90,512
Depreciation	89,407	102,611	108,892	116,980	118,075	123,082	126,146	125,338	123,118	123,526
	771,392	822,723	850,408	893,040	909,476	926,103	945,936	956,127	963,514	983,392
Asset Programme										
Renewals	806,844	279,907	525,306	80,636	214,344	188,825	56,276	-	36,126	-
	806,844	279,907	525,306	80,636	214,344	188,825	56,276	-	36,126	-
Funding Programme										
Rates	(709,366)	(778,519)	(818,674)	(884,557)	(911,693)	(942,490)	(977,691)	(1,001,611)	(946,453)	(975,499)
Internal Revenue	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)
Transfers to Reserves	(3,149)	-	-	-	-	-	-	-	-	-
Transfers from Reserves	(32,039)	(51,306)	(65,335)	(81,886)	(94,460)	(110,774)	(126,146)	(125,338)	(123,118)	(123,526)
Loans Repaid	87,009	118,521	137,361	168,700	180,495	199,672	218,049	231,025	166,260	175,836
Loans Raised	(579,344)	(279,817)	(525,306)	(80,636)	(214,344)	(188,825)	(56,221)	-	(36,126)	-
Non Cash Expenditure	(53,644)	(51,306)	(43,557)	(35,094)	(23,615)	(12,308)	-	-	-	-
Activity Revenue	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Grants and Donations	(227,500)	-	-	-	-	-	-	-	-	-
	(1,578,236)	(1,102,630)	(1,375,714)	(973,676)	(1,123,820)	(1,114,928)	(1,002,212)	(956,127)	(999,640)	(983,392)
Summary of Public Toilets & Dump Stations	-	-	-	-	-	-	-	-	-	-

Table 0-6: Public Toilets Financial Forecasts (District-wide)

Summary of Key Financial Assumptions

The assumptions made in respect to Council owned community facilities are:

- .
- Facilities that are fit for purpose will be required to deliver agreed levels of service.
- That these assets will continue to be funded through local or district funding.

Significant investment in planning and OPEX/CAPEX expenditure is required to try and rectify a significant period of under investment in this activity.

Valuation Approach

Assets are valued for insurance purposes either annually, three yearly or five yearly depending on the reinstatement value. The terms are as follows:

- Annually 1,500,000
- Three yearly >750,000 - <\$1,500,000
- Five yearly <\$750,000

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure.

Further information can be found in Council's Revenue and Financing Policy.

The funding principles for the buildings are driven by whether the benefit is either District or local and they are funded accordingly either through local community rates or district rates.

Fees and Charges

The fees and charges for community centres are set by the Community Boards and approved by Council. These are documented in Councils Schedule of Fees and Charges each year.

Appendix

- 31 Council offices, libraries or amenity buildings – with a wide range in building age, the ability to service the modern office/library demand is questionable in some cases.
- 32 Community Centres and Halls – many of these buildings date back to the 1940's and earlier, with their condition and ability to meet changing community demand in many cases questionable.
- 71 public toilets and 7 dump stations
Toilets are in both rural and urban areas and the type of facilities provided, range from multi-pan facilities for men and women, plus showers, to single pan Norski toilets in more remote areas. Services associate with public toilets (e.g. cleaning, maintenance) are managed by Council and carried out by contractors.

Name	Location	Name	Location
District Funded		Locally Funded	
Office	Invercargill	Changing Shed	Otautau
Office/Library	Lumsden	Plunket Rooms	Otautau
Office/Library	Riverton	Sports Pavilion	Te Anau
Office/Library	Winton	Railway Station	Lumsden
Office/Library	Wyndham	Old post Office	Garston
Office/Library	Otautau	Grandstand	Winton
Library	Te Anau	Grandstand	Riverton
Library	Tuatapere	Maternity Centre	Winton
Depot	Waikiwi (2 buildings)	Medical Centre	Winton
Depot	Te Anau (2 buildings)	Museum	Wyndham
Depot	Riverton		
Depot	Waikaia (4 buildings)		

Name	Location	Name	Location	Name	Location
Athol - Toilet	Athol	Manapouri Frasers Beach North - Toilet	Manapouri	Riverton T Wharf - Toilet	Riverton
Balfour Plunket Rooms - Toilet	Balfour	Manapouri Frasers Beach South - Toilet	Manapouri	Riverton Taramea Bay - Toilet	Riverton
Blackmount (Swimming Pool) - Toilet	Blackmount	Manapouri Pearl Harbour - Toilet	Manapouri	Te Anau Ivon Wilson Park - Toilet	Te Anau
Clifden Historic Bridge - Toilet	Rural	Monkey Island - Accessible Toilet	Monkey Island	Te Anau Boat Harbour - Dump Station	Te Anau

Colac Bay Boat Ramp - Toilet	Colac Bay	Monkey Island - Toilet	Monkey Island	Te Anau Boat Harbour - Toilet	Te Anau
Colac Bay Foreshore (Surfies) - Toilet	Colac Bay	Monowai Village Reserve - Toilet	Monowai	Te Anau Kiwi Country - Toilet	Te Anau
Colac Bay Play Ground - Toilet	Colac Bay	Mossburn - Toilet	Mossburn	Te Anau Lions Park (Waterfront) - Toilet & Shower	Te Anau
Cosy Nook - Toilet	Cosy Nook	Nightcaps - Toilet	Nightcaps	Te WaeWae Lagoon - Toilet	Te WaeWae Lagoon
Curio Bay Campground Concrete #1 - Toilet	Curio Bay	Oban Bathing Beach - Toilet	Oban	Thornbury Bridge - Toilet	Thornbury Bridge – Aparima River
Curio Bay Campground Concrete #2 - Toilet	Curio Bay	Oban Braggs Bay Motorau Gardens - Toilet	Oban	Thornbury Playground - Accessible Toilet	Thornbury
Curio Bay Campground Long Drop - Toilet	Curio Bay	Oban Community Centre - Toilet	Oban	Thornbury Playground - Toilet	Thornbury
Curio Bay Campground Main -Toilet	Curio Bay	Oban Golden Bay - Toilet	Oban	Tokanui - Toilet	Tokanui
Dipton - Toilet	Dipton	Oban Horseshoe Bay - Toilet	Oban	Tokanui Dump Station	Tokanui
Dunsdale Reserve - New Toilet	Hedgehope	Oban Traill Park - Toilet	Oban	Tuatapere - Toilet	Tuatapere
Dunsdale Reserve - Old Toilet	Hedgehope	Ohai - Toilet	Ohai	Tuatapere Domain Camping (Urinal) - Toilet	Tuatapere
Edendale Kamahi Scenic Reserve -Toilet	Edendale	Orepuki Hall - Toilet	Orepuki	Tuatapere Domain Camping (WC) - Toilet	Tuatapere
Edendale Recreation Reserve - Dump Station	Edendale	Otautau Arboretum - Toilet	Otautau	Waikaia - Toilet	Waikaia

Edendale Recreation Reserve - Toilet	Edendale	Otautau Dump Station (Beside Public Toilets)	Otautau	Waikawa - Toilet	Waikawa
Edendale Seaward Rd - Toilet	Edendale	Otautau Main Street - Toilet	Otautau	Wallacetown Garage - Toilet	Wallacetown
Fortrose - Toilet	Fortrose	Riversdale - Toilet	Riversdale	Weirs Beach - Toilet	Weir Beach - Catlins
Garston - Toilet	Garston	Riverton - Gummies Bush (Whitebaiters) - Toilet	Gummies Bush Aparima River Bridge	Winton Dump Station	Winton
Gorge Road Hall - Toilet	Gorge Road	Riverton Howells Point - Toilet	Riverton	Winton John Street Toilet	Winton
Lumsden - Toilet	Lumsden	Riverton Mores Reserve - Toilet	Riverton	Winton Main Street-Toilet	Winton
Lumsden Dump Station (South end Railway Station)	Lumsden	Riverton Pilot Reserve - Toilet	Riverton	Winton Moores Reserve - Toilet	Winton
Manapouri - Dump Station	Manapouri	Riverton Princess Street - Toilet	Riverton	Wyndham Balaclava Street - Toilet	Wyndham
Manapouri Flying Fox Toilet	Manapouri	Riverton Rocks Bunker - Toilet	Riverton	Wyndham Camp Ground - Dump Station	Wyndham
Manapouri Frasers Beach Central - Toilet	Manapouri	Riverton Rugby Ground - Toilet/Change rooms	Riverton		



Community Leadership

2024-2034 Activity Management Plan

Southland District Council
Te Rohe Pōtae o Murihiku

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Quality Assurance Statement				
Draft AMP Template				
Southland District Council 15 Forth Street	Version:		Record No:	R/23/7/29896
	Status:	Draft		

Quality Assurance Statement		
Invercargill 9840 Telephone 0800 732 732 Fax 0800 732 329	Project Manager:	Robyn Laidlaw
	Prepared By:	Robyn Rout and Jared Cappie
	Reviewed By:	Fran Mikulicic
	Approved for issue:	Michael Aitken

Executive summary

Community leadership is part of the core functions of Southland District Council (Council) and contributes to building a strong local government system to support communities through the challenges and opportunities ahead, and helps to embed intergenerational wellbeing and local democracy.

Key aspects of this activity are to support community-led development, regional development, engagement and representative leadership.

Community leadership is integral in advancing the thinking and actions towards a District-wide approach to strengthen Council's focus on wellbeing, while supporting the importance of people, culture, places, heritage, and spaces.

This activity is responsible for enabling and supporting collective action both within Council and community boards and within our communities, understanding and sharing power and responsibility at all levels to serve community priorities, and recommend policy to support this.

Purpose of the activity management plan

The purpose of this activity management plan is to provide:

- an overview of the scope of the activity
- why council delivers the service
- levels of service/performance measures
- the outcomes anticipated from this service
- information on projects
- expenditure that will be required to provide the activity and how the management of the activity is funded
- issues and risks involved in undertaking the activity.

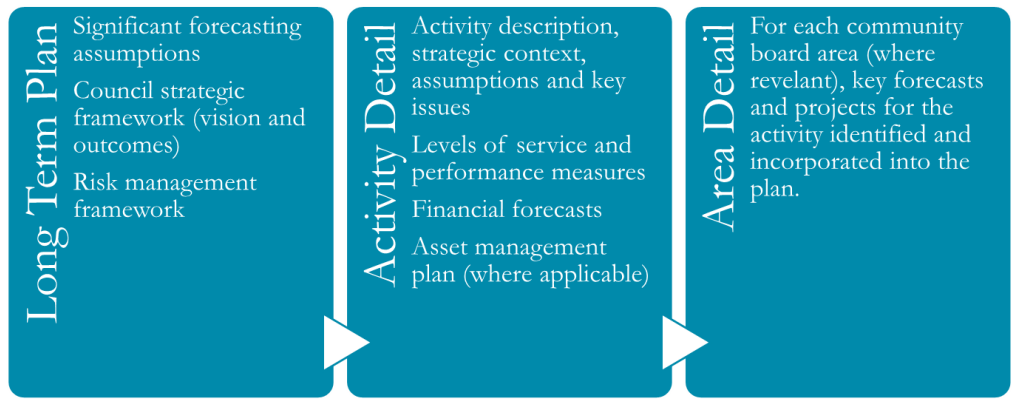
Plan limitations

This plan is being developed based on the current structure and legislative framework of local government. Staff are aware the sector is in a state of flux and that new initiatives may be required as changes within the sector occur. Significant themes are currently being discussed in the sector including:

- setting wellbeing goals and priorities each term and measuring wellbeing outcomes
- honouring and giving full effect to Tiriti-based partnerships between local government and Māori
- Our changing climate
- local government and communities being empowered to build local solutions for national-level problems, with collaboration and funding from central government
- the reorganisation of local government including reviewing the operating models and structures of councils
- broadening citizen participation through democratic tools such as participatory and deliberative democracy processes
- changing local government elections, including to allow Te Tiriti-based appointments to councils
- Providing even greater support and training to elected members.

Council will need to be dynamic, transparent and agile in order to best serve its communities in this rapidly changing environment, and at the same time empower communities with the right tools to deliver the best outcomes.

Plan framework



Scope of the activity

What we do

Community leadership is a core function of Council and contributes to building a strong local government system to support communities and help embed intergenerational wellbeing and local democracy. Intergenerational wellbeing is about lifting people’s quality of life.

This activity strengthens Council’s focus on community wellbeing by taking a strengths-based approach to the District, and our communities. This means focusing on individual, whanau and communities’ strengths including personal strengths, and social and community networks. This is holistic and multidisciplinary to promote wellbeing.

This activity focus’ on building strong networks and relationships with new and existing partners, agencies/stakeholders, iwi and communities. It is also about understanding the aspirations of mana whenua and where relationships and partnerships are appropriate. Through these relationships Council can help address a wide range of issues, challenges and opportunities, in order to improve and protect wellbeing through planning, investment, decision making, and agreed actions.

The community leadership activity advances the thinking and actions towards a District-wide approach to strengthen Council’s focus on wellbeing, while supporting the importance of people, culture, heritage, places and spaces, and building the capacity and capability for communities to have greater resilience to change. This activity also facilitates regional development.

This activity includes providing assistance to the many volunteer museums in Southland, connecting people to the stories hidden in history all over Southland.

Services

This activity encompasses four key services to facilitate intergenerational wellbeing and help Council focus on local priorities and solutions:

- community-led development - supporting collaborative partnerships and building strong relationships with community, iwi, and key agencies/stakeholders
- community planning - planning with the community, iwi and key agencies/stakeholders effectively
- community engagement – connecting with the community effectively to ensure we have the full picture and can be truly community centred in our approach
- community representation – enabling democratic decision making by, and on behalf of, communities, including being an advocate

Components of the activity

The components of the community leadership activity are:

Community leadership (community development, engagement and planning)

Council supports collaborative partnerships with local community organisations and local community development opportunities, as well as key national and regional agencies/stakeholders that support the district's communities and add value to residents' quality of life and visitor experiences.

Regional development

Council invests in regional development initiatives through Great South who focus on economic development, attracting business, and providing and promoting quality visitor experiences. In addition, we provide support, community connection, voices and insights, and feedback into the development of the Regional Long-Term Plan.

Community assistance (grants and donations)

Council assists a number of groups by providing funding for a range of projects and activities that promote community wellbeing, such as:

- The Community Partnership Fund which supports an array of local initiatives and projects. The Southland District's nine community boards are responsible for approving grants from their respective funds, and each has developed individual criteria for applications. Epitomising the concept of community-led development, the funds have a positive impact in the community, for the community.
- The District Initiatives Fund is available to support the development and implementation of initiatives within the Southland District area that are at a scale that provides benefits to the District as a whole, or are of benefit to at least two community board areas.
- LTP grants are contributions to community groups and organisations that are paid in a three-year cycle to align with the LTP. Council's policy is that any grant funding over \$10,000 requires the organisation to provide an outcome report annually.
- District Heritage Fund, which is used to support Southland district's museums with operational funding through an annual operating payment.
- The Stewart Island Rakiura visitor levy - although Stewart Island/Rakiura has a small resident population, it is a destination for a large number of short-term visitors. This creates a unique funding challenge for Council. Council sets and collects levies and obtains revenue from visitors to Stewart Island/Rakiura. Funds must be used to better provide services, facilities, amenities for island visitors, or mitigate environmental effects.

Representation and advocacy

Council encourages decision-making at a range of levels – centrally by Council and at local levels, through community boards and other subcommittees.

Council also seeks input from young people in the district through the Youth Council and supports other representative groups such as the Milford Community Trust, the South Catlins Charitable Trust and Predator Free Rakiura.

Council plays a strong advocacy role in representing local interests by way of submissions, deputations and lobbying to regional and central government and other relevant agencies.

Council is proactive in ensuring there is appropriate representation on national working parties and organisations so that a southern and/or rural voice is heard.

Key aspects of the activity include providing meeting support, delivering three-yearly local government elections and six-yearly representation reviews to determine the representation structure.

Why we do it

This activity encourages collaboration, partnerships, and strong relationships so communities can achieve more, but also strengthens community connections, leadership, understanding and self-reliance. This in turn helps embed intergenerational wellbeing and local democracy.

Legislative framework

This activity is undertaken to facilitate intergenerational wellbeing and to enable local democracy.

The legislative framework this activity operates within is largely outlined in:

- the Local Government Act 2002
- the Local Government Official Information and Meetings Act 1987
- the Local Electoral Act 2001.

Strategic considerations

Strategic direction setting encompasses Council’s high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the priorities will be as we work with our communities.

Council currently has a draft strategic framework that identifies where Council wants to be in the future. Council’s draft vision is ‘together, with our people, for our future, it’s our Southland’. The draft strategic framework also identifies four key pillars of doing business (we care, we give our best, we work together and we do what’s right), and four desired community outcomes (connected communities, ease of doing business, resilient communities and robust infrastructure).

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
VISION	Together, with our people, for our future, it’s our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

Community Board Plans

The community leadership activity is a critical factor in connecting our communities with Council, community boards and our activities to develop the social, cultural, economic and environmental wellbeing of our communities across the district.

Each of the nine community boards have prepared a three-year plan (community board plan), which was developed in consultation with the wider community. Community board plans guide the community boards in their decision-making processes with each plan having unique visions, outcomes and actions to be achieved. The outcomes led to community wellbeing, for example, some of the plans seek to achieve:

- a progressive and thriving economy creating opportunities for growth and development
- a healthy, safe community with access to quality facilities, amenities and services
- infrastructure that is efficient, cost effective and meets current and future needs
- a natural and built environment that is clean, healthy and attractive
- a community that attracts businesses, people and visitors resulting in economic growth
- a healthy, safe and connected community with access to quality services and facilities
- a community that celebrates and protects its history and heritage

The intention behind creating the plans was to have a living document that guides the community board, assists with funding and expenditure decisions, and helps to inform each community board's annual work programme and delivery of locally funded activities for the duration of the three-year period the plan covers (aligned with the LTP).

Climate change considerations

Climate change is increasing the frequency and severity of weather events, which will create a range of challenges and opportunities for Southland District communities. Council is undertaking analysis of the risks arising from the changing climate, so that we can develop plans to manage these risks. In addition, we are using the results of our baseline greenhouse gas emissions inventory to identify opportunities for reducing our emissions. Within the community leadership area, steps are being taken to reduce emissions by:

- providing flexibility for staff to work from home when appropriate
- embracing changes in the vehicle fleet, such as using electric vehicles or hybrids

- only travelling when necessary and travelling with others where possible
- using electronic documents where possible
- using online learning and meeting options.

Our communities are at the centre of climate adaptation planning and action. The community leadership team's relationships and connections across the region will be key.

The community leadership team will play a vital role in community engagement activities in relation to climate adaptation through reviewing community board plans and engaging with the community on them, liaising with community groups, and being communication network between communities and Council.

Staff in the community leadership team will be able to support emission reduction and engagement activities within current budgets.

Levels of service/performance measures/targets

Levels of service

The levels of service for this activity are:

- Council makes decision in an open and transparent manner
- Council supports partnerships with key stakeholders in the district and wider region

Council making decisions in an open and transparent manner means:

- transparent - this means that the public will be able to access official information such as agendas and reports so they can be aware of Council business
- involving Maori/mana whenua in council business and local decision making.

Supporting partnerships with key stakeholders in the district and wider region means that staff within the community leadership activity will support:

- community-led development – build strong relationships with the community, iwi, agencies/ stakeholders and support communities to achieve their aspirations which includes grants and donations
- community planning – guide, monitor and implement community outcomes
- community engagement – inform, engage, consult with, and collaborate and empower the community.

Performance measures/targets

Level of Service	LOS: 1.0 Council makes decision in an open and transparent manner				
Level of Service	LOS:1.1 Council supports partnerships with key stake holders in the district and region				
Key performance indicator (KPI)	Current Performance – 2023/24	Future Performance Targets			
		2024/25	2025/26	2026/27	2027-34

KPI 1.0.1: All agendas are out on time ¹	New KPI	100%	100%	100%	100%
KPI 1.0.2: A recommendation is included in each report being withheld from the public about what (if anything) will be released to the public, and when	New KPI	75%	80%	80%	85%
KPI 1.0.3: Proportion of agenda items held in an open meeting	93%	90%	90%	90%	90%
KPI 1.1.1 Percentage of the community partnership fund and district initiatives fund requested meets the budgeted amount	100%	100%	100%	100%	100%
KPI 1.1.2: Percentage of Community Board meetings and workshops where residents and rate payers are in attendance	81%	50%	50%	50%	50%
¹ – This refers to agendas for Council, Council committees, Council subcommittees, community boards and joint committees administered by Council.					

Outcomes of the activity

The table below gives an overview of how the community leadership activity supports the community outcomes contained in the draft strategic framework:

Outcome	How activity contributes
Connected and resilient communities	<ul style="list-style-type: none"> building strong relationships with new and existing partners, agencies/stakeholders, iwi, and communities ensuring communities have access to elected representatives supporting and developing community leadership at all levels helping communities to connect with agencies that can help them at a local, district, regional and national level supporting and celebrating art and heritage activities/services, and their importance to cultural identity, and to a sense of belonging supporting the development of each place or local community being an intermediary and communication channel between community boards and Council supporting economic, social, environmental, and cultural growth and events
Ease of doing business	<ul style="list-style-type: none"> facilitating grant funding processes relationship building fostering community-led development supporting Southland's regional tourism organisations, regional initiatives, and government-funded contracts that pave the way for regional development work with other teams in Council to ensure community views are considered in Council projects and decisions are explained to the public

Providing equity	<ul style="list-style-type: none"> • ensuring a variety of communication techniques are used so information reaches people • making it possible for a variety of people to be able to stand as a candidate to be an elected member • provision of a customer service approach to people in the district and to stakeholders • undertaking community planning to identify risks and development opportunities • supporting collaborative partnerships and building strong relationships • partnering with iwi through Te Ao Māori and mātauranga Māori which includes extending Councils own knowledge and understanding • supporting and developing community leadership at all levels in the community • supporting a newcomers welcome plan – for people who are new to the district.
Robust infrastructure	<ul style="list-style-type: none"> • working alongside project working groups (internal and external partners) and holding the ‘helicopter view’ • ensuring the community are part of the process and informed throughout • support communities in community led project scoping, prioritisation, and delivery • providing support to ensure decisions are made following correct process.
Thinking strategically and innovatively	<ul style="list-style-type: none"> • completing the representation review looking towards the future of the district and wider region • having community board plans to focus Council work on wellbeing outcomes for our communities • implementing change to be more efficient and effective.

Projects

Projects for this activity group include:

- working with boards to review Community Board Plans - this will include undertaking community engagement and making updates.
- working to implement actions in Community Board Plans and ensuring LTP projects align with desired board outcomes
- wellbeing related projects to encourage social connection and intergenerational wellbeing such as pump tracks and activating open spaces and places
- Project Ark – to help Southland museums to digitalise, catalogue and pack their collections
- running the representation review prior to the 2025 local government elections
- focussing on wellbeing and measuring the impact Council services have on wellbeing outcomes
- working internally to develop the relationships and information flow leading to better outcomes, and stronger relationships with community boards

- delivering local government elections in 2025 and supporting the induction process
- developing an Arts and Heritage Strategy
- continue to build community leadership, capability and capacity through workshops with community stakeholders
- continue to support the delivery of the “Better Off” funding projects identified for each of the nine community boards.

Funding the activity

The majority of costs for the community leadership activity are operational and are based around staff providing services and the provision of community assistance such as grants and funding. These costs are primarily recovered through rates with some recovery from other activities (internal income).

Community leadership has limited capital expenditure, primarily relating to vehicles which enable the service to be provided across the District.

The community leadership activity is seeking additional investment to advance the thinking and actions towards a district-wide approach to strengthen Council’s focus on wellbeing, while supporting the importance of people, culture, heritage, places and spaces.

Community leadership

The total community leadership district business unit budget is set at \$1,046,000 for the 23/24 year.

Community futures - areas where additional funding is being proposed

Compared to funding in the 2023-24 financial year, staff are proposing additional funding for the following areas.

General projects (activating communities)

The current budget as per the 2023/24 year is set at \$30,000 and staff propose to increase this budget by \$101,470 for the proposed 2024/25 year. A detailed description of the general projects is below:

General projects	Proposed budget	Description
Activating communities’ projects and initiatives (in existing 2023/24 budget)	\$30,000	<ul style="list-style-type: none"> • helping to activate community-led and/or community projects/initiatives. • gaining insights and connection with communities through community engagement methods. • events and workshops (Community leadership team & community boards). • working together internally-enhancing collaboration development and implementation. • coordination of the water treatment course for community swimming pools.
Arts and Heritage Strategy implementation	\$25,000	<ul style="list-style-type: none"> • Council is currently working with a consultant to create the strategy with the aim to be finalised and adopted in late 2023. • there is currently no budget for implementation and with the strategy currently being developed, we have estimated costs in line with ICC’s

		implementation budget of their newly adopted Arts, Heritage and Culture Strategy.
SDC Newcomers Welcome Plan	\$15,000	<ul style="list-style-type: none"> Council's Newcomers Welcome Plan is in final draft and will be taken to Council shortly. Based on the recommended actions for implementation, we believe we will need a budget of \$15,000 per annum.
Southland District Leadership Academy-community leaders	\$16,000	<ul style="list-style-type: none"> in recent years we partnered with the Southland Business Chamber, community funder Community Trust South (CTS), and communities to enable community leaders across the communities to partake in a leadership academy in the district which is centric to our communities. the Academies have been a great success and there is high interest and support to enable this to happen across the district on a regular basis. This is partnered and funded by Council, the business chamber, and CTS.
Community Board Plans, support, engagement, and stationery	\$10,000	<ul style="list-style-type: none"> there is currently no budget for community board plan reviews and updates beyond the current 2021-2024 plans. This budget would allow this to take place, so we can re-engage with communities, run workshops, and cover professional printing and associated costs. this budget would support community boards to do wider community engagement to share community board plans with their communities, and wider engagement concerning issues, challenges, opportunities, and community led-development. to support these outcomes, and the community boards maintaining and developing strong relationships with communities, partners and agencies, general stationery costs will be utilised. This will include items such as, <ul style="list-style-type: none"> printing, and delivery of flyers for community drop in sessions/meetings to engage with and inform communities. general stationery and printing key documents. these costs to date have been picked up by existing budgets allocated by the Group Manager Democracy and Community.
Community service awards	\$7,470	<ul style="list-style-type: none"> this budget has been transferred to the community leadership team as they currently coordinate the awards, and having another team/manager approving the budget adds another layer of complexity. We have increased the budget due to: <ul style="list-style-type: none"> the increase in food costs through inflation over the past two years.

		<ul style="list-style-type: none"> the cost to run the award ceremony, gifts, certificates, and the potential for more than one award for each community board.
Measuring impacts on wellbeing	\$12,000 (2025/2026) \$8,000 (2026/2027)	<ul style="list-style-type: none"> this project is to enhance how Council identifies the aspects of community wellbeing impacted by its services this project is also to investigate if Council services are positively impacting aspects of community wellbeing.

The increase in the general project budget for the 2024/25 year will reduce in subsequent years once the strategies and the plan are implemented, and will fluctuate in costs across years based on the number of Southland District Leadership Academy courses held.

Community Leadership– other information about funding needs

Community Partnership Fund

The Community Partnership Fund supports an array of local initiatives and projects. The Southland District's nine community boards are responsible for approving grants from their respective funds, and each has developed individual criteria for applications. Epitomising the concept of community-led development, the funds have a positive impact in the community, for the community.

As in the 2023/24 year, the funded total amount across all nine community boards is \$168,126 with \$72,722 coming out of district funding and the remaining balance funded by local community board rates or local community board reserves.

Holiday programme

Active Southland delivers the holiday programme on behalf of Council with \$32,224 allocated for the 23/24 year.

Community assistance (grants and donations)

The LTP is used as the main mechanism for discussing and confirming grants and funding that Council will provide to a range of activities for the next three years. The current grants and contributions in place as part of community assistance are:

The District Initiatives Fund

This fund is available to support the development and implementation of initiatives within the Southland District area that are at a scale that provides benefits to the District as a whole, or are of benefit to at least two community board areas. Currently, \$64,497 is allocated to the District Initiatives Fund for the 2023/24 year.

Scholarships

The following scholarships are part of the community assistance part of this activity:

- two centennial bursaries, valued at \$2,000 each
- two Eric Hawkes Memorial Outward-Bound scholarships, valued at \$8,000 in total

- the Valmai Robertson Arts Scholarship, valued at \$2,500
- debating competition \$800

The District Heritage Fund

This fund supports museums in the Southland District with operational costs with \$75,849 allocated in the 2023/24 year.

Government schemes

The following funding is allocated as part of Government schemes.

- Creative Communities NZ with \$26,730 allocated for the 2023/24 year
- Sport NZ rural travel fund with \$18,749 allocated for the 2023/24 year. For the LTP 2024/25 year and beyond we have the budget set at \$13,889 (current contract budget), as an additional \$4860 was added through a variation in contract for the 2022/23 year and 2023/24 year.

Emergency Management Southland

In the 2023/24 financial year, \$440,411 was provided to Emergency Management Southland.

Other funds/grants/allocations

This activity also includes:

- the Stewart Island/Rakiura Visitor Levy Fund provides grants to support activities and facilities used by, or for the benefit of, visitors to Stewart Island; and activities and facilities that mitigate the adverse effects of visitors on the environment of Stewart Island/Rakiura. There is \$273,305 allocated for the 2023/24 year, and \$315,000 allocated for the 2024/25 year, based on expected visitor numbers of 39,000.
- Predator Free Rakiura Project grants \$10,000 to Environment Southland
- the Ohai Railway Fund (\$55,000 allocated 2023/24 year)
- the John Beange Fund (\$5,000 allocated 2023/24 year),
- Northern Southland Development Fund (\$9,825 allocated in the 2023/24 year).
- museum services - this covers the roving museums officer with \$117,000 allocated for the 2023/24 year. This includes \$75,000 from the Southland Regional Heritage Committee, \$15,000 CTS, with the remaining balance covered by District rates.
- the regional heritage rate will generate \$676,751 in the 2023/24 financial year which is provided to the Regional Heritage Committee to support museum/heritage services.
- Iwi funding - \$189,851 is being allocated in the 2023/24 financial year.
- LTP grants paid to specific organisations

Organisation	amount received per year
Active Southland – Swim Safe Programme	\$23,000 + GST
Southland Indoor Leisure Centre Trust (Stadium)	\$75,000 + GST

Warm Homes Trust	\$35,000 + GST
Environment Southland – Waituna Partnership	\$25,000 + GST
Environment Southland – Toimata Foundation/Enviroschools	\$10,000 + GST
Hollyford Conservation Trust	\$10,000 + GST
Around the Mountain	\$30,000 + GST

Regional Development

Great South is committed to driving economic, social and cultural growth, and has a clear mandate to leverage opportunities for Southland in the areas of economic and business development, tourism and events. Great South has been allocated \$1,385,000 for the 2023/24 year and is coming to present its funding proposal for the next three years, in September 2023.

Representation and advocacy

The total cost to operate the representation and advocacy component of the community leadership activity is \$2,960,000 in the 2023/24 financial year. The areas included in this budget include community boards, council and councillors, elections, the governance team and the chief executive. The budget is not proposed to change substantially from the 2023-24 budget. A minor change proposed is to put the elected member induction budget into this budget area, rather than have it sit elsewhere.

Funding principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This policy must state the Council's policies in respect of the funding of both capital and operational expenditure.

Further information can be found in Council's Revenue and Financing Policy.

Issues and risks involved in undertaking the activity

Strategic issues/risks	Impact on the management of the activity	Staff recommendation
Demographics <ul style="list-style-type: none"> • varying levels of growth • aging population • anticipated negative growth in the 2040s 	<ul style="list-style-type: none"> • changing demographics across the district in both accelerating and declining areas may result in an increased demand for community assistance grants • the aging population may require more support and assistance to connect to key agencies and services • employers may need support to source workers • the volunteer network may increase and people may have more ability to give back to their communities 	<ul style="list-style-type: none"> • Staff will monitor the demand for grants and propose adjustments where necessary • continue approach to build relationships and partner with other iwi/stakeholders/agencies • continue to provide regional development services • continue to foster community led development • initiatives to welcome people to the region should be supported
The need to deliver wellbeing priorities and measure wellbeing outcomes	<ul style="list-style-type: none"> • a stronger focus on delivering wellbeing priorities • the need to map how aspects of this activity, such as grant funding, align with desired wellbeing priorities • producing evidence that wellbeing outcomes are altered through the delivery of the activity. 	<ul style="list-style-type: none"> • that staff maintain focus on wellbeing priorities • that there is a clear link between work undertaken in this activity and wellbeing priorities • that impacts on wellbeing outcomes are measured.
Climate change, and changes in rural communities to respond	<ul style="list-style-type: none"> • preparing communities for impacts by working across Council to enable effective and efficient communication around climate change and environmental standards through linkages and relationships with community boards, other external stakeholders, and the wider community • building and maintaining strong links with our diverse communities will be important, as will having connections with Emergency Management Southland • internal practice to support a low emissions economy, such as changes to travel and training practices 	<ul style="list-style-type: none"> • staff will work with communities to inform and prepare them for the impacts of climate change and other associated changes • a focus on using low emissions travel, meeting and training opportunities • ensuring there are strong relationships and collaboration between iwi/parties/stakeholders etc

Strategic issues/risks	Impact on the management of the activity	Staff recommendation
Te Tiriti based partnerships	<ul style="list-style-type: none"> there will be even more focus on acting in partnership with Māori and on strengthening authentic relationships in the local exercise of kāwanatanga and rangatiratanga increasing need to engage effectively with Māori an increasing need to prioritise and invest in developing and strengthening capability and capacity in the areas of Te Tiriti o Waitangi, te ao Māori values, mātauranga Māori, tikanga, and whakapapa in order to make Council a better Te Tiriti partner 	<ul style="list-style-type: none"> staff will collaborate and build strong relationships with Māori staff will connect and engage with Māori effectively there may be a need to increase staff capability and capacity in the areas of Te Tiriti o Waitangi, te ao Māori values, mātauranga Māori, tikanga, and whakapapa
System renewal – reorganisation of local government	<ul style="list-style-type: none"> at some point in the future Council may need to re-organise (such as having different structure in place in the region) to be able to respond to challenges and opportunities and to set local government up for a more complex future it is likely staff will have to develop relationships with new central government agencies and new sector stewardship organisations 	<ul style="list-style-type: none"> consideration could be given to possible re-organisation options and where possible the representation review should future-proof Council there will be a need to be at the table and to advocate and provide advice ensuring there are strong relationships and collaboration between iwi/parties/stakeholders etc new relationships will have to be formed staff will have to remain agile and responsive
Strengthening local democracy and leadership	<ul style="list-style-type: none"> participatory and deliberative democracy processes may become expected or required elections may be run differently, for example, there may be a central agency running them, there may be younger voters and a longer electoral term Maori wards or Te Tiriti appointments to council greater need for adaptive leadership capability 	<ul style="list-style-type: none"> staff continue to focus on local and placed-based decision making staff will have to remain agile and adaptive to changes there may be a need for skill development in change and system renewal, valuing civic leadership and public service, partnership and collaboration, innovation and experimentation.
Social polarisation	<ul style="list-style-type: none"> associated with very high levels of engagement requires a lot of staff capacity/time highlights the need for high levels of communication and transparency. 	<ul style="list-style-type: none"> staff continue to communicate and build strong relationships with communities and stakeholders staff continue to be as open and transparent as possible.



Community Services

2024-2034 Activity Management Plan

Southland District Council
Te Rohe Pōtae o Murihiku

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Quality Assurance Statement				
Draft AMP Template				
Southland District Council 15 Forth Street Invercargill 9840 Telephone 0800 732 732 Fax 0800 732 329	Version:		Record No:	R/23/5/19006
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	Approved for issue:	Michael Aitken		

Executive Summary

Community Services is a community facing activity combining cemeteries, community housing and library services across the district. Providing these services promotes Council's responsibility to social connection, community wellbeing and a sense of belonging for all.

Community Services are supported across five teams within Council, each team has a specific responsibility within this activity, and each team works in collaboration with other teams to get the job done. The community facilities team are responsible for the provision and maintenance of the assets (Community houses, offices and Libraries). The property services team are responsible for the tenancing of the community housing units and the overview of cemetery activities. The knowledge management team keep the records for cemeteries, and the communication team look at the memorial boards in cemeteries the customer support team are responsible for the library services.

Community Housing

As part of the principal of providing community housing in the Southland district there will be no cost to the rate payer for this service other than the admin tasks associated with tenancies. To remain a self-funding activity an incremental increase in weekly rentals will need to be included in LTP 34, up to a maximum of 80% of market rents. By increasing the weekly rental amount, the SDC tenants will be able to access additional supplemental income from the Ministry of Social Development (MSD), therefore increasing income for Council at limited cost to the tenants.

The current Level of Service (LoS) set for Community Housing is that Council will provide and maintain the property until it comes to the end of its life. For LTP 34 the budgets will reflect that LoS. The community housing activity is currently under review, with a report scheduled for the new year to identify future needs and considerations within this activity. The budgets set in this plan assume that Council will continue to provide community housing, therefore the planned maintenance and capital works have been allowed for within the budget for LTP 34.

Prior to the preparation of this activity management plan (AMP) there has been a significant investment in understanding the current condition of the assets. Condition assessments have been undertaken on all of the assets, providing up to date information of the condition, future maintenance requirements and an estimate of the remaining life of offices, and community houses. This is the baseline for working through moving this activity from primarily reactive maintenance to a proactive programmed maintenance state.

Cemeteries

Council is required by law to provide appropriate burial sites across the region, taking into consideration the health and well-being of residents along with understanding the cultural needs of the SDC communities.

As part of the principal of providing cemeteries within the Southland district there will be no cost to ratepayers for the service of an internment. This is funded through the fees and charges applied to this activity and can be found in the fees and charges document on Councils website.

Cemeteries will be maintained within the mowing and tree trimming function of the community facilities team. This is a district funded cost.

Libraries

Southland District Council offers a library service reaching into our communities via offices, libraries and the mobile bus service.

The Library service is under review, the mobile bus service will be upgraded to a van service within LTP 34. The buildings that house the library services will be reviewed with a paper scheduled to Council for further decision making on Council owned buildings. Council will continue to provide library services, focus on digital accessibility along with increased programme delivery. Libraries are funded through district rates.

Financial Summary

This activity has a mix of local and district funded assets and services. The management and maintenance of the facilities that support the services are described in the Community Facilities AMP.

The three activities that make up Community Services are funded by rates (Library Services), 'fees and charges' and rates (Cemeteries) and 'fees and charges' (Community Housing). Cemetery internments and community housing are expected to be self funding with no input from rates.

Purpose of the Activity Management Plan

This AMP describes the strategies and works programmes for the Community Services activity so as to meet the objective of delivering the required LOS for the Southland District (the District). This AMP informs Council's Long Term Plan (LTP) and contributes to the goals and objectives which will help to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity.
- a statement of the intended LOS and performance targets.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan Limitations

This plan is developed based on the current structure and legislative framework of local government. Staff are aware the sector is in a state of flux and that new initiatives may be required as changes within the sector occur. Significant themes are currently being discussed in the sector including.

- setting wellbeing goals and priorities each LTP cycle and measuring wellbeing outcomes
- honouring and giving full effect to Tiriti-based partnerships between local government and Māori
- our changing climate
- local government and communities being empowered to build local solutions for national-level problems, with collaboration and funding from central government

- the reorganisation of local government including reviewing the operating models and structures of councils
- broadening citizen participation through democratic tools such as participatory and deliberative democracy processes
- changing local government elections, including to allow Te Tiriti-based appointments to councils
- providing even greater support and training to elected members.

Council will need to be dynamic, transparent and agile in order to best serve its communities in this rapidly changing environment, and at the same time empower communities with the right tools to deliver the best outcomes.

This AMP has the following limitations:

Cemeteries

Acquiring land to cater for future requirements is complex and can be expensive. There is likely to be requirements for land use consents as well as any consents required by Environment Southland under their Land and Water Plan.

Community housing

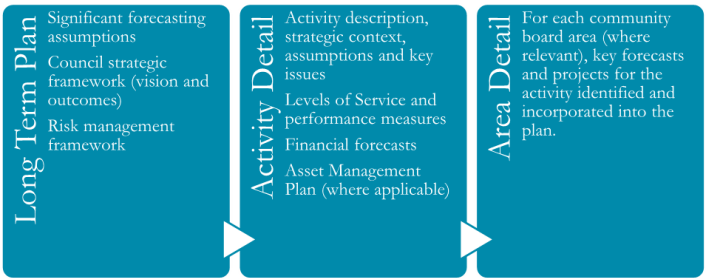
Internal refurbishment and maintenance of units is difficult to accurately programme and cost, as the best time to undertake this work is when the tenancy is vacant. However, when this isn't possible and there is required or urgent work to be completed, staff will balance the needs of the tenant along with the management of the asset. The cost of work is reflected in the economic climate at the time, staff have put estimates into the budget.

Library services

Maintaining an appropriate level of service while ensuring prudent management of costs in the network will be a strategic challenge for the district library and office service. As the service moves towards more digital options the budget for purchase of physical books will be reduced. Our facilities are ageing, not fully accessible and at risk of closing when major defects occur. These facilities are also challenging to reconfigure to deliver other services required by modern community infrastructure (such as young adult engagement spaces). Significant distances between sites causes additional costs associated with travel and can impact services being open when no cover is available – Stewart Island and Wyndham are regularly impacted due to this isolation.

Plan framework




The AMP framework is illustrated right. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP. Information on locally funded activities and services are included in the Appendices to this AMP.



Activity description

What we do

Community services provide the community and visitors with access to Council services and activities.

		
Cemeteries 22	Libraries 7	Community Housing Units 69

Cemeteries

Council owns and manages 22 cemeteries in the District, with 15 still in use. The others are either closed or not in use. There are also approximately 12 cemeteries which are managed by cemetery trusts in Southland, and numerous other standalone graves or burial sites.

Included in this activity is the overall maintenance of cemeteries (lawns, trees and driveways) beam provision and managing the digging and backfilling of graves. Not included is the maintenance of the monuments and head stones, as these are the responsibility of the families of the interred.

The process around interment administration (processing and approving warrants and invoicing) is managed by the property services manager but the day to day administration of the process is undertaken by Council's customer support team working with funeral directors, contractors and other staff.

Cemetery and interment records are the responsibility of the knowledge management team.

Community housing

Council provides 69 individual housing units for rent within 10 towns in the District. The units offer good quality, affordable housing to groups with specific needs - mainly elderly residents. To provide, where possible, the ability for people to remain living in their local community. Council has undertaken condition assessments of the units, which form the base of the current maintenance programme and are based on a conservative assessment model. The units are all being upgraded to meet the health homes requirements, with this work expected completion date of January 2025.

The locations are as follows:

Township	Number		Township	Number
Edendale	11		Riversdale	2
Lumsden	4		Riverton	12
Nightcaps	6		Tuatapere	8

Township	Number		Township	Number
Ohai	5		Winton	6
Otautau	5		Wyndham	10

Library services

Across the district, Council offer a mobile app, website, seven physical sites and a mobile bus service. Overall the District is provided with free access to:

- 89,000 physical collection items
- over 5000 eAudio and eBook items (digital collection)
- a variety of online databases, both via the website and the physical location
- access to wi-fi and digital devices
- access to the nationwide Te Puna interloan network
- library programming across the District for all ages
- access to daily local newspapers and selection of periodicals
- access to customer support functions such as payments, lodging a request for service, or access to council agendas
- a free safe community space
- community run services and groups like the Winton Genealogy
- assistance with technology

Funding is also provided to three community libraries in Gropers Bush, Waiau and Manapouri. Through the shared service SouthLib consortia, all Southland District members have access to membership at any of the libraries in the following local authorities' areas: Waitaki, Clutha, Queenstown Lakes/Central Otago, and Gore District Councils, and Dunedin and Invercargill City Council areas.

Why we do it

Cemeteries

Cemeteries protect public health in the District by providing appropriate facilities for interments. They also offer a record of a community's history and heritage, as well as information for people interested in their ancestry.

Council manages the cemetery infrastructure in a cost-effective way that meets legislative requirements. This includes mowing and keeping the cemeteries looking aesthetically pleasing for the benefit of the families and communities.

Community housing

Community housing means residents can remain living in their local community, where possible, when changes in their circumstances may have otherwise meant they could no longer do so. Council has a responsibility to ensure rental units meet Healthy Homes Standards, and are safe and fit for residents to live in.

Library services

Libraries provide freely accessible resources to meet community needs in relation to literacy, knowledge, information, creativity, research and study as well as recreational and leisure activities. They encourage

social interaction and community wellbeing providing a safe space for all in our community. Community services maximise the service by offering customer support functions at our sites so our customers have a face to face channel without ratepayers having to pay for another council office or staff members.

Strategic Considerations

Strategic framework

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenges it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	PROPOSED 2021-2031 STRATEGIC FRAMEWORK
VISION	Together – with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient Communities
	Ease of doing business
	Providing equity.
	Thinking strategically and innovatively
	Robust Infrastructure

The strategic framework guides staff, informs future planning and policy direction and forms the basis for the performance framework. It outlines how the community services activity contributes to the Council's community outcomes.

The full levels of service and performance management framework is presented in the table below.

Activity – Community services including cemeteries, community housing, library services, heritage and culture						
Activity Objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities						
Community Outcomes	Activity contributions		Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Communities which are connected and have an affordable and attractive lifestyle (Social)	The activity provides a range of services, including Council libraries, community housing and cemeteries, supporting heritage and culture, developing solutions for community activities and needs. Regular checks ensure that Council facilities are safe to use.		People have everything they need to live, work, play and visit	More socially connected Reduced environmental impact Healthier, more active communities Better customer service	LoS 3 Facilities are fit for purpose, to enable healthy grieving and memorialisation for the community	
					KPI 3.1 To meet family expectation that the burial plots are prepared by the time required.	
		LoS 4 - Facilities are fit for purpose, in the appropriate locations and cater for future needs				
Communities committed to the protection of our land and water (Environment)			A sustainable impact on the environment Planning for the future	Improved natural environment Reduced environmental impact Increased recreation opportunities		KPI 4.1: All available units are occupied.
	LoS 5 Council provides a library service for the district including a mobile service					
	KPI 5.1 the library network will increase the digital proportion of lending year on year	KPI 5.2 the library and service network will increase programme participation numbers year on year				
Communities with a sense of belonging for all (culture)		People are well-connected	More connected Better history and heritage preservation			
Communities with the infrastructure to grow (Economic)		Strong communities	Stronger business sector and local / regional economy More opportunities for economic growth			

Strategic Priorities ▲	1. Connected and resilient Communities	2. Ease of doing business	3. Providing equity.	4. Robust Infrastructure	5. Thinking strategically and innovatively
Contribution Area ▼					
What will be done in the long-term (next 10 years)	Until a decision is made on the future of community housing the activity will continue to be managed at the current level of service. Investigation of library and office infrastructure in our small communities to ensure Council delivers a financially sustainable service.	Ensure long term customer delivery projects provide an appropriate and efficient service to the Southland Community – investigate and present technology solutions to service challenges.		Ensure future service infrastructure investment has life of building costs below our current levels of long-term service delivery cost.	Look at automated access to small community infrastructure – enabling Council to viably offer social infrastructure (libraries/offices/other facilities) that is financially sustainable and adds value to our communities.
What will be done in the short-term (next 3 years)	Until a decision is made on the future of community housing the activity will continue to be managed at the current level of service. Libraries and offices will measure and improve community access to library and community programmes, and improve level of accessible digital outreach.	Align the tenancy manager with the Community Facilities team. Invest in service technology that allows for the capture and measurement of calls/emails/tickets, and the customer satisfaction of these interactions. Reconfigure library collection size to encourage more diverse activities are delivered in our library spaces.	Investigate where it is appropriate to invest if the decision is made to continue in this activity.	Any investment would provide modern fit for purpose units.	Look at options that would reduce the carbon footprint of providing this activity. Investigate tools and technology to deliver a real time customer satisfaction engine to SDC.

Strategic Priorities ▲	1. Connected and resilient Communities	2. Ease of doing business	3. Providing equity.	4. Robust Infrastructure	5. Thinking strategically and innovatively
Contribution Area ▼					
Key Actions and Projects	Report to council detailing the potential options for the future of the community housing activity. Deliver community infrastructure review to Council when it has been completed and reviewed.	Report to Council recommending a change to the way rentals are set for the community housing units. Purchase and deploy Purecloud cloud service and email queue and measurement tool.			
Related strategies / plans / policies	Community housing policy				

Strategic Context

The purpose of the Southland District Council Long Term Plan 2024 - 2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Representation framework

There are nine community boards that provide representation across the district. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takitimu	

It is important that Council is seen as a leader in property/facilities management in the District and through this AMP, will ensure its community services are fit purpose, in appropriate locations and managed cost effectively. Doing so enables Council to provide and deliver quality, professional services to the ratepayer.

Council aim to have a high level of engagement with its customers and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Key Issues and Assumptions for the Activity

The most important issues relating to the Council's community services activity for the next ten years are shown below.

Key Issue	Context, Options and Implications
Changing Climate	<p><i>Context :</i></p> <p>As stated in LTP34, SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p><i>Options:</i></p> <p>For the Community Services Activity Management Plan, the team are identifying what assets and community facilities could be at risk and, as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP</p> <p>Staff working within the Community Services AMP recognise the Council's commitment to the reduction of our organisational carbon baseline measurement, with</p>

Key Issue	Context, Options and Implications
	<p>a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050.</p> <p>To reach that target the staff working group will complete an organisational carbon reduction plan that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p> <p>These changes can include:</p> <ul style="list-style-type: none"> • Promote less electricity use in the offices ie switching off lights and computers at the end of the day. • Switching to LED lighting in our community facilities. • Investigate solar panels on the roofs of office buildings, through a cost benefit analysis. • Support the finance team in the procurement of low emission vehicles. • Provide opportunity for staff to work from home 1 day per week where practical. • Carpooling to community meetings, workshops and events. • Encourage staff to use multiple transport modes to and from work, i.e. walking, cycling, E scooters, public transport, ride sharing. <p><i>Implications –</i></p> <p>Council will continue to reduce its carbon footprint in a sustainable way when there is behaviour change at the centre of what we do.</p>
Cemetery Management	<p><i>Context:</i></p> <p>Council currently uses a manual paper-based process to administer the internment process. This involves a number of internal staff and contractors. It is a low volume activity but high reputational risk if the process goes wrong. The a-spatial and spatial records are not kept in the same application. Council is in the process of implementing an electronic cemetery management system</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. status quo. 2. continue to implement an electronic cemetery management application. <p><i>Implications:</i></p> <p>The status quo will mean that the burials will continue to be managed manually making it difficult to share data with Councils customers. Having data stored in multiple repositories means that there is no single source of truth.</p> <p>Council staff are continuing to work towards implementing a Cemetery management system.</p>
Land availability	<p><i>Context:</i></p> <p>Appropriate amount of land available, or used in such a way, to continue providing the cemetery activity within the relevant communities.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. Continue to acquire land as and when required. Additional land is to be acquired at Riverton to meet future burial demand. 2. Encourage the use of the memorial walls at cemeteries as opposed to using up either full or ash's plots for the provision of a memorial plaque only. 3. Review the current policy of allowing the purchase of plots as an exclusive right of burial. <p><i>Implications:</i></p>

Key Issue	Context, Options and Implications
	If the land is not efficiently managed and used, then this will bring forward the requirement to purchase additional land and trigger the issues of this as identified above.
Community Housing	<p><i>Context:</i></p> <p>The current stock of community housing units were built in the 1970's and were not designed to provide quality elderly housing. The aging demographic and low socio economic status of the areas where the units are located mean that Council is fulfilling a role that would normally be provided by the retirement village model.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. status quo, maintaining same level of service 2. increasing the level of service – refurbishment of the units to meet modern standards and regulations i.e. double glazing 3. investigate the future of community housing. <p><i>Implications:</i></p> <p>The units are no longer fit for purpose.</p> <p>Increased maintenance and compliance costs.</p> <p>Council is able to make a decision on its role in the provision of the future of community housing.</p>
Community Housing rental	<p><i>Context:</i></p> <p>The current way that rentals are set is based on the activity being cost neutral. This doesn't provide for anything over and above what has been identified in the AMP.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 4. status quo. 5. implement a change using a % of a pre-determined baseline e.g. market rate or superannuation <p><i>Implications:</i></p> <p>Tenants will have the opportunity to access subsidies and there will be funding available to invest in the facilities.</p>
Non-Hub Library & Office Facilities (sustainability & value delivery)	<p><i>Context:</i></p> <p>While our hub library facilities (Winton and Te Anau) provide reasonable infrastructure to deliver an appropriate level of service (such as children's activity areas, social gathering areas, technology access, other programme delivery areas), our non hub library/office spaces (Lumsden, Otautau, Riverton, Wyndham and Stewart Island) have very limited space & options to deliver value as social infrastructure assets.</p> <p>These facilities are housed in older buildings with rising maintenance costs, where the costs of large-scale refurbishment and/or reconfiguration are high. If Council were to invest in reconfiguring these facilities to be able to offer services and infrastructure more in line with best practice nationally (and internationally), this would be limited by current space and configuration limitations, and would still be investing in old buildings with high maintenance costs.</p> <p>A long-term review of these non-hub facilities needs to be investigated with the goal of clearly defining the levels of service they may provide and the value they deliver to their communities.</p>

Key Risks

Key Risk	Context and Implications
Compliance with New Zealand Regulations	<p><i>Context:</i></p> <p>Council facilities are required to meet all of the appropriate building, healthy homes and seismic regulations. The facilities within this portfolio are generally old and complying with these regulations comes at an increasing cost. Also, there is an increase in the level of compliance with central government regulations.</p> <p><i>Implications:</i></p> <p>Non-compliance with New Zealand Regulations is the main risk to this activity.</p> <p>The cost to meet changing regulations is increasing due to the age of the facilities and it will get to a point where it is no longer economical to continue to do this under the current funding model.</p>
Cemetery	<p><i>Context:</i></p> <p>The current manual based administration of the internment process has the potential for error.</p> <p><i>Implications:</i></p> <p>The reputational risk to council of a mistake during this emotional time for families is difficult to quantify but will expose council to public scrutiny around its processes.</p>

Regulatory Considerations

Changing regulations will require Council to further consider the state/standard of its buildings, with decisions required about tenants, staff and the public occupying these spaces. Issues such as personal working space, ventilation and healthy buildings will need to be addressed.

Cemeteries

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Burial and Cremation Act 1964	<p>Sets out the requirement for local authorities to provide sufficient cemeteries within the District. Includes provisions on the establishment, maintenance, regulation and closure of cemeteries.</p> <p>Changes: The act was subject to a consultation review in 2020 and is currently stalled. The implications of the review are unknown at the time of writing this plan.</p>
Health Act 1956	Sets out general responsibility of local authorities to improve, promote, and protect public health including the provision of sanitary works (including cemetery and crematoria).
Infrastructure Strategy	The Infrastructure Strategy sets out Councils approach to the management of its infrastructure for the next 30 years
Cemetery Bylaw 2016	Sets out the criteria and rules relating to the management and operations of Council controlled cemeteries throughout the Southland District.
Cemetery Policy 2016	To ensure effective and consistent management of Council controlled cemeteries throughout the Southland District.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Financial Strategy	The Financial Strategy was under preparation at time of writing this AMP.

Community housing

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards
Building Act 2004	Sets Building Code standards to provide a safe environment for tenants.
Residential Tenancies Act 1986	Sets out the obligations and rights of both Council as the landlord, and the residents as the tenants.
Inclusive Community Strategy	Sets Council's strategy to enable all people to fully participate in life within the Southland District including people with impairments or from ethnic communities.
SDC Procurement Policy	To ensure transparent and efficient use of funds, whilst delivering quality services.
SDC Community Housing Policy	Guides the overall delivery of Council's housing activity
Healthy Homes Standards 2019	The Residential Tenancies (Healthy Homes Standards) Regulations 2019 commenced on 1 July 2019, with the aim of addressing issues with cold, damp, drainage and draughts in rental properties, guiding Councils upgrade of properties programme with a completion date of January 2025.

Libraries

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards
Local Government Act 2002	To ensure the effective stewardship of assets on behalf of all communities while promoting the current and future interests of District as a whole.
Copyright Act 1994	This Act has implications for every area of Southland District Libraries' operation, impacting on collection management, the use of the internet and new electronic technologies.
Privacy Act 1993	All operations of the libraries are covered by this Act, and it has significant implications for the collection and disclosure of information relating to individuals (both staff and customers). In particular, policy relating to records management, collection development, customer service, and marketing must take account of the Act.
Vulnerable Childrens Act 2014	To ensure our buildings remain safe community spaces
Health and Safety at Work Act 2015	Requirements for managing health and safety of employees, and other people at work or affected by the work of other people. This is an important issue for the library service in terms of both customer and staff safety. There have been occasional altercations and security issues in some libraries and it is important that there are appropriate processes in place to deal with these.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards
Public Records Act 2005	Southland District Libraries are required to create and maintain full and accurate records of their business in order to ensure accountability and integrity, and to protect our documentary heritage. Record keeping activities, systems, and practices should be monitored and assessed regularly.

Demand Management Strategies

Southland has a widely dispersed population that according to data from Informetric is ageing and declining, suggesting there will be no increase in demand from residents of the District for the bulk of the community services in this AMP. There were however three communities that were exceptions to that, being Winton, Te Anau and Manapouri, this data will inform the regional housing strategy and the current housing review. The Beyond 2025 report has identified housing as an issue in our region with the development of quality housing needing to be a priority. However, the majority of this is in the replacement of current housing stock as opposed to new builds for additional population.

Cemeteries

The overall strategy is to meet demand as and when it occurs. With an ageing demographic in the District, it is anticipated that there will be an increasing demand on cemeteries. The Te Anau/Manapouri and Winton communities are considered to generate demand above the District average.

Riverton cemetery is the only one expected to need to expand within the next 30 years. Actions have commenced to find additional land with the acquisition being completed during the term of this plan.

There is a growing demand to provide some form of memorial provision at cemeteries where ashes/bodies are not buried there, but have been scattered/buried somewhere else.

To deal with this changing demand, memorial walls have been erected at all Council administered cemeteries, this will allow for better record management and space allocation of plots.

While some information kiosks have been erected at Council cemeteries over the last few years, there is an expectation that these will be available at all cemeteries in due course, as well as the updating of the existing boards.

These actions are both undertaken in conjunction with the local communities and community groups primarily through Council's communications team.

In the first three years of the plan, continued consultation with iwi and communities will be undertaken regarding appropriate services at each cemetery, with projects being identified and prioritised for the future. Funding has been allocated in year two for some projects with any work identified at cemeteries already supplied with water for example being undertaken out of existing maintenance budgets.

Pending issues that will also be investigated in the first three years of the plan are:

1. Identification of priority and timing of cemetery access tracks and road upgrades to incorporate into future budgets
2. Discussions with Council around the balance between a community service versus optimal land/space management with the continued service of advanced plot purchases (exclusive rights of burial)

Community housing

Where there is a waiting list and a unit becomes available, the property team tenant the units initially from those on waiting lists based on priority of age (over 60), a local resident, and most in need at that particular point in time. Where vacancies cannot be filled by elderly people (over 60), units can be rented by non-priority persons at an increased rental to fill the gap.

Council does not intend to increase the total number of units if demand increases. The strategy is to maintain the current housing portfolio and any increased demand due to an ageing population is expected to be met by alternative providers such as rest homes.

An investigation into the options for Council involvement in the provision of this activity will be undertaken and presented to Council. At that time Council will be asked to decide on the future of the activity.

Libraries

The challenge with this activity is to align the facilities with the demographic spread. To this end Council could look to provide multi-purpose facilities that would cater for all demographics at the one site.

Libraries have a strong connection with the people of our District. How Council meet the demands of changing technology trends, access to creative activities, social inclusion and welcoming new residents and their families will be the drivers for what the library service delivers. To meet these community needs the library service must provide well-trained staff, modern facilities and resources within them.

Key Projects

Project	Description
Future of community housing	Council has requested a business case outlining the future of the provision of community housing.
Cemetery management application	Continue to develop and refine the cemetery management system that manages the burial process and the a-spatial and spatial cemetery data.
Land Acquisition	Acquire land to cater for future demand at the Riverton cemetery (2024)
Cemetery projects	Information Kiosk provision and board updating.
Cemetery investigations	Identification of need and provision of services like water at Council cemeteries. Identification of access track/roads upgrading timelines Discussions regarding the continuation of providing exclusive right of burial
Improved asset management system	Increasing regulatory pressures on an ageing property portfolio, likewise increases the need to continuously improve how Council manages its assets. Preliminary work has already been done on introducing the Infor Property Management system. This transition will occur during the term of this AMP.
Mobile library service review	The checkout data for the mobile book bus clearly shows this is the third most used library. Accessible across the District for those not close to the physical libraries, this service is well-loved by regular users, especially our rural school communities. Our current mobile service vehicle is out of its lease period, has high km's and high maintenance requirements. The district service team has almost completed a new mobile service vehicle paper to go to council. This

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	vehicle replacement will include a review of routes, stops and service locations, as well as council service offerings from the mobile service vehicle.
Network service provision review	At a District level, it is planned to assess and review how customers choose to interact with Council. This includes all the different avenues available for customers at present and potentially in the future. The principles guiding this review are flexibility of space, equity of provision not equality of provision and assisting communities to be the benefactors of future best practice provision of community spaces. Part of this includes rebranding from being “libraries and area offices” to something that identifies the community space – Te Papa is not restricted to be a museum, Tūranga in Christchurch is more than books and mortar. To tatou wāhi means “our space” - to tatou wāhi Murihiku
Young adult activation plan (district libraries)	Currently our district library service has little space or resource for the engagement of young adults. Council has some space and programmes catering to children and preschoolers, but have a gap retaining and engaging our young adult population. Council proposes to review the spaces and collection size / configuration with the goal of creating space, infrastructure and programmes which engage our young adult population (our next generation of readers and social participants). Council will engage with our young adult population to determine what is needed in this space.

Other Considerations for the Activity

Our Levels of Service

Levels of Service, Performance Measures and Targets

LOS, performance measures and targets form the performance framework for the activity detailing what Council will provide, and to what level or standard:

- *LOS* are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the LOS provided with agreed expectations of customers and their willingness to pay for that LOS.
- *Performance measures* are quantifiable means for determining whether a LOS has been delivered.
- *Performance targets* are the desired levels of performance against the performance measures.

The LOS provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the LOS for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required for the activity (and associated assets) in order to deliver that service level. This requires converting user’s needs, expectations and preferences into meaningful levels of service.

Whilst the LOS is not necessarily in question, the increasing costs of meeting LOS needs to be addressed. Is it realistic to keep increasing expenditure? Or would a less costly LOS be acceptable? Or is a rationalisation/reduction of assets required?

Cemeteries

The performance framework for the Cemeteries AMP is largely unchanged and centres around two aspects. The first one relates to Councils policy that interments are to be self funding i.e. that the actual costs of interments are not borne by ratepayers. This is reported through the financial reporting systems within Council. The second one is to ensure the ease of process for families and funeral directors by ensuring that the plot is prepared before the families arrive at the cemetery.

Cemeteries: What LoS we provide	LoS 3 Facilities are fit for purpose, to enable healthy grieving and memorialisation for the community				
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 3.1: To meet family expectations that the burial plots are prepared by the time required.	100%	100%	100%	100%	100%

Table 0-1: What we plan to do and our levels of service (LoS)

Community housing

The performance framework has been amended following the last LTP period. The LOS has been amended to include catering for future needs. In terms of KPIs, the occupancy rate remains as a KPI and a new measure to include the percentage of occupants who meet the priority criteria has been included to reflect the purpose for which the housing was originally developed.

Community housing: What LoS we provide	LoS 4: Facilities are fit for purpose, in the appropriate locations and cater for future needs				
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 4.1: Community housing occupancy rate	94%	80%	80%	80%	80%
KPI 4.2: Percentage of people who meet priority criteria	80%	80%	80%	80%	80%

Table 0-2: What we plan to do and our levels of service (LoS)

Libraries

The fundamental principles and core role of public libraries in society have stayed constant over time. What is changing is delivery of service methods as libraries strive to meet the needs of their communities and focus on resources that match those needs. Over the next few years libraries will experience change in how to access library resources as new technologies and media will develop at an ever-increasing rate, and there will be continued pressure on budgets. To support the transition of book-based services to online and mobile, libraries must also retain existing technology while being mindful of the need to convert into digital formats. The focus is no longer on books alone, the community visits libraries now to seek an experience, for face to face social connectedness, guidance and expertise. To adjust to these changes our measures of service will be reassessed as Council continually adapt to library trends.

Libraries: What LoS we provide	LoS: 5 Council will provide a library service for the district including a mobile service				
How we measure performance	Current Performance	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27/34)
KPI 5.1 the library network will increase the digital proportion of lending year on year	New measure + baseline	5%	5%	5%	5%
KPI 5.2 the library and service network will increase programme participation numbers year on year	New measure + baseline	Yes/no	Yes/no	Yes/no	Yes/no

*Library basics include public computers, wi-fi, public catalogue, self-issue machines

Plans Programmed to meet the Level of Service

Council has started a programme of asset data capture so that it is in a position to use an asset management application to manage the activity and make sure that the appropriate level of funding is available. This has started with condition assessments of all Council buildings and structures and the integration of data into Infor, as part of its core system review of its information management business unit. The condition assessments contain all components necessary to enable Infor to deliver an effective long-term asset management system. Infor will deliver lifecycle information for capital and operational projects, as well as tenancy data.

These condition assessments would contribute to decisions on whether or not facilities met the LOS and ultimately the need to retain or replace, or remove them.

Cemeteries

- Current operational activities, with the aim to provide a cemetery with a pleasing amenity feel to it will continue as in the past. This is primarily grass mowing, hedge trimming, plot levelling, signage and access road maintenance. This will include the ongoing monitoring of any contractual arrangements to provide these services.
- Both standard and ashes beam extensions will continue on an as required basis. This is determined simply by demand.
- The continuation of the provision of information kiosks and board updating at cemeteries is still anticipated by Council, in conjunction with local community groups like Lions who normally initiate the projects.
- Continue investigations into the need and provision of services at each Council cemetery.
- Identification of access track/roads upgrading requirements, timing and costs
- Consideration of the balance between community service versus optimal land management with the continuation of the exclusive right of burial service. In context, this relates to plots being booked in advance which results in some but not all of these plots being used and the unused ones being left vacant in older parts of the cemetery.

Community housing

- The key to maintaining LOS with the housing units is regular communication with the tenants, prompt response to requests for maintenance etc and ensuring contractors deliver high quality workmanship when undertaking programmed project work. The latter ensures tenants will be going into an inviting, clean unit.

Libraries

Deliver second storywalk location. After the success and continuing positive feedback of the Te Anau storywalk, Council believe there is room for one more storywalk location in the Southland district. Locations and cost options will be investigated this year.

General review of our district library/office space utilisation – to ensure Council are delivering the best community and service outcomes with the current infrastructure. This will include a review of our book collection sizes and our rates of community engagement.

Transitioning our district library network to shelf ready books is underway. These are books which require no processing or preparation to be put on library shelves – traditionally a newly purchased book needs to be covered, RFID stickered, bar coded and catalogued. This will bring us in line with best

practice for rural library networks, streamline our library administration processes and use the best technology to manage our collection and purchasing process.

Activity and Asset Management

Overview of Management

An asset lifecycle is the series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through its useful life and eventual disposal.

The asset lifecycle can be tracked in different ways and is generally monitored in some way at every organisation, even if it's not a formalized process. The importance of any given asset lifecycle is determined by a number of factors, including how costly the asset is to replace, how crucial it is to the community or commercial business, and the overall reliability of the asset in question.

When maintenance is neglected, it can result in unexpected breakdowns, long delays, and emergency maintenance. When properly maintained, asset lifecycles can make the process of maintaining and managing your valuable assets much easier for everybody concerned.

Finally, each cycle is going to vary, depending on the asset in question. For example, a comprehensive wrench set will have a very different asset lifecycle than a large piece of machinery that has a comparatively shorter lifespan. However, the stages of the lifecycle stay the same, no matter what it's being applied to and the same principles can be applied to most assets.

The goal of infrastructure asset management is to identify the LOS required by stakeholders and then manage the asset portfolio to provide those service levels at the least lifecycle cost and in a sustainable manner. Good asset management practices mean that the right work is done at the right time for the right cost. The key features of the community services infrastructure asset management are:

- a whole-of-life asset management approach
- planning for a defined level of service
- long-term strategies for cost-effective asset management
- performance monitoring
- meeting the impact of growth through demand management and infrastructure investment
- managing risks associated with asset and service failures
- sustainable use of physical resources
- continuous improvement in asset management practices

Cemeteries

By nature of their existence timeline, most cemeteries are “old”, however Riverton cemetery is the only one with a life expectancy of less than 30 years based on historical demand and remaining area available. Actions were identified and commenced in the previous AMP for new land to be acquired for future cemetery needs at Riverton.

Even when a cemetery is closed for burials it remains open to the public and Council has a legal obligation to maintain these properties in good condition. There is also a legal obligation for closed cemeteries not to be sold or disposed of.

Maintenance will as above, continue on the basis of providing the open cemeteries to a level of surrounds that provide a pleasing amenity feel.

Asset provision for ashes and standard beam extensions will be as and when required being driven by demand. Memorial walls are already in existence and will be extended as and when required based on demand.

Community Housing

The community housing portfolio was constructed over a 20-year period from 1970 to 1990. With a stated asset life of 80 years, the portfolio has a remaining lifespan of 30 to 50 years (2050 to 2070).

Current Council policy is that no further housing units will be provided. Therefore, Council has an operational and maintenance role only for the remaining life of these units.

Libraries

New collection items

The purchasing of new collection items is made, whenever possible, with consideration to the best data available for that item. For a book it is considered how many issues previous books from the author have had. The history of each item is considered to make sure it has been circulated fairly amongst our libraries and look for patterns of increasing or decreasing readership. Some distributors also provide the levels of marketing that a title will receive which will help guide our purchasing decision, especially if it's a new author to our shelves.

Replacements of collection items

Council assesses collection items whenever they are returned to the library by our members. Any item that is considerably worn is then passed onto our technical librarian team and a replacement copy is ordered once its popularity or importance to the collection is determined. Most items will be reviewed on issue count but for books of local or New Zealand importance they are viewed through the lens of community value.

Removal of collection items

Our quarterly reports are run through CollectionHQ and allow us to determine which collection items are not working for our collections. Whenever possible items are rotated through various libraries to see if they appeal to different communities. When items hold no appeal for our members they are selected for discard. Worn items are either destroyed, or those that are still shelf-ready are donated to local charities and clubs. There is a risk to consider in flooding your collections with unwanted items as it makes browsing collections a lot harder and frustrating for library members.

Donations of collection items

Donations are only taken from the donor once they understand that they will have to pass our item assessment process before being added to our collection. Items that fail our assessment are either donated in turn or destroyed. Council records the numbers and perceived value of donated items so their value can be added to our collection at the end of the financial year.

Depreciation

We currently use depreciation to manage the wear of our collection's assets. Collection items depreciate over a 10 year period based on the assumption that an item will on average last for those 10 years. In the case of a reduction to our collection spending then we will also need to look at reducing our depreciation timeline.

Asset Management

Furniture and fittings management will be setup and monitored using our Council's asset management tool, Infor. This will allow us to effectively budget for the consistent replacement and upgrade of our library assets.

Delivery Strategies

Cemeteries

Receiving, processing and approving burial warrants, as well as administration and record keeping for the cemetery activity is undertaken internally by staff.

The sexton activity as well as the digging and filling of graves is undertaken by experienced contractors in the field. Other operation activities like mowing, and hedge trimming are also contracted in to provide this service.

As a goodwill service for the district, Council periodically receives updated burial records from trust run cemeteries and makes these available electronically, thus providing the same service for Council run cemeteries. This manages the risk of the records related to trust cemeteries and allows researching to happen electronically, irrespective of the individual cemetery administration.

Community Housing

Continuing to deliver services primarily using third party contractors is seen as the most effective and efficient way of doing so. Initial work has been undertaken during the previous AMP term to reduce the number of contractors with the aim of having an available contractor work force that has capacity to act more with greater flexibility and District wide coverage, whilst meeting the increasing regulatory requirements, particularly Health and Safety.

Council has identified in its strategic assumptions that due to the ageing demographic and the increased demand on existing contractors it may be difficult to deliver some existing services using traditional service providers. An alternative to this is to use Council's internal resource to cover more isolated areas that are not attractive to the larger contractors.

It is accepted that there is concern within communities that some local contractors will no longer be used, but Council's number one priority is delivering quality services to meet the needs, and ensure the health and wellbeing, of the District's communities and visitors.

Libraries

Removing barriers

For our library service to increase its usage and perceived value by the community we have to determine the barriers that are keeping many from that community from enjoying the service. Internationally, a major barrier that libraries have singled out to accessing library services are late/overdue fees. By removing overdue fees, we stop the penalisation of young families and of those in our community who can least afford to pay. As a replacement for the removal of fees we will implement a restriction on loans till the late items are returned. This allows for library members to continue using our service once the items have been returned instead of cutting ties with the library due to the accumulated fees on their account that they may be unable to pay.

Southland District Libraries are now fee free which removes barriers and ensures the accessibility of our service, bringing us in line with best practice NZ wide.

Community Board Area Context

The representation review has brought a different perspective to how community boards now need to look at the locally funded assets they have within their area. They have moved from a localised focused approach to now having to take a holistic approach when planning the governance of the assets.

With community services, this means considering the need for all assets and services of a particular type within the Board's catchment. Are they all needed? Such consideration needs to look at all the changes in

society since these services were provided, including; population, access (roading & vehicles), use, operational cost and community views. There are two community boards (Fiordland and Stewart Island Rakiura) that do not have any community housing units.

Council need to look at how best to do this and choosing the appropriate levels of service that will allow them to provide consistency throughout their area of responsibility.

Asset Management Planning

Asset management planning is undertaken to ensure all parties involved in Council's asset management are working with the same information and towards the same objectives and outcomes. Such clarity is required to deliver services with efficiency and meet the LOS required.

Infrastructure asset management is the tactical decision-making that links strategic objectives with the operational delivery of physical works. Asset management planning is the organizational activity used to produce the operational forward works plans that deliver the strategic objectives.

Asset Management Systems

Over recent years, community services assets have not necessarily been managed under a recognised industry system. This is now being addressed with community services assets being brought under the Infor management system.

The Infor system is internationally recognised and used by a number of New Zealand local government authorities and Australian counterparts.

Infor bought out the Hansen business management system, that Council has used for many years to manage its Three Waters programmes. Bringing the community services assets under the same management system umbrella will provide greater consistency and improved knowledge and skill base within Council.

Libraries

Infor is the Southland District Councils current asset management software. This is our recommended system for managing library assets like furniture and fittings.

Symphony is a library management system that Council uses to manage its physical collections and member database. It is the chosen platform by the Kotui consortium which Council is a part of.

CollectionHQ is a collections management system that in conjunction with Symphony helps us maintain a more precise collection. It is a report-based system that helps facilitate and automate the maintenance of the collection.

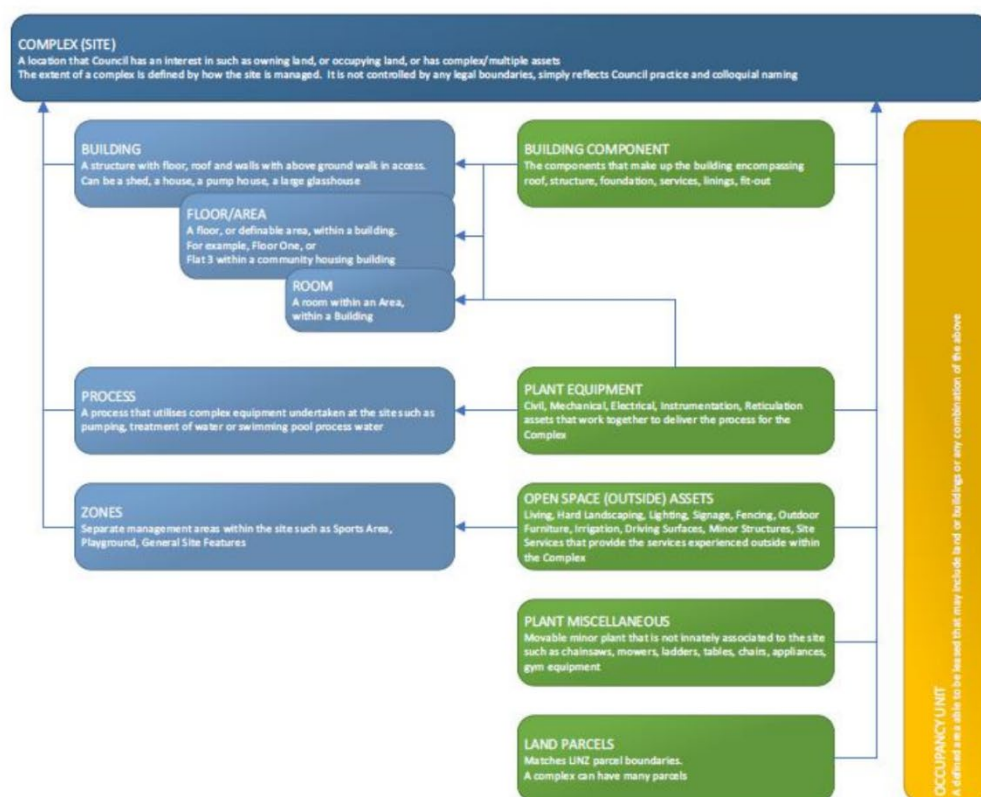
Asset Management Hierarchy

An asset hierarchy is a framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function; asset type or a combination of the two.

One of the main purposes of an asset hierarchy is to group assets that are treated in a particular way together. Important or high visibility assets for example may receive a higher LOS than less important or low visibility assets and this is reflected in the asset hierarchy.

A well thought out asset hierarchy also makes navigating to a particular asset or asset component within an asset management software system easier.

Following is a diagram to represent the physical hierarchy of the assets captured within the Site Based Asset Feature Class. The blue lines represent the associations that will exist between the records. The term 'site based' is used to reflect those assets that are contained within a site within the community as opposed to reticulation or network assets such as water pipes that cover a vast geographic area.



Asset Management Improvement

Council is inputting all of the community services asset data into the corporate asset management application Infor system. There has been significant work undertaken to identify assets, their condition and utilisation over the previous annual plan period.

Council is building up the set of data for the community services assets. This is critical to set up Infor with the correct data in the system, and enable strategic asset management decisions to be made that are based on factual information.

This data is necessary to inform the community boards of the level of funding that will be required to maintain these assets. Council intends to import the community facilities assets into Infor along with the associated condition, age, use and financial data that it has collected. The intention is to have a high level of data available to inform the next LTP and move from a 'basic' to 'core' level of activity management in the Asset Management Maturity Index.

Task	Task	Responsibility	Resources Required	Timeline
1	Improve data in the information asset management system	Community Facilities Team	Asset Manager	1 st year
2	Improve the confidence in the data and align with NAMS Grading System	Community Facilities Team	Asset Manager	1 st – 3 rd year
3	Create Renewal Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
4	Create Acquired Assets Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
5	Review Useful Lives	Community Facilities Team	Asset Manager	3 rd year
6	Improve confidence in operational and maintenance costs	Community Facilities Team	Asset Manager	1 st – 3 rd year
8	Define better LOS	Community Facilities Team	Asset Manager and Corporate Teams	2 nd year
9	Improve the confidence levels in the financial data	Community Facilities Team	Asset Manager and Finance Team	1 st – 3 rd year

Libraries

Historically, Council has not effectively managed our library assets as the only asset management tool that we have to utilise is the asset register kept by our finance department. By utilising purposely designed software to record purchase date, value and item type we will be able to plan and forecast for the eventual replacement of fixtures and furnishings within our library service.

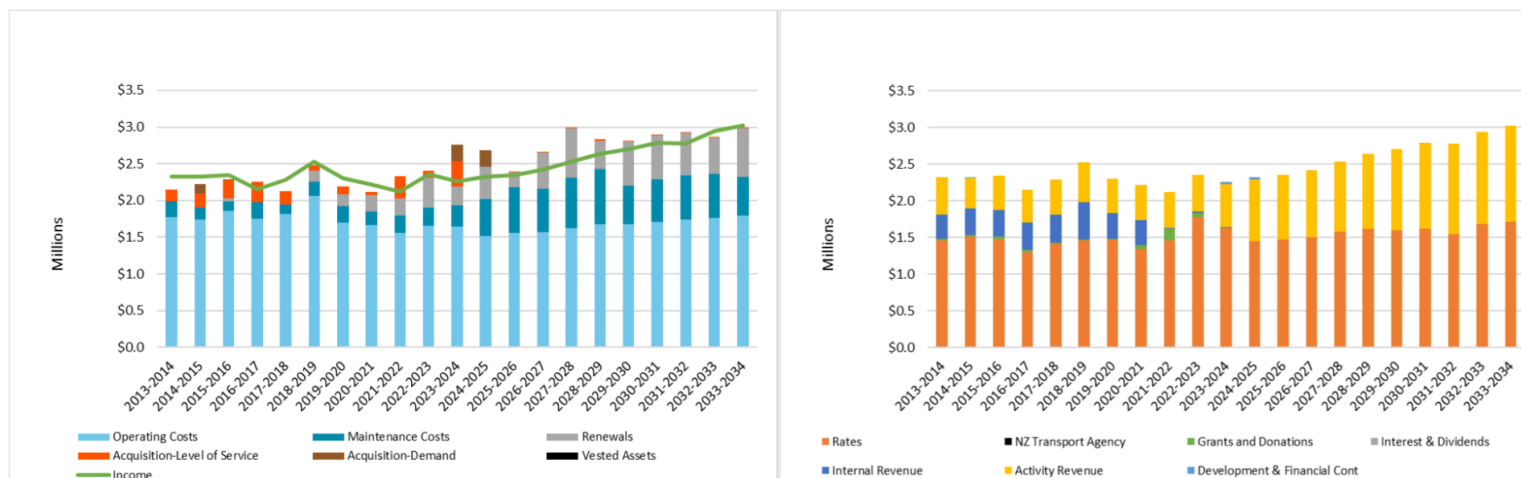
Financial Summary

10 Year Financial Forecast

The following graphs/tables summarise the financial forecasts for the activity over the ten years. **To be updated**

Community Services	2017/2018 Actual (\$'000)	2018/2019 Actual (\$'000)	2019/2020 Actual (\$'000)	2020/2021 Annual Plan (\$'000)	2021/2022 LTP (\$'000)	2022/2023 LTP (\$'000)	2023/2024 LTP (\$'000)	2024/2025 LTP (\$'000)	2025/2026 LTP (\$'000)	2026/2027 LTP (\$'000)	2027/2028 LTP (\$'000)	2028/2029 LTP (\$'000)	2029/2030 LTP (\$'000)	2030/2031 LTP (\$'000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	1,113	1,379	1,383	1,341	1,454	1,692	1,700	1,755	1,827	1,879	1,906	1,935	1,984	2,008
Targeted rates	306	82	87	1	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	6	5	6	5	216	5	5	6	6	6	6	6	6	6
Fees and charges	165	172	135	159	114	128	131	133	136	139	142	146	149	152
Internal charges and overheads applied	383	518	351	379	17	17	17	16	17	17	17	18	18	19
Local authorities fuel tax, fines, infringement fees, and other receipts	312	375	337	312	382	399	434	468	503	503	504	538	573	574
Total operating funding	2,286	2,532	2,298	2,194	2,183	2,241	2,287	2,378	2,489	2,545	2,575	2,643	2,730	2,759
Applications of operating funding														
Payments to staff and suppliers	1,174	1,254	1,063	1,547	1,465	1,270	1,277	1,311	1,329	1,375	1,476	1,399	1,515	1,570
Finance costs	-	-	-	-	8	20	20	22	22	23	21	20	19	17
Internal charges and overheads applied	767	940	859	822	568	638	655	705	747	758	772	806	821	829
Other operating funding applications	5	61	3	4	5	5	5	5	5	5	5	5	6	6
Total applications of operating funding	1,945	2,254	1,925	2,374	2,046	1,933	1,957	2,042	2,103	2,161	2,274	2,231	2,360	2,422
Surplus (deficit) of operating funding	341	277	373	(179)	137	309	330	336	386	384	301	412	370	337
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	35	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	383	632	109	236	146	193	40	150	123	77	116
Gross proceeds from sale of assets	-	-	-	-	-	-	-	0	-	-	-	-	0	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	383	632	109	271	146	193	40	150	123	77	116
Applications of capital funding														
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	232	-	-	-	-	-	-	-
- to improve the level of service	182	83	110	-	290	82	148	22	30	23	23	24	25	25
- to replace existing assets	7	148	158	183	519	283	264	308	399	250	273	353	250	257
Increase (decrease) in reserves	153	45	105	21	(41)	52	(13)	153	150	150	155	158	172	171
Increase (decrease) in investments	(0)	0	-	-	-	(0)	(29)	(0)	(0)	(0)	-	0	0	0
Total applications of capital funding	341	277	373	204	769	418	600	482	579	423	451	535	447	453
Surplus (deficit) of capital funding	(341)	(277)	(373)	179	(137)	(309)	(330)	(336)	(386)	(384)	(301)	(412)	(370)	(337)
Funding balance	-	0	0	-	-	-	-	0	-	-	-	-	-	-

As of 29/11/23 budget numbers are still in draft and subject to change

Figure 1: Community services total expenditure

Financial Summary

Cemeteries

The forecast is business as usual for operating and maintenance costs with the Riverton capital acquisitions in 2023-2024 as identified by Council.

In the first year of this LTP a capital expenditure amount has been allowed for the purchase of an electronic cemetery management system to replace the current manual system that operates with significant risk. This includes an ongoing annual licence fee. These amounts could be reduced by possible cost sharing with Invercargill City Council.

This additional expenditure can be funded by a combination of increased burial fees and/or cost savings by reducing the manual input into the process.

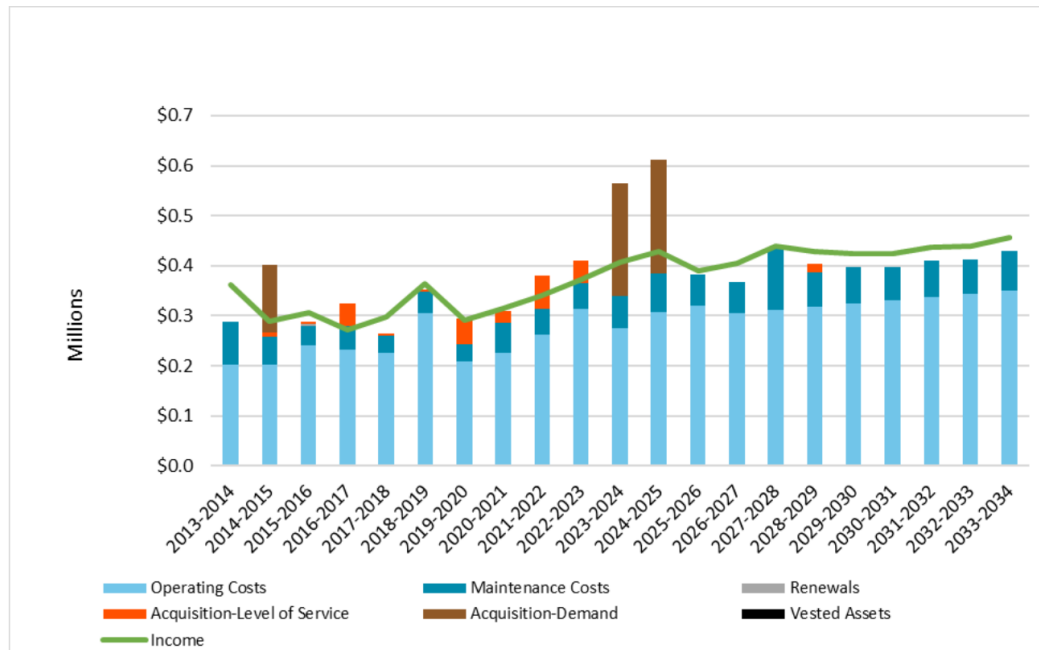


Figure 2: Cemeteries Financial Summary (District-wide) excluding Depreciation

Community housing

Income will be less than the operational costs, but rentals are expected to increase to cover the operational, maintenance and loan repayment costs. The level of rental increases do not generate any surplus funds.

The majority of costs comprise of operational and maintenance expenditure which include:

- insurance
- rates
- property management and overheads.
- planned maintenance and general projects.

The increase in maintenance costs in 2023-2024 is for a repaint of the community housing in Riverton.

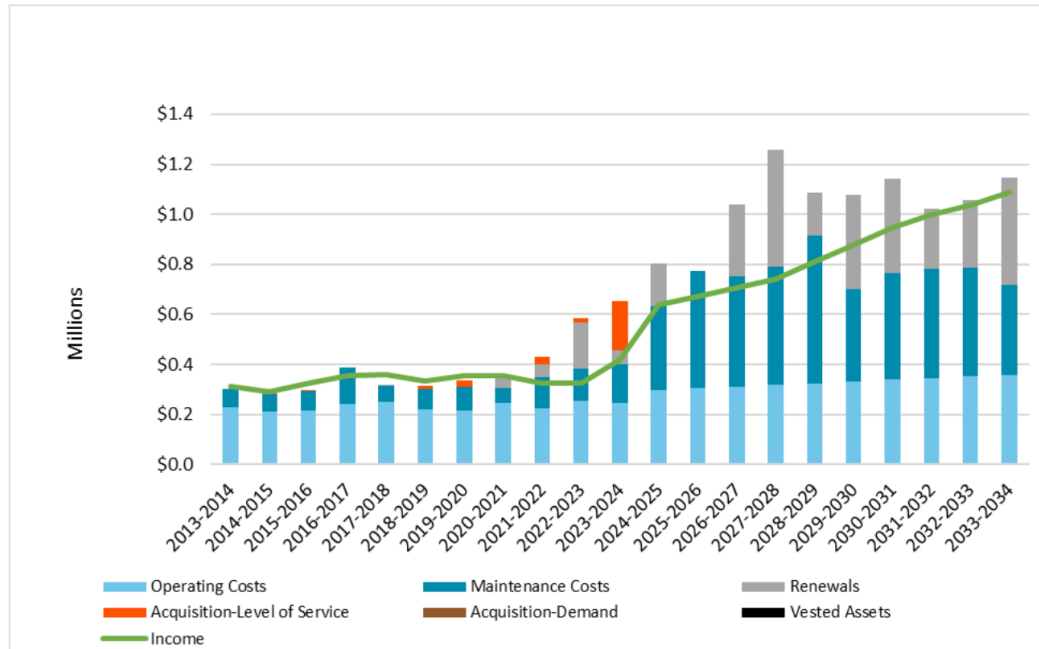


Figure 3: Community Housing Financial Summary (excluding depreciation)

Library services

Most costs within library services are funded through income each year; this includes the consistent renewal of library books. Income is higher in 2022/2023 onwards with debt being repaid on one off capital expenditure in earlier years.

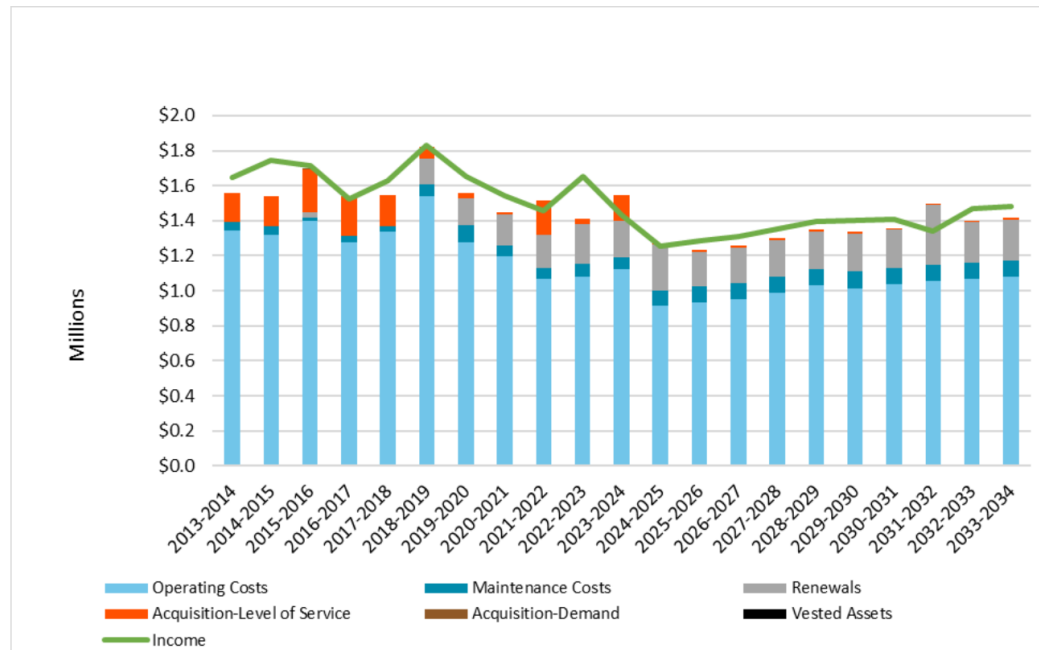


Figure 4: Library Services Financial Summary (excluding depreciation)

Total Income

Cemeteries

Prior to the 2021-2031 LTP cemeteries were funded through local targeted rates (both from ward rates and community board/community development area rates) Where the ward rate provided a contribution to the township it was shown as internal revenue. How Council rates was revised for the 2021-2031 LTP so that all rates are collected through district rates with no contribution from other rate types. This is the reason for the change to a combination of direct rates revenue and internment income.

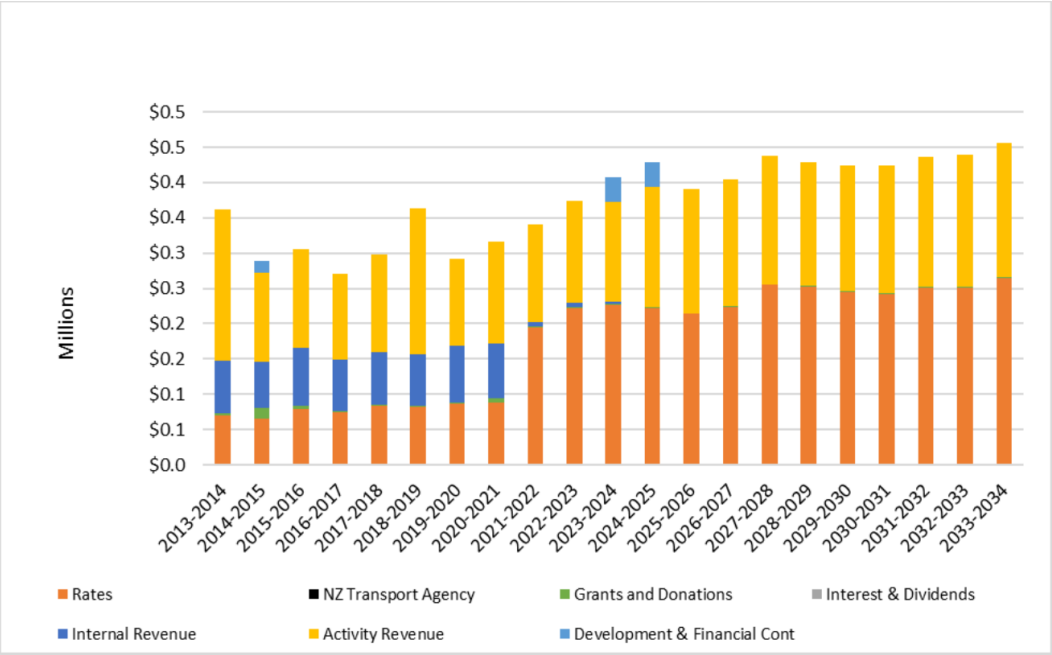


Table 0-1: Cemeteries Total Income

Community housing

Historically a minor component of the income was collected from rates to assist in the funding of this activity. This is used for the administration associated with the management of the tenancies.

Activity revenue consists of rentals collected from tenants that have been set to meet the ongoing costs of this activity over the 10 year period of the plan.

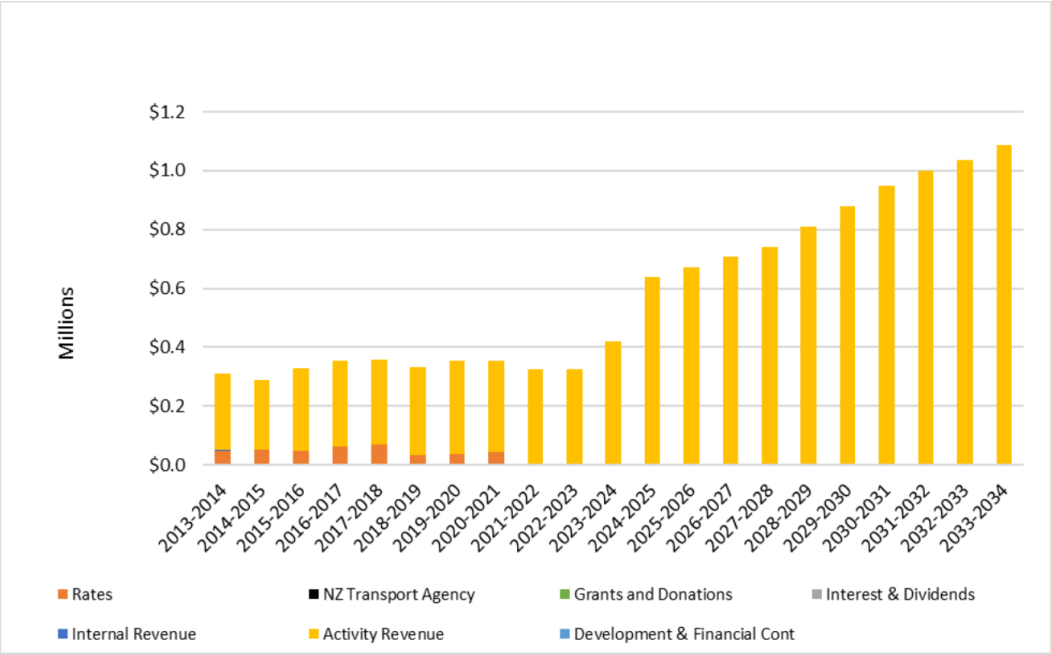


Table 0-2: Community Housing Total Income

Library services

Historically the library service was funded through local and district rates; where the District provided internal revenue to the community services. This was changed in the 2018-2028 LTP with the accounting system processes remaining in place; this was revised for the 2021-2031 LTP which resulted in the change to predominately rates revenue.

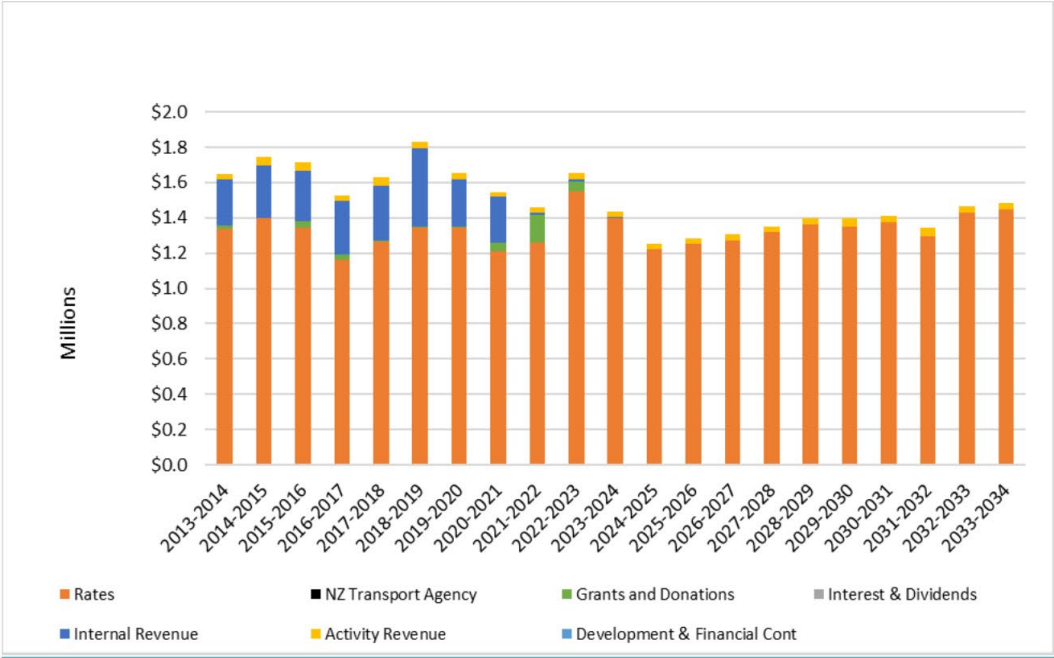


Table 0-3: Libraries Total Income

Financial Forecast Summary

The table below represents the LTP budget for the cemeteries across the District. **To be updated**

Cemeteries	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	-	-	-	88	196	221	248	243	259	285	282	273	289	287
Targeted rates	84	82	87	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Fees and charges	136	148	121	133	100	114	116	118	121	123	126	129	132	134
Internal charges and overheads applied	74	74	81	79	6	5	5	4	4	4	4	4	4	4
Local authorities fuel tax, fines, infringement fees, and other receipts	3	59	1	1	1	1	1	1	1	1	1	1	1	1
Total operating funding	298	363	291	303	303	342	371	367	386	415	414	408	427	428
Applications of operating funding														
Payments to staff and suppliers	254	275	233	275	360	283	316	311	334	347	362	351	379	370
Finance costs	-	-	-	-	-	6	6	8	7	6	5	5	4	3
Internal charges and overheads applied	6	15	11	13	13	14	14	14	15	15	15	16	16	17
Other operating funding applications	-	58	-	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	260	348	244	288	373	303	337	333	355	369	382	372	399	390
Surplus (deficit) of operating funding	38	16	47	14	(70)	39	34	35	31	46	32	37	28	38
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	35	-	-	-	-	-	-	-
Increase (decrease) in debt	0	-	0	-	313	37	109	5	20	-	10	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	0	-	0	-	313	37	144	5	20	-	10	-	-	-
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	232	-	-	-	-	-	-	-
- to improve the level of service	4	4	51	-	270	62	-	-	7	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	35	11	(4)	14	27	14	24	40	44	46	42	37	28	38
Increase (decrease) in investments	-	0	-	-	-	-	(29)	-	-	-	-	-	-	-
Total applications of capital funding	38	16	47	14	243	76	178	40	52	46	42	37	28	38
Surplus (deficit) of capital funding	(38)	(16)	(47)	(14)	70	(39)	(34)	(35)	(31)	(46)	(32)	(37)	(28)	(38)
Funding balance	-	-	0	-	-	0	0	-	-	-	0	-	0	0

Table 0-3: Cemeteries Financial Forecasts (District-wide)

Operating cost increases are mainly inflationary adjustments. CAPEX budgets allow for refurbishment of houses (around three-five per year) and a roof and exterior repainting across the portfolio of housing units.

Community Housing	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	68	33	37	42	0	0	0	0	0	0	0	0	0	0
Targeted rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0	0	0	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1	0	0	5	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	288	300	318	308	363	380	414	449	483	483	483	518	552	552
Total operating funding	357	333	355	355	363	380	414	449	483	483	483	518	552	552
Applications of operating funding														
Payments to staff and suppliers	103	125	145	166	241	220	230	261	242	259	330	245	314	359
Finance costs	-	-	-	-	-	1	2	2	5	7	7	9	11	11
Internal charges and overheads applied	211	176	164	183	170	175	180	196	201	206	212	230	237	243
Other operating funding applications	0	(0)	0	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	314	300	309	349	412	397	412	459	448	472	548	485	561	613
Surplus (deficit) of operating funding	43	33	46	6	(49)	(17)	2	(10)	36	11	(65)	33	(9)	(60)
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	50	72	-	141	173	40	140	123	77	116
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	-	50	72	-	141	173	40	140	123	77	116
Applications of capital funding														
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	13	28	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	6	-	-	4	51	79	54	94	180	26	43	116	8	8
Increase (decrease) in reserves	37	20	18	2	(50)	(23)	(52)	37	29	25	32	40	60	48
Increase (decrease) in investments	(0)	(0)	-	-	-	-	-	-	-	-	-	-	0	-
Total applications of capital funding	43	33	46	6	1	55	2	131	208	51	75	156	68	56
Surplus (deficit) of capital funding	(43)	(33)	(46)	(6)	49	17	(2)	10	(36)	(11)	65	(33)	9	60
Funding balance	-	0	(0)	0	-	0	0	0	-	0	-	0	0	-

Table 0-5: Community Housing Financial Forecasts (District-wide)

Library Services	2017/2018 Actual (\$'000)	2018/2019 Actual (\$'000)	2019/2020 Actual (\$'000)	2020/2021 Annual Plan (\$'000)	2021/2022 LTP (\$'000)	2022/2023 LTP (\$'000)	2023/2024 LTP (\$'000)	2024/2025 LTP (\$'000)	2025/2026 LTP (\$'000)	2026/2027 LTP (\$'000)	2027/2028 LTP (\$'000)	2028/2029 LTP (\$'000)	2029/2030 LTP (\$'000)	2030/2031 LTP (\$'000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	1,045	1,346	1,346	1,210	1,259	1,471	1,453	1,512	1,568	1,594	1,624	1,662	1,695	1,722
Targeted rates	222	-	-	1	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	5	4	5	4	215	4	4	4	4	5	5	5	5	5
Fees and charges	30	24	13	26	14	14	15	15	16	16	16	17	17	18
Internal charges and overheads applied	308	444	269	294	11	12	12	12	12	13	13	13	14	14
Local authorities fuel tax, fines, infringement fees, and other receipts	21	17	18	4	18	18	18	19	19	19	19	20	20	20
Total operating funding	1,631	1,835	1,651	1,537	1,517	1,520	1,502	1,562	1,619	1,646	1,678	1,717	1,750	1,779
Applications of operating funding														
Payments to staff and suppliers	817	854	684	1,106	865	767	731	739	753	769	785	803	822	841
Finance costs	-	-	-	-	8	12	11	12	11	9	8	6	5	3
Internal charges and overheads applied	549	749	685	627	385	449	461	494	531	537	545	560	568	570
Other operating funding applications	5	3	2	4	5	5	5	5	5	5	5	5	6	6
Total applications of operating funding	1,371	1,606	1,372	1,737	1,261	1,233	1,208	1,251	1,300	1,320	1,343	1,374	1,400	1,420
Surplus (deficit) of operating funding	260	229	280	(200)	255	287	294	312	319	326	334	342	351	359
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	383	269	-	127	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	0	-	-	-	-	0	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	383	269	-	127	0	-	-	-	-	0	-
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	178	67	31	-	20	21	148	22	22	23	23	24	25	25
- to replace existing assets	1	148	158	178	468	205	209	214	220	225	231	236	243	249
Increase (decrease) in reserves	81	14	91	5	36	62	63	76	77	79	80	82	84	85
Increase (decrease) in investments	0	0	0	-	-	(0)	(0)	(0)	(0)	(0)	-	0	0	0
Total applications of capital funding	260	229	280	183	524	287	420	312	319	326	334	342	351	359
Surplus (deficit) of capital funding	(260)	(229)	(280)	200	(255)	(287)	(294)	(312)	(319)	(326)	(334)	(342)	(351)	(359)
Funding balance	-	0	-	-	-	-	-	-	-	-	-	-	-	-

Table 0-6: Library services forecasts (district-wide)

Summary of Key Financial Assumptions

Community housing

Assumptions made in respect to the community housing activity are:

- Council has requested a report on the future of community housing
- until Council determines the future of community housing it will continue to be involved in this activity
- rental income will fund all operational costs for the activity (excluding depreciation)
- rentals will be increased every year based on a percentage of market rate
- the units will not be replaced when they come to the end of their life
- there will be no significant population increases in the District
- while the population will be ageing, the increase in alternative providers like rest homes will result in demand for the community housing activity remaining relatively constant. Te Anau is a recent example of this. Significant investment in planning and OPEX/CAPEX expenditure is required to try and rectify a significant period of underinvestment in this activity.

Issue: Reduced demand by priority persons (those over 60 primarily):

Response: Council policy allows for the units to be rented by non-priority persons at an increased rental to fill the gap. If, however, demand reduces in either a specific location or across the whole activity, to a level where the viability of the activity becomes questionable, then Council has the option to look at divesting either some or all the units.

Issue: Operating costs increase beyond rental income:

Response: Council has the option of increasing rentals or, as above, divesting all or some of the units.

Valuation Approach

Assets are valued for insurance purposes either annually, three yearly, or five yearly depending on the reinstatement value. The terms are as follows:

- Annually 1,500,000
- Three yearly >750,000 - <\$1,500,000
- Five yearly <\$750,000

Funding Principles

Section 102(4)(a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This policy must state the Council's policies in respect of the funding of both capital and operational expenditure.

Further information can be found in Council's Revenue and Financing Policy.

The funding principles for the buildings are driven by whether the benefit is either District or local and they are funded accordingly either through local community rates or district rates.

Fees and Charges

The fees and charges for community housing is set by Council. These are documented in Councils Schedule of Fees and Charges each year.

Libraries

- removal of late fees
- fee for replacement of lost collection item
- APNK Printing
- photocopying

Appendix

Cemeteries

Council provided cemeteries are located

Cemeteries (In Use)	Approximate Date of first Burial
Calcium/Isla Bank	1891 to present
Centre Hill	1906 to present
Dipton	1879 to present
Edendale	1915 to present
Halfmoon Bay	1882 to present
Lumsden	1882 to present
Lynwood	1974 to present
Otautau New	1912 to present
Riverton	1861 to present
Wairio	1885 to present
Wallacetown New	1891 to present
Winton East	1951 to present
Woodlands	1883 to present
Wreys Bush	1891 to present
Wyndham	1867 to present
Cemeteries (Not In Use)	Approximate Date of first Burial
Horseshoe Bay	1878 No longer in use
Mokoreta	1890 No longer in use - Closed
Otautau Old	1879 No longer in use - Closed
Single (Wairaki - Blackmount)	Unknown
Tararua Acre	1881 No longer in use

Cemeteries (In Use)	Approximate Date of first Burial
Wallacetown Old	1862 No longer in use
Winton Old	1875 No longer in use

Community housing

Council provides 69 community housing units throughout the District focused on achieving the following objectives:

- to provide good quality affordable housing to a group with specific needs (primarily over 60s)
- to provide, where possible, the ability for people to remain living in their local community.

Township	Number		Township	Number
Edendale	11		Riversdale	2
Lumsden	4		Riverton	12
Nightcaps	6		Tuatapere	8
Ohai	5		Winton	6
Otautau	5		Wyndham	10

Table 0-1: Community Housing Locations



Environmental Services

2024-2034 Activity Management Plan

Southland District Council
Te Rohe Pōtae o Murihiku

PO Box 903
15 Forth Street
Invercargill 9840

0800 732 732
@ sdc@southlanddc.govt.nz
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Quality Assurance Statement				
Draft AMP Template				
Southland District Council 15 Forth Street Invercargill 9840 Telephone 0800 732 732	Version:		Record No:	R/23/4/15547
	Status:	draft		
	Project Manager:			
	Prepared By:	Julie Conradi		
	Reviewed By:	Kath Prendergast		

Quality Assurance Statement		
Fax 0800 732 329	Approved for issue:	Michael Aitken

Executive Summary

The 2024 Environmental Services Activity Management Plan (AMP) is a combined Building Solutions, Resource Management and Environmental Health/Animal Control Activity Management Plan. These functions primarily provide a regulatory function stemming from legislation, bylaws and council policy and accordingly the nature and some of the pressures associated from these activities are consistent.

The Environmental Services Group provide various services to the communities of Southland by way of ensuring communities are undertaking activities (such as constructing new buildings, developing land, undertaking business activities and managing animals) in a way that maintains the safety of the public and sustainably manages the environment.

During the development of this AMP and reflecting on observations during the current LTP cycle it is clear that the functions performed by the Environmental Services group will see the following trends moving forward.

Significant legislative changes for Resource Management, the Resource Management Act (RMA) is being repealed and three new Acts will replace it. New national direction with policy statements, environmental standards and associated practice will be implemented, these changes are anticipated to be implemented over the next ten years and will significantly change the focus of environmental management for SDC and the wider region. New workstreams and priorities will need to be established in order to understand and meet legislative requirements. Significant work will also need to be done connecting these nationally driven changes into our communities and businesses so that they can understand and adapt to the changing regulatory environment.

Lifting of auditing and quality assurance is another observed trend that is anticipated to continue moving forward. IANZ accreditation, food verifications and practices within the Environmental Services group will see a continual lifting of the bar and broadening of focus with future audits. A coordinated and consistent approach to improving the quality of our work and effectiveness of our functions is important.

Being able to build capability, capacity, knowledge and partnership across the sectors and community will enable the group to be agile and adaptable to meet the anticipated challenges ahead.

Financial Summary

This activity uses a mix of user pays (fees and charges) and rates to support the services described in the Environmental Services AMP.

Purpose of the Activity Management Plan

This AMP describes the strategies and works programmes for the Environmental Services activity so as to meet the objective of delivering the required level of service (LOS) for the Southland District. This AMP informs Council's Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve, in order to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity.
- a statement of the intended LOS and performance targets.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan Limitations

The intent of the AMP is to address and manage the most significant environmental services issues in the District. It is a living document which will undergo a formal review every three years to make amendments to reflect changes in LOS, demand, risks, issues, or financial information.

This AMP has been developed with the following key limitations:

- risks and issues have been identified and scheduled based on the best information available at the time
- budgets for the activity have been assessed based on the best information available at the time
- it is noted that the RMA is being repealed and replaces it with three Acts being the Spatial Planning Act (SPA), Natural Built and Environment Act (NBA) and the Climate Adaptation Act (CAA). The SPA and NBA which are anticipated to be in force by the end of 2023 and the CAA is progressing at a slower rate and accordingly it is anticipated to be introduced as a Bill in late 2023. There is also some national political opinions being voiced about the suitability of the new legislative system. Depending on the future government, there may be some changes to what is needed through legislation.
- key national policy instruments are still being developed and will be incorporated in to a new National Planning Framework which will be inform the future regional planning and regional regulatory documents . Legislative changes have been considered and applied on the best information available at this time while trying to consider future impacts of this legislation

Plan Framework

The AMP framework is illustrated in below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP. Information on locally funded activities and services are included in the appendices to this AMP.

The key points are:

1. forecasting assumptions have been included
2. Levels of Service will be incorporated into any new contracts associated with activities
3. the legislative requirements and customer expectations have an impact on how services are delivered.



Activity Description

What we do

Environmental, Regulatory Services is responsible for delivery of all of the Council's key regulatory statutory functions under the Resource Management Act 1991, the Building Act 2004, the Health Act 1956, the Dog Control Act 1996, the Sale and Supply of Alcohol Act 2012, the Freedom Camping Act 2011, the Food Act 2014 and other ancillary legislation.

The group also currently has a close relationship with Te Ao Marama, the Ngai Tahu ki Murihiku - authorised agency which provides iwi input into Council processes under the Resource Management Act 1991 and the Local Government Act 2002.

The Environmental Services teams are:

- Resource Consents
- Environmental Strategy (policy, climate change and ecology)
- Environmental Health/Animal Control
- Building Solutions
- Legal and compliance

With a focus on legislation compliance within this group, a key focus of this plan is ensuring we have regular and customer centric involvement with our community. We can't change the legislation and associated regulations and bylaws. We can manage the way that we engage with affected parties in order to implement legislation. Doing this well will enable customers and affected parties to achieve their goals while ensuring legislative compliance.

Why we do it

The Environmental Services Activities focus on promoting and protecting public health, maintaining a safe environment and the overall amenity of the district.

The Environmental Services Group has an important kaitiakitanga (guardianship) role in ensuring that the Council delivers its statutory regulatory obligations with respect to both the built and natural environment. The Group is tasked with maintaining and enhancing the District's environment for future generations.

The Group undertakes this role both to achieve the requirements under specific legislation but also to meet the expectations of the community as expressed through community outcomes.

Strategic Considerations

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenges it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	PROPOSED 2021-2031 STRATEGIC FRAMEWORK
MISSION	Together - with our people for our future it's our Southland
VISION	Working together for a better Southland
COMMUNITY OUTCOMES	Social – Communities which are connected and have an affordable and attractive lifestyle
	Cultural – Communities with a sense of belonging for all
	Environmental – communities committed to the protection of our land and water
	Economic – Communities with the infrastructure to grow
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing Business
	Providing equity
	Thinking strategically and innovatively
	Robust Infrastructure

The framework guides staff, informs future planning and policy direction and forms the basis for the performance framework. It outlines how the environmental services activity contributes to the Council's community outcomes. The full levels of service and performance management framework is presented below.

Activity – Environmental services					
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Activity Objective: Enhance the health, safety and well-being of the community and kaitiakitanga of the environment through the effective implementation of a range of public health, building and environmental related legislation					
Connected and resilient communities	The activity improves community, and environmental wellbeing and resilience by supporting our communities through change. In a legislative sense, national and regional regulations establish a number of outcomes to protect health, have safe buildings, prepare for the impacts of climate change and ensure that our environment can sustain the needs of future generations. By working with our communities, the activities can build awareness, understanding, capacity and tools to enable them to be resilient and adaptive to regulatory requirements and changes while also achieving the broader outcomes they are seeking to achieve.	Communities have everything they need timely and accurate service delivery	More sustainable and well planned communities who are prepared for the future	LoS 9.0 : Enhance the health, safety and well-being of the community and environment, through the effective implementation of a range of legislation	
			Improved health and safety	KPI 9.1: Percentage of non-notified resource consents processed within statutory timeframes	KPI 9.4 Number of serious injuries to the public from dog attacks
			Improved efficiency	KPI 9.2 percentage of building consents applications processed within statutory timeframes	KPI 9.3 percentage of code of compliance certificate applications processed within stator timeframes
			Higher quality services	KPI 9.5: Percentage of non-working dogs subject to the responsible owner category	KPI 9.6 new food and alcohol applications processed and issued within 30 working days
			Communities get good service	KPI 9.7: On site Building Warrant of Fitness audits completed in the community – 33%	KPI 9.8 : Number of incidents ¹ of foodborne illness believed ² to be caused by food sold at a Council-verified business
Communities with a sense of belonging for all	Environmental services integrate community views where possible when making decisions and implementing strategies.	People can enjoy a safe and fulfilling life	People are connected and understand what is needed	KPI 9.9 Average time to respond to request for service (RFS)	
Communities with the infrastructure to grow	Environmental services integrate community views where possible when making decisions and implementing strategies.	We communicate and provide the necessary tools needed to get work done			

Activity – Environmental services				
Communities committed to the protection of our land and water	Environmental services facilitate robust outcomes by balancing individual benefits with wider community benefits along with legislation and costs.	Communities are aware, adaptable and doing the right thing	Increased social wellbeing	

2024 Strategic Priorities in italics below

Strategic Priorities ►	<i>Connected and resilient Communities</i>	<i>Ease of doing Business</i>	<i>Providing Equity</i>	<i>Robust Infrastructure</i>	<i>Thinking strategically and innovatively</i>
Contribution Area ▼					
What will be done in the long-term (next 10 years)	<p>Promote further collaboration with other councils and agencies.</p> <p>Creation of consistent systems and processes across the group.</p> <p>Continuation of technology roll out across the Group including systems and databases.</p>	<p>Active monitoring and analysis of data to identify trends and patterns</p> <p>Clear, understandable guidance for regulatory process readily available online</p> <p>Urban zone review completed to enable the development of new urban zoned land.</p> <p>Active monitoring of legislative amendments and reviews to ensure ongoing compliance.</p>	<p>Deliver on legislative requirements and bring communities on the journey.</p> <p>Implement Regional Spatial Strategy.</p>	<p>Education and engagement with industry, community and stakeholders</p>	<p>Education and engagement with industry, community and stakeholders</p> <p>Delivering on legislative requirements</p> <p>Adaptive planning including the potential of managed retreat conversations with communities.</p>
What will be done in the short term (next 3 years)	<p>Review and implement Quality assurance framework</p> <p>Technology:</p> <p>Improving reporting and business intelligence work</p> <p>Mobile technical solutions for all field work, that uploads to Council's processing systems</p>	<p>Complete building related IANZ Accreditation Audit, implementing improvement opportunities identified.</p> <p>Communicate with the sectors to educate, along with providing necessary tools and</p>	<p>Socialise implications from the legislative reform environmental reform. Identify and prioritise work needed to meet legislative requirements, particularly the</p>	<p>Continue to build on existing partnership relationships with Iwi.</p> <p>Monitoring Strategy developed to enable feedback on the outcomes of the Environmental Services Group.</p>	<p>Regional spatial Strategy.</p> <p>Technology:</p> <p>Online services – all applications able to be completed online, including payments</p> <p>Virtual appointments with staff</p> <p>Remote checks/verifications</p>

Strategic Priorities ►	<i>Connected and resilient Communities</i>	<i>Ease of doing Business</i>	<i>Providing Equity</i>	<i>Robust Infrastructure</i>	<i>Thinking strategically and innovatively</i>
Contribution Area ▼					
	Engage with communities early so that we can understand their needs and desires.	support to help bed in future changes. Focus on customers and improve on how we do business to achieve this Investigate competitive procurement E-planning project completed by 2024	Develop a group wide enforcement and prosecution policy / guidelines Continual review and alignment of services and practice to industry standards. Body worn cameras and dashcam project to increase health and safety of staff.		Publicly viewable online maps

Strategic Context

The purpose of the Southland District Council Long Term Plan 2024-2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Representation framework

Community representation was amended prior to the 2018 triennial elections. There are now nine community boards that provide representation across the District. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takitimu	

It is important that Council is seen as a leader in environmental management and community wellbeing in the District and through this AMP, provides efficient and effective regulatory management of activities and within the community. Doing so enables Council to provide and deliver quality, professional services to the ratepayer that meet anticipated outcomes.

Council aims to have a high level of engagement with its communities and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Council will go through a representation review in the first year of this AMP which may change the representation framework.

Key Risks, Issues and Assumptions for the Activity

The most important issues for the Environmental Services Group over the next 10 years are:

- Environmental reform will drive significant changes to the resource management policy and consenting system
- Adequately resourcing the activity to achieve legislative requirements
- Building and maintaining relationships to work collaboratively across the region and beyond
- Enabling decision making to be based on quality information supported by technology
- Meeting the challenge of maintaining compliance with legislative requirements collaboratively with communities while balancing risk

- Meeting customer expectations for increased online services and interactive technology
- MBIE led review of the building consenting system will create 'disruptive change' for Council and the community and industry. It is anticipated that the way industries are required to operate will change.
- Collaboration within our cluster of Councils has commenced and is a critical component of how we evolve. It must be 'together' and in alignment. This will require some governance level conversations along the way if meaningful and sustainable alignment is to be achieved.

Key risks

Risk Event	Treatment Details
Failing to provide LOS	Established procedures, training, effective tracking and reporting through information systems and KPIs concerning quality of service.
Failing to comply with legislation	Established procedures and training, sufficiently resourced teams, staff who meet statutory qualifications, being bold.
Health and Safety risks to staff	Maintain a strong focus on health and safety, both in terms of the legislative framework applicable and risk management within the team.
Difficulty in recruitment	Strengthen the pathway for career development within the building and resource management teams, with a focus on cadetship and grow your own staff development programmes.
Volume and magnitude of legislation change	Adequately resource function with necessary resources (eg money, staff, skills and technology) to adapt to new legislation. This includes ensuring prompt impact analysis on changes made and following through with education and engagement with the relevant industries regarding effective application of that change with Council.
Loss of accreditation	Ensure ongoing technical training is provided. Perform regular internal audits against legislation and guidance provided by the Ministry of Business, Innovation and Employment.
Decision making based on inadequate information	Develop and implement a system / programme to identify and monitor key indicators. Be transparent with key assumptions and risks considered by Council
Customer dis-satisfaction	Transitioning into a customer centric approach takes time, staff training and consistent delivery at a high level of quality to realise sustainable change. Advising that this is our intention and working with customers at the start of the journey may highlight the current challenges, increasing dis-satisfaction in the short term

Key issues

Key strategic issues	Discussion
Resource Management:	
The key issues below primarily relate to changes in environmental legislation and the implementation needed to achieve legislative requirements. Acknowledgement needs to be made that incoming legislation is requiring a significant lift to the regulatory bar which will be complex and expensive to achieve from a policy drafting perspective. Furthermore, it will drive an increase in the volume and complexity of resource consent applications received by Council. Another impact of lifting of the bar in the District Plan is that an anticipated increase in non-compliance and enforcement of new rules required. Accordingly, as regulation beds in, it is expected that staff resources will need to be scaled to	

Key strategic issues	Discussion
	<p>ensure that applications are processed on time, complaints are followed up on in a timely manner, and illegal activities promptly investigated and resolved. These are all elements of “ease of doing business” and achieving the Business Improvement Plan.</p> <p>Specific components of the new legislative direction which need a specific comment are outlined below.</p>
Regional Spatial Planning	<p>The new Spatial Planning Act requires each region to establish a regional planning committee who will generate a regional spatial plan. Legislation indicates that the planning committee is to be made up of all local authorities and Iwi. The intent of the spatial plan is to have a 30+year horizon to identify the direction and actions required to achieve the plan. The plan will set regional objectives for climate change, water quality, community and infrastructure resilience and ecological enhancement. The spatial plan will inform future LTPs, projects and future regulatory plans which will establish a rule framework to achieve the spatial plan.</p> <p>Work a gap analysis is underway to identify what information currently exists and what information is needed to inform a spatial strategy. This LTP will compile the information and produce the spatial plan in order to activate the spatial plan in the 2027 LTP.</p>
District Plan Review/ new Regional environmental plan	<p>Councils are legally required to undertake a full review of their District Plan every 10 years. The current District Plan started its review in 2008 and was made operative in 2018. Accordingly, it is now outside the 10year review period. Given the RM reforms occurring over the last few years a decision has been made to delay a full review, as the impending legislation will significantly change how our environment is managed and there is little value undertaking a lot of work when the context is changing.</p> <p>It is however recognised that a new regulatory plan will still be needed within the next 10 years of the coming LTP. Additionally, there is the background work needing to be completed to inform the new regional environmental plan.</p> <p>There are a number of areas of the District Plan which will require policy work in advance of the wider regional environmental plan. These are Natural hazards (coastal impacts), biodiversity and landscapes which is underway.</p>
National Planning Framework	<p>Part of the new legislation is a proposed National Planning Framework which will combine all of the existing national policy documents into one framework. The framework will outline how tension between competing priorities is reconciled and used by regional planning committees to undertake regional spatial strategies and regional regulatory plans in the future. There are a number of existing national policy documents (such as Highly productive land, Indigenous Biodiversity, Freshwater and Coastal) and the reform has outlined that there will be other documents coming.</p>
National Policy Statement for Indigenous Biodiversity	<p>This was gazetted in July 2023. It requires a national approach to identifying, protecting and enhancing significant indigenous vegetation. It requires SDC to map Significant Natural Areas (SNAs) across the district and register them in a schedule in the District Plan. A desktop review has indicated that there are potentially 3,000 SNAs in the district and 6% or 94,229 ha of the potential SNAs are on private land. Once mapped these SNAs need to be revisited and audited at least every 10 years moving forward. It requires the review and regular updating of the District Plan’s Biodiversity section with new rules added to meet the national approach.</p>

Key strategic issues	Discussion
	<p>It sets biodiversity targets whereby SDC will be required to enhance indigenous vegetation within certain locations. Finally, it is anticipated that appeals will be received on the biodiversity review meaning cost will be incurred in appeals and employing experts. It is estimated that meeting legislative requirements for the NPS will cost SDC between \$10 and \$18 million over the next 10 years.</p> <p>Completing the SNA identification work alone will be difficult due to a shortage of skilled ecologists. Implementing this NPS will require a significant shift in SDC's policy approach and will require an intensive bedding in process within the community.</p> <p>An opportunity exists to partner with Environment Southland to undertake a joint mapping process for the whole region.</p>
Water Reforms	<p>With the National water management review new responsibilities will need to be established and regulated within the District Plan. Particularly, the Plan will monitor and manage land use activities near to or upstream of water abstraction points. A variation to the District Plan is required.</p>
Landscapes	<p>A review of the Landscape chapter of the District Plan is underway. This work has been initiated as SDC have not yet assessed our landscapes and protected them from inappropriate development which is a requirement in the RMA.</p> <p>Additionally, a significant land use change is occurring across the region as whole farms are being converted from agricultural use to plantation forestry. This change will have an adverse impact on how our landscapes look, biodiversity, biosecurity and water yields. Reviewing our Landscape section of the District Plan would protect outstanding landscapes from change.</p>
Climate change and natural hazard management	<p>Similar to landscapes the climate change and natural hazard section of the District Plan is significantly below best practice. National climate change guidance along with a national risk assessment currently exist and these documents will inform a national adaptation plan being published requiring LG adaptation plans. New legislation and therefore regulation is anticipated with a new climate adaptation act in the new parliamentary term. Region wide LiDAR information will support better decision making with respect to hazard management and prevent new development being established in at risk areas which creates a liability on Council. There is an assumption that climate change for the activity primarily sits with spatial planning and regulating new development out of at risk areas. It is acknowledged that there is a wider climate change function for the organisation in reducing carbon emission, building adaptability in our communities, assessing infrastructure suitability and other functions not covered in this AMP.</p> <p>It is acknowledged that conversations need to be had with at risk communities around adaptive planning and managed retreat. This is a significant conversation that will have a very large impact on our coastal communities. It is also a long term iterative conversation which will span a number of years as climate impacts are realised.</p>
Community engagement	<p>Due to the significant changes and challenges anticipated in lifting the environmental bar moving forward over the next 10 years there is a need to ensure that the community comes with council on the journey. Ease of doing business can only be achieved through ensuring the community</p>

Key strategic issues	Discussion
	have the right engagement, education, guidance and support to achieve the outcomes needed.
Building Services:	
Natural disasters are increasing	When these include damage to buildings in or around our district the team are diverted from their daily tasks and required to complete 'rapid assessments'. This can be required anywhere in the country – the team were on 'standby' earlier this year at the request of MBIE to undertake 'rapid assessments' in the north island. The statutory requirements on daily tasks does not change, the clock is not paused. Recovering from an occurrence like this, such as the 2020 Southland floods can take many months.
A system replacement is imminent	In 2020 the building team transitioned from paper based to fully electronic. At the time it was anticipated that an electronic system should have a lifespan of 7 – 10 years minimum. 3 years later we are told that the system implemented will be unavailable and we will be forced to transition to a new system within the next 12-18 months for both the customer lodgement portal for consents and also staff processing of consents. This will be a significant capacity impact and will feel disruptive to our community and the industry alike.
An MBIE led review of the building consenting system is underway	This review is likely to create 'disruptive change' for Council, the community and the industry in the near future. The way industries are required to operate is likely to change and the role of Council also may change. When paired with the future for local government review and talks to consolidated Council's, there will be competing priorities creating ongoing change for the next 30 years. Applying the skills and capabilities recently obtained to assist our community through navigating this change will be critical.
Licensed building practitioners shortages continue	Changes to legislation implemented to date increase reliance on Licenced Building Practitioners, a skillset which is expected to remain in high demand. An inability to procure licensed building practitioners is more likely to increase illegal and sub-standard building work which, if not monitored carefully, may undermine the safety and durability of our buildings for future generations.
The Carbon Zero 2050 goal is having an effect	Via the implementation of an emissions reduction plan, New Zealand's Carbon zero target is already having a tangible effect on the building industry with building code H1 changes already in place, including changes to insulation and window design and construction requirements for new builds. This impact will continue with further building code changes currently being proposed by government. These changes will have an 'ongoing change effect' for the full period of the LTP and beyond so it is critical that Council make staff available to support the industry through these change via a collaborative approach.
MBIE increasing scrutiny of TA functions	MBIE have been delivering on their intention to implement greater scrutiny regarding the monitoring and enforcement functions of Council. A similar accreditation audit review process as is required for the Building Control Authority (BCA) functions is incrementally being implemented for these additional Territorial Authority (TA) functions performed by Council. This increase in auditing of TA's and their functions are requiring existing TA functions to be performed more frequently and

Key strategic issues	Discussion
	with greater accountability. This creates a greater impact to the community and to staff who are being asked to increase the volume of work being undertaken.
Influencing a change in mindsets is critical	It is evident that the community and industry alike look to Council to simplify the consenting process even as legislation and regulation change creates greater complexity. While the systems and processes themselves are not within Council's control, walking the journey alongside our affected parties and providing education in a tailored way can result in simplification through understanding and creating the ability to 'work with' the system, rather than fight it. This is the goal of the Building Solutions Team during this LTP period. We have a shared goal, let's share our knowledge.
Staff Safety	There is an increase in aggression towards Council staff being noticed across New Zealand. Enhancing compliance team staff safety with body worn cameras, dashcams and staff panic buttons / audio transmission in aggressive situations will bring this Council into alignment with staff safety methods already practiced by most Councils in New Zealand.
Environmental Health:	
Quality assurance	Process mapping and incorporating quality assurance into Environmental Health functions will improve service delivery.
Funding of services	There is an ongoing funding challenge inherent in the delivery of regulatory services (benchmarking against industry standard required)
Food and Health	There has been increase of enquiries and applications for mobile trading and home-based occupation. Individuals are looking at options to diversify their incomes and bring business to their communities. As Council we need to encourage growth while meeting regulation, consenting requirements and expectations.
Alcohol Licensing	We have a greater awareness of a lack of knowledge and understanding in the community when it comes to alcohol licensing. This provides the team with opportunities to be more visible in the communities, have an educational approach and working through legislation and regulation to get better outcomes.
Staff Safety	There is an increase in aggression towards Council staff being noticed across New Zealand. Enhancing compliance team staff safety with body worn cameras, dashcams and staff panic buttons / audio transmission in aggressive situations will bring this Council into alignment with staff safety methods already practiced by most Councils in New Zealand.
Legal and Compliance	
Freedom camping	Covid did impact freedom camping however numbers are increasing again. Council can continue to apply for TIF funding for compliance activity as long as it is available. It is expected that some communities may want to make changes to their local bylaw rules. The next review of the Freedom Camping Bylaw 2015 will be in 2025.
Dog attack prevention	Continues to be a key focus of dog control. Work streams include: <ul style="list-style-type: none"> • Identification of unregistered dogs • Monitoring of higher risk properties (dogs, owners)

Key strategic issues	Discussion
	<ul style="list-style-type: none"> Effective responses <p>Education of dog owners.</p>
Staff safety	<p>There is an increase in aggression towards Council staff being noticed across New Zealand. Enhancing compliance staff safety with body worn cameras, dashcams and staff panic buttons / audio transmission in aggressive situations will bring this Council into alignment with staff safety methods already practiced by most Councils in New Zealand.</p>

Summary of Key Assumptions

Key Assumptions for the Group	Discussion
Demographics	<p>An aging population and change in ethnic diversity will change the nature of demand for services within the Group. The districts total population is likely to remain fairly static over this time period and any resulting land use development and growth will be incremental.</p> <p>It is likely to result in an increase in smaller housing, aged care and community facilities and different development styles. Additionally, it is anticipated that development and growth will occur around our larger towns and remain stagnant in smaller towns.</p>
Tourism	<p>The future for tourism in the district is rebuilding in a climate neutral way. A significant impact has been felt on the districts tourism industry and with tourism related businesses closing due to the pandemic, rebuilding in this space will take time. This is likely to impact Te Anau, and surrounding areas the most within the district. There will likely be a slight drop in environmental health related approvals (food businesses and alcohol licencing) in the short to medium term.</p> <p>In the short and medium term it is expected that domestic tourists will visit southland and the experiences they seek are likely to be more eco-friendly and self-guided which may increase demand on remote and freedom camping areas.</p> <p>It is recognised that the period immediately post Covid-19 has been a great opportunity for cashed up businesses and investors to proactively prepare for the re-generation of Tourism in Southland. Creating greater capacity at existing facilities for tourism such as Milford Sound, Catlins and various other spots will keep the Environmental Services Group busy and focused on protecting our natural resources at the same time as 'showing them off'.</p> <p>The industry is projected to return to a level of vibrancy near the end of this 10 year period, and as such a resulting increase in demand for the activities this Group provides.</p>
Climate Change	<p>It is expected that the impacts of the changing climate will continue to incrementally increase over this time period. Now that the regional LiDAR project is nearing completion and hazard mapping from the Great South work has identified community and infrastructure vulnerability. There is still some pending catchment flow information which when compiled will assist with mapping flood plains in our inland townships. Significant unplanned weather events are predicted to become more common, and will require greater involvement by local government going forward.</p>

Key Assumptions for the Group	Discussion
	<p>The changing climate impacts on the group will transcend this LTP and are anticipated to continuously lift year on year. Establishing a specific work programme managing this challenge is anticipated.</p> <p>It is an expectation that our service delivery will undertake in a more carbon neutral pathway.</p>
Environmental standards, resource consents and land use	<p>Significant change has been signalled with incoming environmental legislation. This will have system wide impacts including an increase in mandatory requirements that significantly raise the bar on existing regulation. The changes will impact the District Plan, building materials used, Water delivery models and the manner in which Council conducts its business (i.e. the changing climate).</p> <p>There will be an increase in expected involvement of local government in community led environmental and cultural initiatives as complementary methods to address the changes and reforms in environmental legislation.</p> <p>Education, monitoring, compliance and enforcement will need to scale as changes are made</p>
Ease of doing business	<p>Regulatory services require having a customer centric focus in doing business. The s17A review has outlined that the Environmental Services Group needs to continue focusing on ease of doing business through education, guidance and culture changes and a Business Improvement Plan has been developed to progress this.</p>

Activity Specific Assumptions

Assumption Type	Assumption	Discussion
Council functions	That the Government will not create or remove functions for councils – i.e. Hazardous Substances and New Organisms Act 1996 review, Resource Management reform, Building Act 2004 review.	A change in legislated functions for the council would fundamentally change the nature of what the Environmental Services Group is required to provide to the community.
Environmental Health		
Policy and Bylaw Reviews	That Environmental Health related policy and bylaw reviews will be completed by the Corporate Planning team.	Should this change additional policy and legal support will be required to be budgeted for in terms of staff time and legal reviews.
Legal Highs Legislation	That there will continue to be no approved products under this legislation.	
Increased compliance monitoring is required	An increase in monitoring under the Sale and Supply of Alcohol Act is required in order to regulate those in the industry and special events.	Creates a level playing field for industry, accountability and reduce potential harm in the community.

Assumption Type	Assumption	Discussion
Mobile trading	That there has been increase in applications for mobile trading and home-based occupation.	We are starting to see more enquiries and communities looking at encouraging mobile trading – operational review of the TPP.
Climate change	No changes to the role environmental health and licensing team operate is expected during this AMP period.	Although we could see possible changes or amendments to relevant legislation (Food Regulation) as was seen in the East Coast areas – severe weather emergency legislation.
Legal and Compliance		
Furever Homes	That Furever Homes will continue to be available to act as rehoming facilitator.	Council's rehoming rate is 100%, with only dogs considered unsuitable for rehoming being euthanised by a vet.
Dog welfare	Council has welfare functions in regard to dogs. It is assumed that the SPCA will continue to be resourced locally.	Should the SPCA reduce resourcing, this would mean that Council would have to investigate more welfare incidents
Policy and Bylaw Reviews	That Freedom Camping and Dog Control bylaw reviews will be completed by the Corporate Planning team	Should this change additional policy and legal support will be required to be budgeted for in terms of staff time and legal reviews.
Increased compliance activity required	A significant increase in enforcement activities under Noise and RMA is forecast partly due to climate change.	We are already starting to realise issues within our communities from climate change – if we do not increase enforcement now what will our future look like?
Freedom Camping Law Changes	No significant changes to the way Council operates will be realised from the changes to freedom camping rules which were implemented from July 2023 and become fully mandated in 2025 or from climate change.	Although four of the twenty-one freedom camping locations across Southland that do permit freedom camping are on the waterfront and may realise an impact from sea level rise (these are Colac Bay, Fortrose, Haldane and Monkey Island), no budget for relocation of these camping spots have been included in this AMP.
Climate Change	No changes to the role legal and compliance team officers operate is expected during this AMP period.	Although the spatial planning / strategy and natural built environment policy changes will realise subtle but very real changes to the way our communities look and operate

Assumption Type	Assumption	Discussion
		during this LTP period, no budget has been allocated in this activity to adjust the way services are delivered.
Building		
Consenting system review	Changes to the consenting system being consulted on, including creating an efficient consenting system that is responsive to change and continuous improvement will be fit for purpose and well supported by MBIE. It is assumed that MBIE powers remain as currently legislated Increase in auditing of TA's and their functions do not create additional TA functions to be performed, simply greater accountability to the existing functions. No new shared services are established	How can a consenting system that is responsive to change also be predictable for users?
Collaboration	While it is not expected that a new shared service will be established for building functions, it is expected that a collaboration tool allowing Councils to share skills and capacity which will create efficiency and effectiveness will be implemented.	Should the BCA functions of Council be working towards a shared services arrangement, considering that the TA functions must remain within each Council? Or is it better to collaborate closely while remaining separate entities?
Customer Centric	It is assumed that the right 'risk balance' will be achieved as Council moves into a customer centric approach to the way we do business. Community confidence that Council will not make doing business easy at the expense of safe buildings for future generations is critical.	Our community would prefer to be guided through a safe and sustainable method of achieving their building dreams, even if it costs more time and money.
Building Warrant of Fitness (BWOF) audit KPI changes	After the Loafers Lodge fire, MBIE have sent strong signals that high risk, transient accommodation buildings are required to be audited annually, medium risk to be audited 3 yearly and low risk to be audited 5 yearly.	The high risk, every year audit is not legislated and creates an onerous impact on property owners. An overall target of 33% allows Council to demonstrate application of this prioritisation, however does not exceed the legislated requirement.
Resource Management		
Regional Relationships continue to strengthen.	Strong and meaningful regional relationships will continue	Implementing incoming regulatory changes requires strong relationships across local

Assumption Type	Assumption	Discussion
		government and iwi. If relationships are not strong, delivery of legislative requirements will be compromised or ineffective.
Regional priorities to meet legislative requirements remain	Regional partners prioritise meeting legislative requirements.	Lack of buy-in, investment or alternative priorities can impact upon delivery.
Activity wide	Customer dissatisfaction H/S Retention of staff	

Regulatory Considerations

Environmental Services is required to provide certain regulatory services under various enactments, being:

- Health Act 1956
- Camping Ground Regulations 1985
- Health (Burial) Regulations 1946
- Health (Hairdressers) Regulations 1980
- Keeping of Animals Bylaw 2010
- Dog control act 1996
- Food Act 2014
- Food Regulations 2015
- Local Government Act 2002
- Trading in Public Places Bylaw 2013
- Alcohol Control Bylaw 2022
- Hazardous Substances and New Organisms Act 1996
- Freedom Camping Act 2011
- Freedom Camping Bylaw 2015
- Building Act 2004
- Litter Act 1979
- Psychoactive Substances Act 2013
- Combined Local Approved Products Policy
- Gambling Act 2003
- Racing Act 2003
- Gambling Venue Policy, reviewed in 2016
- TAB Venue Policy, reviewed in 2016
- Sale and Supply of Alcohol Act 2012
- Alcohol Control Bylaw 2022
- Alcohol Licensing Fee-Setting Bylaw 2015 revoked
- Combined Local Alcohol Policy
- National Environmental Standards for Air Quality
- Spatial Planning Act 2023 (repealed)

- Natural and Built Environment Act 2023 (repealed)
- Resource Management (National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health) Regulations 2011
- Pouhere Taonga Act 2014
- Ngai Tahu Settlement Act 1998
- Southland Land Drainage Act 1935

SDC Bylaws that are administered by the Group are:

- Keeping of Animals Bylaw 2010
- Trading in Public Places Bylaw 2013
- Alcohol Control Bylaw 2022
- Freedom Camping Bylaw 2015
- Alcohol Licensing Fee-Setting Bylaw 2015 revoked

Related policies include:

- Combined Local Approved Products Policy
- Local Alcohol Policy
- Gambling Venue Policy
- TAB Venue Policy
- Combined Local Alcohol Policy
- Dangerous Affected and Insanitary Buildings Policy
- Alfresco Dining Policy
- Smoke/Vape Free Open Spaces Policy
- Easter Sunday Trading Policy

There are reviews proposed for a number of the statutes, bylaws and policies outlined above.

Demand Management Strategies

Monitoring and Compliance

It is likely that additional resource will be required to be invested to align existing monitoring and compliance activities with best practice and increased legislative requirements. This will impact on existing resources across all activities within the Group. Monitoring forms the important feedback loop in the development of policy and practice and is essential in delivering relevant and effective services and anticipated levels of service for the community.

Resource Management

There are two key components driving the demand of the resource management function. These are meeting technical needs of what the legislation requires and the second part is building the communities' understanding of what is needed.

These two components apply across policy development, consenting, monitoring/enforcement, climate change and biodiversity mapping. If either of these two components are done poorly it can cause risk for the organisation.

Availability of skilled workers to achieve the technical requirements is an important to ensure that the work being produced is good quality and fit for purpose. Good quality work protects ratepayers and our

direct customers from poor and ineffective outcomes. Similarly, taking an ease of doing business approach to doing work will make sure customers are able to do the right thing or know how to do the right thing. Education, good customer service and access to information will help meet customer needs.

Building

Southland District has seen the volume of building work remain consistently high during the past 3 years with an indication of a possible slow down ahead while the industry adapts their plans to the land use regulation changes being implemented. While this is another change to adapt to, Southland offers many opportunities for development through its spatial planning proposals and there is no reason to believe that ongoing development will slow down significantly.

The availability of skilled workers in the construction industry and impact that Central governments focus of key projects in the main centres and other rebuilding activities in areas of the country recently devastated by natural disasters will be the key indicator for Southland as we attract and source our own skilled workforce from overseas or realise the benefit from many skilled workers in New Zealand making a lifestyle change and relocating away from these areas into Southland.

Despite the driver, the key strategy being implemented by Council is to retain and utilise its skilled workforce during any downturn that may be realised to clear historical backlogs of work, refine complex processes, and educate our community to easily work through the ongoing changes we face, enabling the retention and availability of skilled resource within Council when we return to a high demand for service.

Environmental Health

The demand on the activity is expected to gradually increase over the years, particularly in light of legislation changes, that from experience from recent history makes work more complex and time consuming.

Covid did not result in a decrease in work. The impacts of Covid saw a change in Government direction and increased licensee enquiries. Remote verifications were introduced that did not prove more efficient than site visits.

Opportunities of business diversity in communities has seen an increase in food registrations for mobile vendors and home-based occupation.

The hospitality industry has been impacted on the ability to get skilled staff. The number of voluntary suspensions for food has increased. This is due to the seasonal nature of the businesses.

Alcohol licensing work remains consistent with renewals and new applications being issued. There has been an increase in new manager applications and special licenses. This can be attributed to covid hang over.

Key Projects

Project	Description
Review specific sections of the District Plan 2018 in advance of a regional plan	<p>Review of the Southland District Plan 2018 to meet legislative requirements and best practice including:</p> <ul style="list-style-type: none">• Significant Natural Areas and biodiversity projects• natural hazards

Project	Description
	<ul style="list-style-type: none"> landscapes
Regional spatial plan	Use gap analysis to drive future work and deliver a regional spatial plan prior to December 2025.
Dog attack monitoring strategy	development of a monitoring strategy
Enforcement and prosecution policy or guidelines	develop enforcement and prosecution policy or guidelines
Quality assurance framework for food safety	develop and implement quality assurance framework including mapping of processes
Education and engagement	education and engagement with the community
Delivery of services review	Section 17A of the LGA 2002 requires Council to review the cost-effectiveness of current arrangements for meeting the needs of communities within the District for good-quality local infrastructure, local public services, and performance of regulatory functions (due 2023)
Technology projects	<ul style="list-style-type: none"> online lodgement and electronic processing mobile technology for field work improving reporting and business intelligence tools e-planning system development and implementation body worn cameras, dashcams & body worn audio alert system to be pursued. Building consent processing system replacement – supplier mandated.
Changing climate	

Other Considerations for the Activity

Along with exploring new shared services, the environmental services group will also look for opportunities to collaborate.

The environmental services group will endeavour to achieve the use of alignment where possible, in using the same electronic process for similar cross-team processes and regularly meeting with neighbouring Councils for collaboration driven discussions to actively seek alignment wherever it can be found.

Our Levels of Service

Levels of Service, Performance Measures and Targets

LOS, performance measures and targets form the performance framework for the activity detailing what the Council will provide, and to what level or standard:

Regulatory Compliance: What LoS we provide	LoS 9: Enhance the health, safety and well-being of the community and environment, through the effective implementation of a range of legislation				
How we measure performance	Current Performance (19/20)	Future Performance Targets			
		Yr 1 (21/22)	Yr 2 (22/23)	Yr 3 (23/24)	Yr 4-10 (25-31)
KPI – 9.1 Percentage of non-notified resource consents processed within statutory timeframes	100%	100%	100%	100%	100%
KPI – 9.2 Percentage of building consent applications processed within statutory timeframes	100%	100%	100%	100%	100%
KPI – 9.3. Percentage of code compliance certificate applications processed within statutory timeframes	100%	100%	100%	100%	100%
KPI – 9.4 Number of serious injuries to the public from dog attacks ¹	0	0	0	0	0
KPI – 9.5 Percentage of non-working dogs subject to the responsible owner category	87%	85%	86%	87%	90%
KPI – 9.6 new food and alcohol applications processed and issued within 30 working days	New	0	0	80	100
<i>New comment – KPI 11.1 not intended to capture injuries from dog bites within a home environment</i>					

Environmental Services : What LoS we provide	LoS 9: Enhance the health, safety and well-being of the community and environment, through the effective implementation of a range of legislation				
How we measure performance	Current Performance (20/21)	Future Performance Targets			
		Yr 1 (21/22)	Yr 2 (22/23)	Yr 3 (23/24)	Yr 4-10 (25-31)
KPI 9.7: On site Building Warrant of Fitness audits completed in the community	20%	33% of buildings audited	33% of buildings audited	33% of buildings audited	Continue 5 year cycle of audits. 33% of buildings annually
KPI 9.8: Number of incidents ¹ of foodborne illness believed ² to be caused by food sold at a Council-verified business	0	0	0	0	0
KPI 9.9 Average time to respond to request for service (RFS)	New measure	baseline			
¹ . "Incident" means illness arising from a common food source that has made one or more people ill, and includes an outbreak (more than 2 people ill). ² . "Believed" means that there is strong evidence suggesting the cause is the business concerned. The term 'suspected' would be used when there is weak evidence linking a food business to the incident.					

Financial Summary

10 Year Financial Forecast

The following graphs/table summarise the financial forecasts for the activity over the ten years.

As of 29/11/23 budget numbers are still in draft and subject to change.

Financial Summary

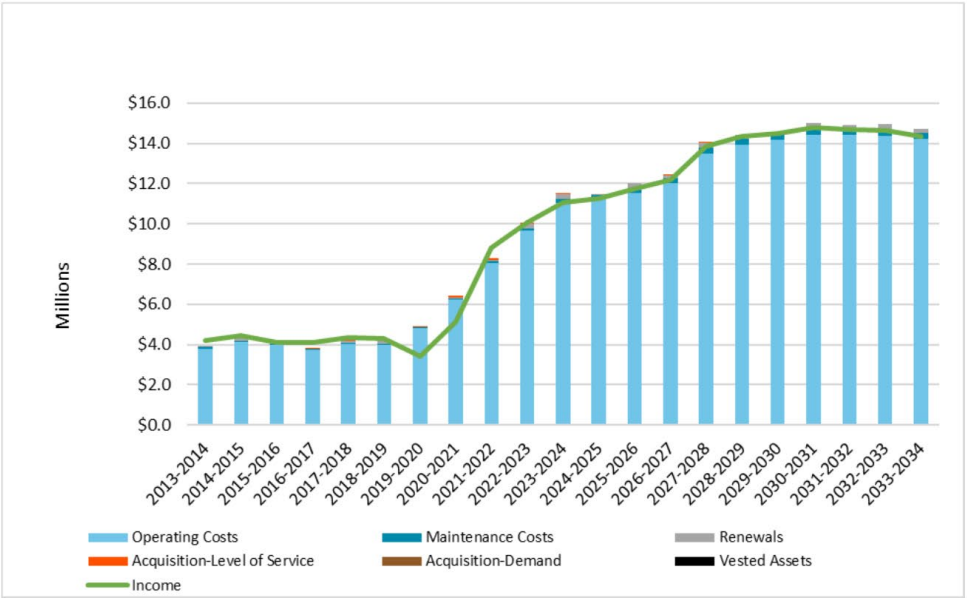


Figure 0-1: Environmental services total expenditure

Total Income

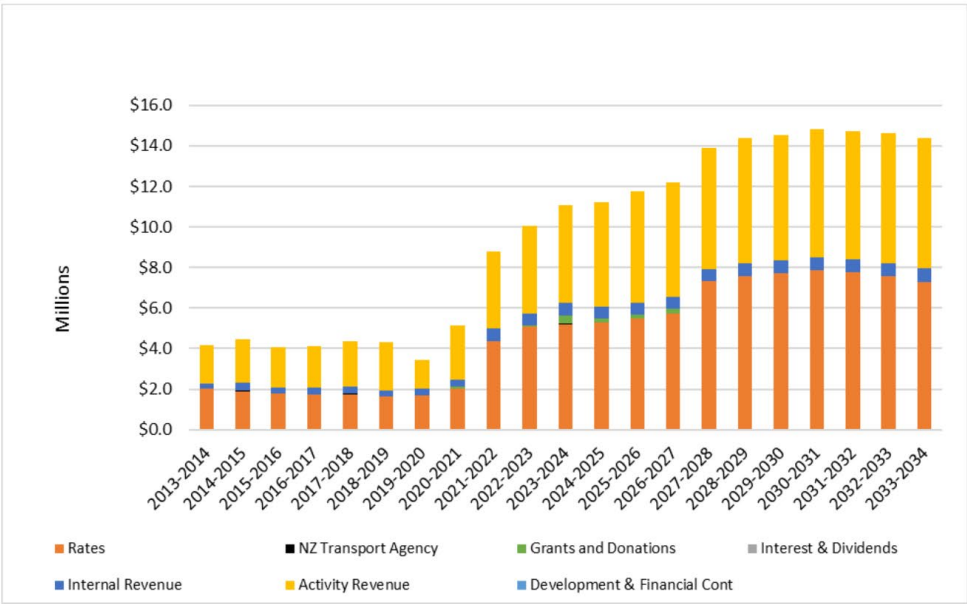


Figure 0-2: Environmental services total income

Financial Forecast Summary

The majority of costs for environment services is operational based around staff providing the services. Where the costs relate to the provision of a service the costs are recovered as activity revenue; where the service relates to the public good or delivery of the district plan the costs are recovered through rates.

Environmental services have limited capital expenditure; primarily relating to vehicles to enable the service to be provided across the district. **To be updated**

Environmental Services	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	1,753	1,622	1,696	2,008	4,363	4,942	5,335	5,849	5,873	5,977	6,054	6,253	6,406	6,485
Targeted rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	11	13	6	16	10	10	11	11	11	11	12	12	12	13
Fees and charges	2,147	2,258	1,323	2,915	3,678	3,850	4,006	4,170	4,341	4,520	4,645	4,775	4,909	5,046
Internal charges and overheads applied	349	309	317	354	653	586	596	606	617	628	639	650	662	673
Local authorities fuel tax, fines, infringement fees, and other receipts	96	79	73	46	198	203	209	214	219	225	231	237	243	250
Total operating funding	4,356	4,281	3,416	5,339	8,902	9,592	10,156	10,849	11,061	11,361	11,580	11,927	12,232	12,465
Applications of operating funding														
Payments to staff and suppliers	2,602	2,788	3,383	3,888	6,098	6,285	6,670	7,212	7,241	7,442	7,598	7,824	8,010	8,260
Finance costs	-	-	-	-	2	4	3	3	3	2	1	0	0	0
Internal charges and overheads applied	1,506	1,232	1,448	1,860	3,433	3,543	3,630	3,769	3,814	3,836	3,878	4,025	4,114	4,094
Other operating funding applications	(27)	2	10	2	-	1	1	1	1	1	1	1	1	1
Total applications of operating funding	4,081	4,021	4,841	5,751	9,534	9,833	10,304	10,984	11,058	11,281	11,478	11,850	12,125	12,355
Surplus (deficit) of operating funding	275	259	(1,425)	(411)	(632)	(241)	(148)	(135)	4	80	102	77	107	110
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	26	43	13	14	105	-	39	40	-	-	-	-	-	-
Gross proceeds from sale of assets	10	33	14	21	-	29	29	20	91	32	32	56	23	103
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	36	76	0	7	105	29	68	60	91	32	32	56	23	103
Applications of capital funding														
Capital expenditure:														
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	11	5	19	-	109	4	43	44	4	4	4	4	4	4
- to replace existing assets	108	143	37	73	-	114	117	80	363	126	129	222	91	413
Increase (decrease) in reserves	192	187	(636)	(478)	(516)	(210)	(120)	(79)	(152)	101	121	27	155	(84)
Increase (decrease) in investments	(0)	-	(846)	-	(120)	(120)	(120)	(120)	(120)	(120)	(120)	(120)	(120)	(120)
Total applications of capital funding	311	335	1,425	405	527	212	80	75	94	112	134	133	130	213
Surplus (deficit) of capital funding	(275)	(259)	1,425	411	632	241	148	135	(4)	(80)	(102)	(77)	(107)	(110)
Funding balance	(0)	0	-	0	0	0	0	0	0	0	0	0	0	0

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure for its activities.

Funding for the Environmental Services is a combination of District-wide funding and user pays fees and charges.

Further information can be found in Council's Revenue and Financing Policy.

Fees and Charges

Fees and charges are developed alongside the AMP and reviewed each year through the annual plan process. To view the fees and charges for this activity, please refer to the Council Fees and Charges booklet.



Open Spaces

2024-2034 Activity Management Plan

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Quality Assurance Statement				
Draft AMP Template				
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Executive Summary

The Open Spaces Activity Management Plan (AMP) is a core community facing activity that reflects the green, grey and blue infrastructure council supports as part of providing for our communities' wellbeing.



The Open Spaces AMP helps to identify, develop, maintain and repurpose the spaces around Southland that make this district a great place to live. There has been a significant investment in understanding the condition of the assets associated with this activity. Assessments of Councils open spaces assets have been completed which provide up to date information of the condition, future maintenance requirements and an estimate of the remaining life. This information provides a baseline which helps to resolve issues and moves this activity from reactive maintenance to proactive programmed maintenance. This now gives us the information that we require to set strategic direction and priorities that reflect our communities tangible and non-tangible vision for our open space network.

A range of documents have been produced that have set the direction and the asset priorities in our open spaces, including the 'Open Spaces Strategy 2014' and 'Open Space Priority Settings 2017'. The key delivery focus in the Open Spaces Activity in the first three year of the LTP will be refreshing our strategic priorities and supporting documentation which meet our legislative requirements and determine how we maintain and enhance our open spaces assets in the future.

The community boards have been involved in the decision-making process from the planning stage and are aware of the implications of the costs and alternative options that are available to meet the Level of Service (LoS) that have been identified. This may be a combination of not replacing assets at end of life, divestment, investing in alternative options when renewing assets or securing different funding options.

The measures identified above have been put in place to lift the level of management of this activity. This is the start of this process and with continued improvement in the data, (condition and financial) and the potential changes in funding it is expected that at the next review of the AMP the funding gap identified may not be as high as indicated in this AMP.

Council has a large number of open spaces that are potentially under-utilised. The Southland Open Space Priority Settings document provides suggestions on how these can be enhanced in line with the Open Spaces Strategy and the Regional Places and Spaces Strategy.

For Council to deliver well-designed spaces that are family friendly, accessible and encourage children, young people, adults and older adults to gather and socialise in different ways the current reserve management plans will need to be reviewed and aligned with the change in the way open spaces are used. Demographic data indicates that we have an aging population however, our current spaces generally cater for the other end of the age spectrum.

Open spaces need to be developed to cater for all ages, be accessible and be available for events. This may mean that the current assets such as playground equipment is rationalised or enhanced so that all ages and abilities can enjoy these spaces.

Financial Summary

One of the major issues with this activity is the ability to fund the level of investment to meet the agreed LOS locally. Council's funding for this activity is determined by the governance structure. The open space assets are locally funded which means that local community boards determine how the funding will be allocated. This creates issues when trying to provide sufficient funding to support the level of maintenance on aging infrastructure and ensure that levels of service are consistent.

Council need to look at the current funding model. Staff recommend that a minimum level of service is funded by the district and anything above this is funded locally.

Purpose of the Activity Management Plan

This AMP describes the strategies and works programmes for the Open Spaces activity so as to meet the objective of delivering the required LOS for the Southland District. This AMP informs Council's Long-Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve, in order to meet community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.
- how the activity is funded
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity.
- issues and risks involved in undertaking this activity
- a statement of the intended LOS and performance targets.
- outcomes anticipated from this service.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan Limitations

This plan is developed based on the current structure and legislative framework of local government. Staff are aware the sector is in a state of flux and that new initiatives may be required as changes within the sector occur. Significant themes are currently being discussed in the sector including:

- setting wellbeing goals and priorities each term and measuring wellbeing outcomes
- honouring and giving full effect to Tiriti-based partnerships between local government and Māori
- Our changing climate
- local government and communities being empowered to build local solutions for national-level problems, with collaboration and funding from central government
- the reorganisation of local government including reviewing the operating models and structures of councils
- broadening citizen participation through democratic tools such as participatory and deliberative democracy processes
- increased communication with communities, moving to community led decision making

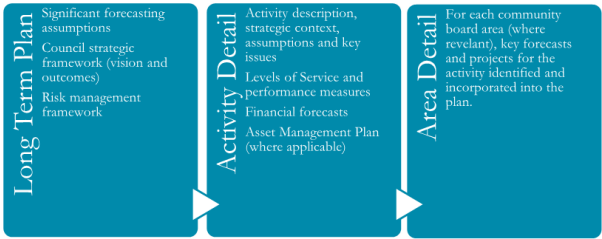
Council will need to be dynamic, transparent and agile in order to best serve its communities in this rapidly changing environment, an at the same time empower communities with the right tools to deliver the best outcomes.

Planning Framework

The AMP framework is illustrated in the figure below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP. Information on locally funded activities and services are included in the appendices to this AMP.

The key points are:

1. forecasting assumptions have been included in the development of this AMP.
2. Any new levels of service that have been developed will be incorporated into any new contracts associated with this activity



Activity Description

What we do

Southland District Council owns and manages reserves, varying in size, use, location and classification, as well as a number of beautification areas within towns. These, usually smaller, open spaces may not have formal protection, but have an amenity value which add to the appearance and vitality of communities.

Beautification features are provided to enhance the visual appeal of a town. Parks, reserves, and open spaces provide areas for people to enjoy passive and active recreation. They may or may not have any physical assets associated with the space.

				
District Reserves 7	Local Reserves 148	Playgrounds 40	Sports Fields 24	Pool 1

The key strategy for this area is the Open Spaces Strategy which guides the strategic approach and delivery of how we look after our open spaces. It also guides the strategic relationships and partnerships that allow Council to adopt a collaborative approach.

Why we do it

The purpose of this activity is to provide the opportunity for people to engage in activities that enhance their cultural, social, mental and physical wellbeing.

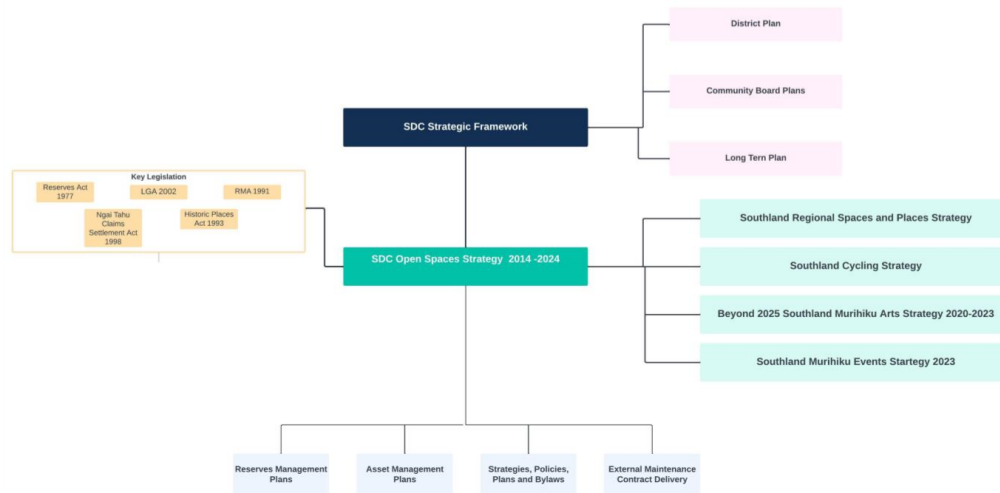
A key priority that has been identified by Council is the need to take a more strategic approach to the way that open spaces (including parks and reserves and physical assets) are managed and developed.

Open space/parkland facilities are an important part of the community network of spaces and places for both residents and visitors to enjoy.

The district offers almost boundless opportunities for recreation and leisure activities through our geographic makeup and the spaces and facilities Council provide are ripe for improvement or reinvention, or the establishment of entirely new opportunities.

Council don't do it alone, we have working relationships with Iwi, Active Southland, Central Government, Great South, Community Boards, other local Councils, environmental and ecological groups and our wider community.

The below diagram outlines our internal strategic framework, legislation that guides and governs open spaces and strategies owned by other local organisations that have an impact on our collaborative delivery:



Strategic Considerations

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The Open Spaces Strategies and supporting partnerships align and deliver on the governments four wellbeing's. The framework also outlines how it will achieve these (mission and approach) along with the key challenges it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	2024-2034 STRATEGIC FRAMEWORK
VISION	Together, with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
COMMUNITY OUTCOMES	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
STRATEGIC PRIORITIES	Connected and resilient communities
	Ease of doing business
	Providing equity
	Thinking strategically and innovatively
	Robust infrastructure

The strategic framework guides staff, informs future planning and policy direction and forms the basis for the performance framework. It outlines how the Open Spaces activity contributes to Council's community outcomes.

The full levels of service and performance management framework is presented in the table below.

Activity – Open Spaces				
Activity Objective: A network of open spaces and facilities that celebrate and enhance our natural environment that can be appreciated and enjoyed by current and future generation				
Community Outcome	Activity contribution	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)
Communities which are connected and have an affordable and attractive lifestyle (Social)	The activity supports improving community and social wellbeing through partnerships with other agencies (Active Southland, Recreation Aotearoa and other local authorities) to manage open spaces for community wellbeing. Free access to parks, reserves and open spaces is important and they are recognised as a key part of life in Southland and continue to be a service which residents' value. Some reserves protect areas of natural and ecological significance and the use of native plantings can provide for restoration and a level of conservation.	People have everything they need to live, work, play and visit	Enhanced responsiveness	LoS 6.1 Council provides safe, well maintained open spaces
		People can enjoy a safe and fulfilling life	Improved health and safety	KPI 6.1: 1 All SDC playgrounds will meet NZ standards over the next 3 years
Communities committed to the protection of our land and water (Environmental)	These areas and other open spaces can help to raise community awareness and appreciation of natural areas. A number of open spaces are also destinations in their own right, attracting visitors to the area to enjoy the scenery and unique environment.	A sustainable impact on the environment Planning for the future	More sustainable environments	KPI 6.2 Open spaces requests for service are completed within specified timeframes
Communities with a sense of belonging for all (Cultural)	Open spaces are managed to provide areas where the community can engage in active or passive recreational opportunities that enhance their health and wellbeing. A significant portion of the activity is about maintaining the open spaces and equipment so that they meet New Zealand Standards and some reserves protect areas of natural and ecological significance and the use of native plantings can provide for restoration and a level of conservation.	People are well connected	Better connectedness	KPI 6.1.3 Council collaborates in partnership with a minimum of three community groups in the biodiversity/ecological or environmental space.
Communities with the infrastructure to grow (Economic)	These areas and other open spaces can help to raise community awareness and appreciation of natural areas. A number of open spaces are also destinations in their own right, attracting visitors to the area to enjoy the scenery and unique environment.	Strong communities	Increased economic wellbeing	

Strategic Priorities ▶	1. Connected and resilient Communities	2. Ease of doing business	3. Providing equity.	4. Robust Infrastructure	5. Thinking strategically and innovatively
Contribution Area ▼					
What will be done in the long-term (next 10 years)	Building resilience throughout our communities by delivering the four well beings.	Align our Council policies and processes with community and Iwi outcomes.	Reviewing our funding model with regards to a minimal level of service that is district funded.	Meet and maintain New Zealand standards and good practice, e.g tree maintenance, playgrounds	Enhance collaborative relationships, consider usage and resource and maintain. Utilisation of planting to enhance our environments and biological diversity. Work with contractors on environmentally sustainable practices.
What will be done in the short-term (next 3 years)	Review of reserve management plans, strategic framework.	Utilising appropriate data and continue working relationship with Active Southland on data collection and activations of our open spaces. Collaborate with Iwi and appropriate community groups.	Planning and principle development for next LTP iteration to assist with clarity of our open spaces use and conditions.	Ensure the infrastructure in open spaces aligns with the community use and future modelling of use. Consider alternative ways to enhance open spaces rather than traditional assets.	Develop a communication strategy with the community and Council to highlight and showcase the Open Spaces activity.
Key Actions and Projects	Reserve Management Plan (RMP) reviews and development. Masterplans of key reserves, strategies, plans and policies.	Work with existing partners and organisations that have a vested interest in our district's environment and open space delivery.	Review of RMP's and strategic documents will assist in forming maintenance contracts and LoS across the district.	Review and where appropriate consolidate assets on our parks and reserves within local and district areas.	Open spaces are community spaces, work with our community and Mana Whenua on their priorities and values.
Related strategies / plans / policies	As above to be reviewed, amended and replaced where appropriate.	Southland Regional Places and Spaces, Te Tangi A Tauira – The Cry of the People.	Maintenance contract due for renewal next LTP.	Appropriate asset management plans and maintenance schedules.	Review of Open Spaces Strategy and policies and plan.

Strategic Context

The purpose of the Southland District Council Long Term Plan 2024 - 2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

In 2019/2020, staff highlighted that many of these strategic or specific outcomes from the priority settings report are not in current work streams, nor are some issues clearly facing the wider district in the open spaces area. Also highlighted was the need for appropriate planning to progress and ready ourselves to deliver the outcomes the 2018 Long Term Plan intended to fund.

Staff have worked closely with community boards, the Youth Council, and in person/online with our communities both informally and formally, to assess open spaces priorities. This will help develop a delivery plan for the spend that will provide communities with a "treasured network of open spaces that can be appreciated and enjoyed by current and future generations" as per our strategy.

In 2021 a graduate open spaces planner, a focussed planning role within community facilities joined the team to develop a delivery plan for the open space network.

The open spaces delivery plan gained approval from Council in January 2022. This delivery plan was created as a new targeted approach to deliver priorities in our open space network alongside general business as usual work and contract management.

The 2022 delivery plan for this project was split into two key areas/streams and these streams include all work that will be carried out in the open spaces project. They are:

- **Activation and management**
This area is the focus of planning (driven internally), resourcing (internally and sustainable relationships), community activation and promotion (through the Active Southland contract), as well as planned co-design/partnership with Iwi (see recommendation e).
- **Strategic projects**
This area is for strategic projects (based on a strategic outcome, like local storytelling, signage, pest control, riparian margins protection) or strategic destinations that provide a point of difference, unique locations that have proven to provide experiences and destination sites to visitors from within the district or outside (such as Lumsden, Taramea Bay, Curio Bay, Te Anau lakefront). These areas and project will flow and be scoped from work done in the first 3 years on strategic plans, policies and the review of the Reserve Management Plans.

Representation framework

There are nine community boards that provide representation across the District. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takitimu	

It is important that Council is seen as a leader in open space delivery and opportunities in the district and through this AMP, provides safe, well-maintained open spaces for the community. Doing so enables Council to provide and deliver quality, professional services to the ratepayer.

Council aim to have a high level of engagement with its communities and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Council will go through a representation review in the first year of this AMP which may change the representation framework.

Key Issues and Assumptions for the Activity

The most important issues relating to the Council's Open Spaces activity for the next ten years are shown below.

Key Issue	Context, Options and Implications
Changing Climate	<p><i>Context:</i></p> <p>As stated in LTP34 SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p><i>Options:</i></p> <p>For the Open Spaces Activity Management Plan, the team are identifying what assets and community facilities could be at risk and as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP</p> <p>Staff working within the Open Spaces AMP recognise the Council's commitment to the reduction of our organisational carbon baseline measurement, with a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050.</p> <p>To reach that target the staff working group will complete an organisational carbon reduction plan that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p> <p>These changes can include:</p> <ul style="list-style-type: none"> • Promote less electricity use in the offices i.e. switching off lights and computers at the end of the day. • Switching to LED or solar lighting in both grey and green our open spaces. • Support the finance team in the procurement of low emission vehicles. • Provide opportunity for staff to work from home 1 day per week where practical.

Key Issue	Context, Options and Implications
	<ul style="list-style-type: none"> • Carpooling to community meetings, workshops and events. • Encourage staff to use multiple transport modes to and from work i.e. walking, cycling, E scooters, public transport, ride sharing. <p><i>Implications:</i></p> <p>Council will continue to reduce its carbon footprint in a sustainable way when there is behaviour change at the centre of what we do.</p>
Level of Service	<p><i>Context:</i> To provide minimum levels of service across the district.</p> <p><i>Options:</i> Status quo or agreed district wide minimum levels of service.</p> <p><i>Implications:</i></p> <p>Doing nothing is not an option.</p> <p>Having an agreed district wide funded minimum level of service will mean that there is a clear understanding of what will be delivered based on a set of criteria that identifies the play outcomes that could be expected dependant on location.</p> <p>This does not preclude community boards from investing to increase the level of service within their community board area. However, this will be funded locally.</p>
Open Spaces	<p><i>Context:</i> The strategy, policy and reserve management plan all need to be reviewed.</p> <p><i>Options:</i> Status quo or future investment.</p> <p><i>Implications:</i></p> <p>Doing nothing is not an option. The Open Spaces Strategy is due to be renewed in 2024, the policy and reserve management plans are all out of date.</p> <p>These documents are pivotal to being able to manage our open spaces appropriately and will require investment. Reserve Management Plans are a legislative requirement under the Reserves Act 1977 and a requirement for Council to undertake.</p>
Resourcing	<p><i>Context:</i> The ability to deliver the outcomes of the Open Spaces Strategy and maintain our levels of service is not sustainable with the current resourcing.</p> <p><i>Options:</i> Status quo or future investment in additional resource.</p> <p><i>Implications:</i></p> <p>Doing nothing is not an option. The gains we have made in the open space environment towards meeting NZ Standards will stagnate. Additional resource will mean that we can meet our requirements under the Four Well Beings.</p> <p>Should resourcing not be met, objectives and deliverables will either need to be discontinued or external resourcing such as consultants will need to be used.</p>

Key Risks

Key Risk	Context and Implications
Compliance with New Zealand Standards	<p><i>Context:</i></p> <p>Council has identified that some of the playground equipment across the District does not meet New Zealand Standards. Inspections and auditing had not been undertaken to make sure that equipment is kept up to standard. Inconsistent levels of service and</p>

Key Risk	Context and Implications
	<p>under investment in maintenance and renewals and a lack of asset management has meant that Council is now faced with a considerable renewals programme.</p> <p><i>Implications:</i></p> <p>Non-compliance with New Zealand Standards is the biggest risk to this activity.</p> <p>An initial playground audit in 2019 recommended investment over the next ten years of \$200,000/pa. Over the past three years staff have progressively improved the standard of playgrounds across the district. Subsequent playground audits have indicated that the playgrounds are getting closer to meeting the New Zealand Standards. There is still a reasonable level of investment required before the playgrounds are all compliant.</p> <p>If this isn't available then a reduced level of service or rationalisation will need to be implemented.</p>
Key Risk	Context and Implications
Strategy, Policy and Reserve Management Plans	<p><i>Context:</i></p> <p>Council has identified that the Open Spaces Strategy, policy and reserve management plans are either up for renewal or out of date.</p> <p><i>Implications:</i></p> <p>These documents are required by legislation and set the direction for the appropriate management of our open spaces.</p>

Key Risk	Context and Implications
Resourcing- Open Space Planning (2FTE)	<p><i>Context:</i></p> <p>Council has two positions identified to manage its Open Spaces team. One of these is solely responsible for delivering the open spaces strategic framework and the other is a planning role. The planning role is currently vacant and it is proving difficult in the current environment to attract suitable candidates.</p> <p>The addition of a graduate role and a programme coordinator role would allow for succession planning and delivery work flow programming.</p> <p><i>Implications:</i></p> <p>The ability to deliver the agreed level of service will be compromised and will be limited to essential work only. The addition of two extra FTEs will provide the resource required to achieve the outcomes identified in the Four Well Beings.</p>
Enhancement of Task Force Team (2FTE)	<p><i>Context:</i></p> <p>The role of the Work Scheme team within community facilities needs to be reviewed. This team was set up to provide a service to communities outside of the alliance contracts that were originally set up through the Transport team. The team has a dual function as it also oversees those undertaking community work as directed by the Corrections Department</p> <p>The financial contribution from the Corrections Department to Council has reduced considerably and the unreliability of the resource over the period that this agreement has been in place means that it is no longer providing a positive value to the activity.</p> <p>The Works Scheme team provides a valuable service to communities and carry out work that is not included in the maintenance contracts that are currently in place.</p>

Key Risk	Context and Implications
	<p>Providing additional full-time resource to this team and removing the requirement to be cost recoverable would increase the ability of the community facilities team to meet the levels of service expected by our communities.</p> <p><i>Option:</i> Increase resourcing of Taskforce Team by 2 FTE. This would allow the team to consist of one supervisor (existing) and two teams of two, creating two crews for the taskforce. One team would be able to work with an enhance Corrections model if negotiated and the other team would focus on 40% planned work and 60% reactive tasks.</p> <p>Open Space Technicians (Labours) x 2 – Some roles and tasks that would be complete includes: gardening, community housing outside areas maintenance, weeding (small areas), basic carpentry, painting, cleaning</p> <p>The opportunity exists to extend this model in the future to assist with playground inspections and maintenance that are currently contracted to external local contractors.</p> <p><i>Implications:</i></p> <p>The existing works cannot continue to be delivered under the current operating model. Increasing the FTE would allow for two teams of two, a 'green' team and a 'grey' team. The green team would work in opens spaces and areas that would not be cost efficient to contract out, and the 'grey' team would complete minor repair works on buildings such as community housing and halls. Works that would not be cost efficient to send a contractor out.</p>

Regulatory Considerations

Council's open spaces and play grounds need to be managed in line with the New Zealand Standards and guidelines. The Recreation Aotearoa provide guidelines for the management of assets within the open spaces environment.

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity
Reserves Act 1977	Legislation covering the administration of land classified under this Act.
NZS 5828:2015 - Playground equipment and surfacing	Describes the safety requirements for the playground equipment and associated soft fall that need to be maintained at to comply with the standard.
NZS 5826:2010 - Water Quality Standards	The standard to which the water in the pool needs to be maintained at to comply with the standard.
Poolsafe Quality Management Scheme	Guidelines for the safe management of a pool facility
Quality Pool Management Programme	Guidelines for the safe management of a pool facility
Recreation Aotearoa	Industry standards for recreational activities
Local Government Act	Delivers on the four wellbeing's

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity
National Policy Statement for Indigenous Biodiversity	Tree Canopy coverage recommendations for urban settlements
Ngai Tahu Claims Settlement 1998	Guidelines for land stewardship
Resource Management Act	Land use guidelines and regulations
Reserve Management Plans	Guidance on use and development of reserves throughout district

Demand Management Strategies

Southland has a widely dispersed population and ageing demographic. While our Maori population is growing and is younger, the European culture is ageing and declining (over 65's 28% by 2052, however the overall population projection is to remain stable for the next 15-20 years then decline/plateau. This suggests no increase in demand from residents of the District for the open spaces in this AMP.

The challenge with this activity is to align the facilities with the demographic spread. To this end Council would look to provide multi-purpose accessible facilities that would cater for all demographics at the one site.

Key Projects

Project	Description	Cost	Year
Playground management and development	Implement recommendations from playground audit and maintain levels of service	Funding has been allocated based on previous inspection reports. This varies from playground to playground.	Yr1-3
Reserve Management Plans – Master plans	Prepare masterplans to inform the review of the reserve management plans.	\$40,000 per reserve	Yr1-3
Reserve Management Plans	Review and renew reserve management plans	\$60,000	Yr1-3
Regional Places and Spaces Strategy works	Ongoing data collection, collaboration and rationalisation on decision making in open spaces and facilities throughout Southland	\$80,000	Yr1-3
Active Southland Holiday Programme	Affordable holiday programme for junior school aged children run throughout district in school holidays	\$32,300	Yr1-3
Active Southland District Regional Activator	Open spaces activations	\$80,000	Yr1-3

Other Considerations for the Activity

Council will need to look at how its reserves are maintained moving forward. Currently there is no maintenance plan for the renewal of sports fields or playing surfaces. Whilst this is not an issue at the present it could become a risk and issue that needs addressed in future Long Term Plans looking at similar areas around the country and trends of change. There are ad hoc arrangements in place where sports clubs undertake a level of maintenance however this is not documented or part of a lease agreement. As sport continues to evolve, club sustainability remains challenging and sports field use and maintenance will need to be monitored by staff. Active Southland has undertaken some work in this space in partnership with all Southland Councils.

Council needs to continue to gather data on these assets and more specifically usage. This is required so that all of this information is available to the activity manager to make informed decisions.

Council has locally funded and district funded reserves. The reasons for the split are vague and not well documented. It is suggested that all open spaces should be district funded so that local rates are not burdened with administrative tasks such as the cost of renewing reserve management plans. This would also allow for a consistent level of service across Councils open spaces and provide the Community Boards the ability to fund enhancements above a minimum level of service.

Our Levels of Service

A key priority that has been identified by Council is the need to take a more strategic approach to the way that open spaces (including parks and reserves) are managed and developed. In 2019 Council staff had new minimum LOS prepared for all activities within the Community Facilities portfolio. These have been included into the new maintenance contracts that were implemented in 2020. The contracts are up for renewal at the end of June 2024 and any changes in the levels of service will need to be approved by the community boards before retendering.

Levels of Service, Performance Measures and Targets

LOS, performance measures and targets form the performance framework for the activity detailing what the Council will provide, and to what level or standard:

- *LOS* are the outcomes that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the LOS provided with agreed expectations of customers and their willingness to pay for that LOS.
- *Performance measures* are quantifiable means for determining whether a LOS has been delivered.
- *Performance targets* are the desired levels of performance against the performance measures.

The LOS provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the LOS for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required of the activity (and associated assets) to deliver that service level. This requires converting user's needs, expectations and preferences into meaningful LOS.

What LoS we provide	LoS xx: The Council provides safe, well-maintained open spaces for the community to enjoy sports and leisure activities				
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (26/27)	Yr 3 (28/29)	Yr 4-10 (30-31)
KPI 6.1: 1 All SDC playgrounds will meet NZ standards over the next 3 years	New measure	80%	85%	90%	95%
KPI 6.2 Open spaces requests for service are completed within specified timeframes	89%	90%	95%	98%	98%
KPI 6.3 Council collaborates in partnership with a minimum of three community groups in the biodiversity/ecological or environmental space.	New measure Set MOU with community groups 3 per year	3	3	3	3

Plans Programmed to meet the Level of Service

Council has over the last three years undertaken a programme of asset data capture so that it is in a position to use an asset management application to manage the activity and make sure that the appropriate level of funding is available. This has started with a playground and green asset assessment and will continue so that all assets will have condition, age and utilisation data captured in Council's activity management application, Infor property services management system (IPS).

An open spaces planner will be engaged to assist with the review of Open Spaces Strategy, Policy and Reserve Management Plans and the implementation of the recommendations from the Southland Open Space Priority Settings document. Additional resource is required within the community facilities team to effectively manage the levels of service associated with this activity. A business case for additional FTE has been submitted as part of the LTP process. The roles are summarised below:

Project Coordinator

The Community Facilities Project Coordinator would have a significant forward works programme for the group. This includes:

- Liaising with Iwi
- Liaising with the project delivery team to hand off projects
- Consultation and collaboration with CPL's and where appropriate Community Boards
- Reserve Management Plan review and data collaboration
- Assisting and remediating Request for Service (RFS) and providing support when staff are away
- Identify outcomes of RMP for Recreation Planners to update and develop plans
- Contract management of cleaning contracts across community facilities managed by the CF team
- Working with third parties supporting the delivery of council's objectives for the district.
- Develop and implement guidelines for volunteer groups working on SDC land
- Create a portfolio of volunteers and skills to benefit the district and increase partnerships and collaborations
- This role also provides a clear succession planning resource in a team historically working in siloed portfolios

Graduate Planner

The Graduate Open Spaces Planner would have a significant forward work programme for the group. This includes:

- Liaising with Iwi

- new facilities planning
- new parks management and development plans
- Reserve Manage Plan review and data collaboration
- open space regulation and design
- programme and participation initiatives
- pricing policy review and development
- working with third parties supporting the delivery of council's objectives for the city.

Further, there are requirements to provide input into consenting processes either as an affected party or when receiving assets. At present, the team is focused on managing land information to support use and occupation.

The resourcing increase will allow the focus to shift to completing frameworks for decision making, development, programme delivery in conjunction with key stakeholders and building working relationships with community groups.

Summer Interns

Continue to engage summer interns over the summer season to assist the open spaces team and build the relationship Council has with universities.

Activity and Asset Management

Overview of Management

An asset lifecycle is the series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through its useful life and eventual disposal.

The asset lifecycle can be tracked in different ways and is generally monitored in some way at every organisation, even if it's not a formalised process. The importance of any given asset lifecycle is determined by a number of factors, including how costly the asset is to replace, how crucial it is to the community or commercial business, and the overall reliability of the asset in question.

When maintenance is neglected, it can result in unexpected breakdowns, long delays, and emergency maintenance. When properly maintained, asset lifecycles can make the process of maintaining and managing valuable assets much easier for everybody concerned.

Finally, each cycle is going to vary, depending on the asset in question which emphasises the need for robust strategic planning and future site and asset specific collaboration. For example, rather than looking at a single park bench in a reserve, that park bench needs to be considered how it values the whole area and larger open space asset. We need to ensure appropriate planning to prevent looking at singular sub assets in isolation and missing how they connect to each other through the asset lifecycle.

The goal of community infrastructure asset management is to identify the levels of service required by stakeholders and then manage the asset portfolio to provide those service levels at the least lifecycle cost and in a sustainable manner. Good asset management practice means that the right work is done at the right time for the right cost. The key features of the Open Spaces asset management are:

- a whole-of-life asset management approach
- planning for a defined LOS

- long-term strategies for cost-effective asset management
- performance monitoring
- meeting the impact of growth through demand management and infrastructure investment
- managing risks associated with asset and service failures
- sustainable use of physical resources
- continuous improvement in asset management practices

Delivery Strategies

Continuing to deliver services primarily using third party contractors is seen as the most effective and efficient way. Initial work has been undertaken during the previous AMP term to reduce the number of contractors with the aim of having an available contractor work force that has capacity to act with greater flexibility while providing District-wide coverage. All contractors need to meet Council's increasing regulatory requirements, particularly Health and Safety.

Council has identified in its strategic assumptions that due to the aging demographic of the workforce and the increased demand on existing contractors, it may be difficult to deliver some existing services using traditional service providers. An alternative to this is to use Council's internal resource to cover more isolated areas that are not attractive to the larger contractors.

It is accepted that there is concern within communities that some local contractors will no longer be used, however Council's number one priority is delivering quality services to meet the needs and ensure the health and wellbeing of the District's communities and visitors. The Open Spaces team actively works with local contractors where possible where value and expertise are identified following an open procurement process.

Community Board Area Context

The representation review brought a different perspective to how community boards need to look at the locally funded assets they have within their area. They have moved from a localised focused approach to now having to take a holistic approach when planning the governance of the assets.

Previously they may have only had one reserve and one playground to fund, now they are likely to have multiple reserves and playgrounds to fund.

With Open Spaces, this means considering the need for all assets of a particular type within the community board's catchment. Are they all needed? Such consideration needs to look at all the societal changes since these parks and reserves were first constructed including, for example, population, access (roading and vehicles), use, operational costs and community views.

Community boards will need to look at how best to do this and to choose the appropriate LOS that will allow them to provide consistency throughout their area of responsibility.

Asset Management Systems

Over recent years, Open Spaces assets have not necessarily been managed under a recognised industry system. This is now being addressed with Open Spaces assets being brought under the Infor management system.

The Infor system is internationally recognised and used by a number of New Zealand local government authorities and Australian counterparts.

Infor bought out the Hansen business management system, that Council has used for many years to manage its three waters assets. Bringing the Open Spaces assets under the same management system umbrella will provide greater consistency and improved knowledge and skill base within Council.

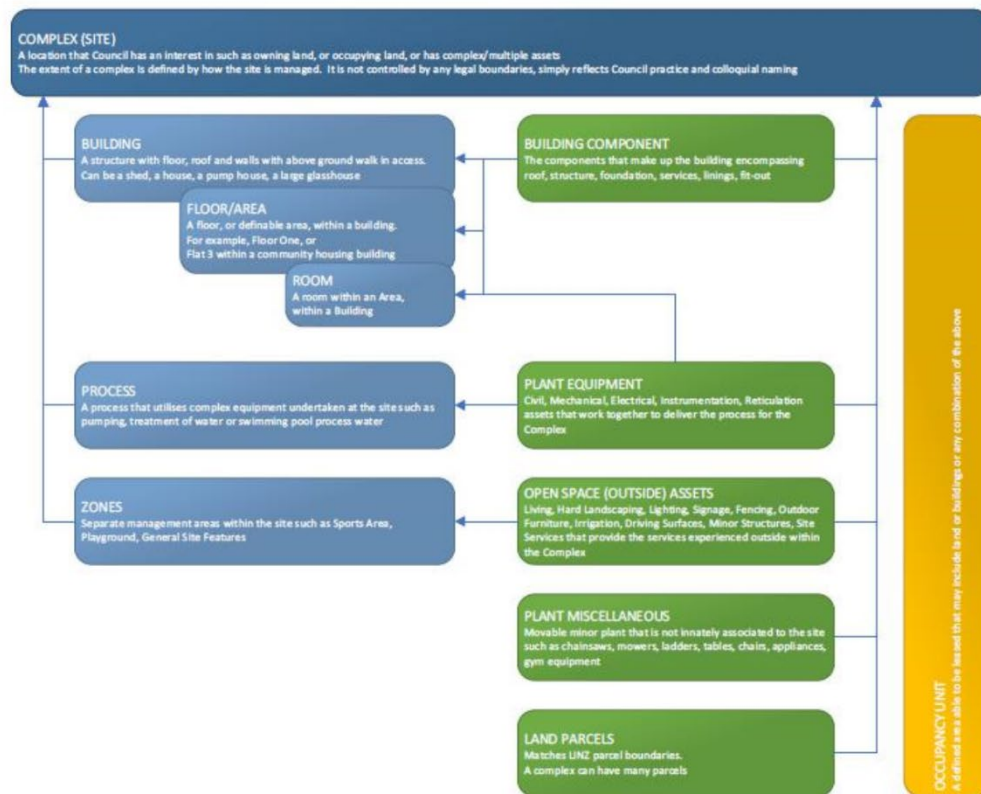
Asset Management Hierarchy

An asset hierarchy is a framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function, asset type or a combination of the two.

One of the main purposes of an asset hierarchy is to group assets that are treated in a particular way together. Important or high visibility assets for example may receive a higher LOS than less important or low visibility assets and this is reflected in the asset hierarchy.

A well thought out asset hierarchy also makes navigating to a particular asset or asset component within an asset management software system easier.

Following is a diagram to represent the physical hierarchy of the assets captured within the Site Based Asset Feature Class. The blue lines represent the associations that will exist between the records. The term 'Site Based' is used to reflect those assets that are contained within a site within the community as opposed to reticulation or network assets such as water pipes that cover a vast geographic area.



Asset Management Improvement

Council is inputting all of the community facilities asset data into the corporate asset management application Infor. There has been significant work undertaken to identify assets, their condition and utilisation over the previous annual plan period. A review of the playground equipment throughout the district was completed in 2019 to set the baseline and inform the works programme moving into the next Long-Term Plan. Subsequent assessments have been undertaken in 2020 and 2022.

This data is necessary to inform the Community Boards of the level of funding that will be required to maintain these assets. Council intends to import the water facilities assets into Infor along with the associated condition, age, use and financial data that it has collected. The intention is to have a high level of data available to inform the next Long Term Plan and move from a 'basic' to 'core' level of activity management in the Asset Management Maturity Index.

Task	Task	Responsibility	Resources Required	Timeline
1	Improve data in the Infor asset management system	Community Facilities Team	Asset Manager	1 st year

2	Improve the confidence in the data and align with NAMS Grading System	Community Facilities Team	Asset Manager	1 st – 3 rd year
3	Create Renewal Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
4	Create Acquired Assets Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
5	Review Useful Lives	Community Facilities Team	Asset Manager	3 rd year
6	Improve confidence in operational and maintenance costs	Community Facilities Team	Asset Manager	1 st – 3 rd year
8	Define better levels of service	Community Facilities Team	Asset Manager and Corporate Teams	2 nd year
9	Improve the confidence levels in the financial data	Community Facilities Team	Asset Manager and Finance Team	1 st – 3 rd year

Financial Summary

10 Year Financial Forecast

The following graphs/tables summarise the financial forecasts for the activity over the ten years of the LTP. As of 29/11/23 budget numbers are still in draft and subject to change.

This is funded both locally and district wide.

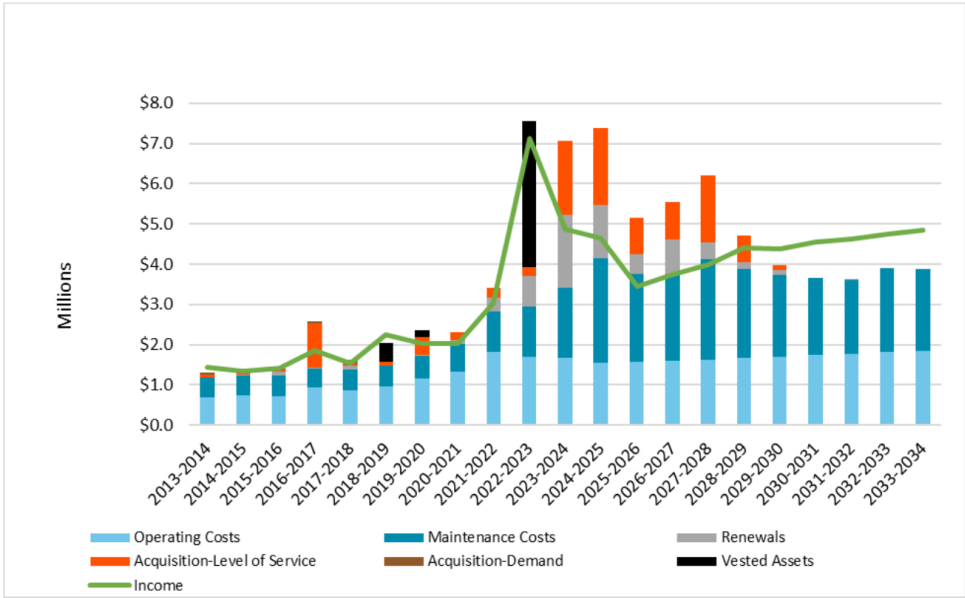


Figure -1: Open spaces financial summary (excluding depreciation)

What we can achieve is dependent on the revenue collected through rates. The increase in capital work from 2021/2022 is being funded through debt with repayments from 2022/2023. Past income has fluctuated in line with operating and maintenance costs. Income derived from Reserve contributions for demand type work is expected to remain constant with an inflationary adjustment year on year to rates to fund this activity.

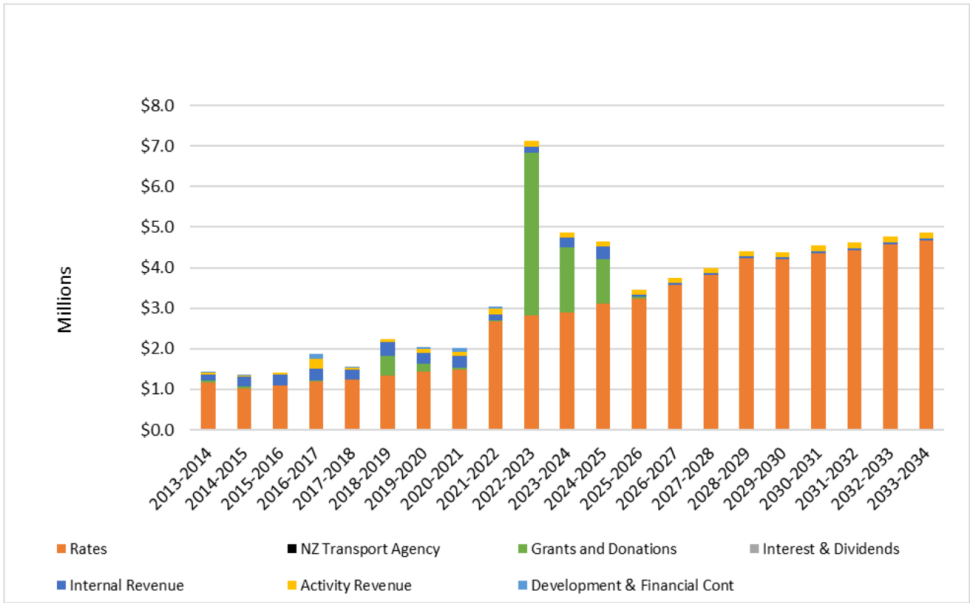


Figure -2: Open spaces total income

Financial Forecast Summary

- Operating and Maintenance costs have an inflationary adjustment year on year. In addition, there are consultancy costs for the open spaces and additional mowing and maintenance in the communities
- Renewal CAPEX of \$XXXXXX over the 10-year period. The majority of CAPEX spend is allocated to the open spaces strategy which will be funded through loans raised. Reserves Financial Forecasts (District-wide) These figures are still to be updated.

Open Spaces	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	232	373	441	618	834	858	928	1,021	1,060	1,141	1,190	986	1,038	1,057
Targeted rates	1,115	1,091	1,119	982	1,960	2,040	2,193	2,313	2,445	2,580	2,663	2,728	2,819	2,924
Subsidies and grants for operating purposes	2	10	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	1	-	1	-	1	1	1	1	1	1	1	1	1	1
Internal charges and overheads applied	249	340	280	274	128	83	98	94	71	71	71	71	71	72
Local authorities fuel tax, fines, infringement fees, and other receipts	85	70	83	69	123	125	127	128	130	132	134	137	139	141
Total operating funding	1,684	1,884	1,924	1,943	3,045	3,107	3,347	3,558	3,708	3,926	4,060	3,924	4,069	4,196
Applications of operating funding														
Payments to staff and suppliers	1,181	1,301	1,444	1,561	2,990	2,627	2,669	2,696	2,715	2,881	3,052	2,766	2,806	2,897
Finance costs	-	-	-	-	19	36	63	104	135	143	159	174	190	186
Internal charges and overheads applied	272	295	391	427	414	425	435	446	456	467	478	491	503	515
Other operating funding applications	30	(0)	6	-	27	27	27	27	27	27	27	27	27	27
Total applications of operating funding	1,483	1,596	1,841	1,988	3,450	3,116	3,195	3,273	3,334	3,519	3,716	3,458	3,526	3,626
Surplus (deficit) of operating funding	201	288	82	(45)	(405)	(9)	152	285	374	407	344	466	543	570
Sources of capital funding														
Subsidies and grants for capital purposes	7	-	-	-	54	77	21	22	-	-	-	-	-	-
Development and financial contributions	19	-	43	24	10	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(14)	(16)	263	10	888	1,408	2,250	1,764	767	1,137	1,176	1,254	318	392
Gross proceeds from sale of assets	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	11	(12)	306	34	952	1,485	2,271	1,785	767	1,137	1,176	1,254	318	392
Applications of capital funding														
Capital expenditure														
- to meet additional demand	104	-	-	79	10	-	-	-	-	-	-	-	-	-
- to improve the level of service	31	111	440	85	411	881	1,363	882	494	990	994	731	-	-
- to replace existing assets	112	-	8	60	657	806	989	1,131	273	147	148	505	332	392
Increase (decrease) in reserves	(34)	169	(59)	(225)	(531)	(211)	71	57	374	407	378	484	529	570
Increase (decrease) in investments	0	(4)	(1)	11	0	0	0	0	-	-	(0)	0	0	0
Total applications of capital funding	212	275	388	11	547	1,476	2,423	2,070	1,141	1,544	1,519	1,719	862	963
Surplus (deficit) of capital funding	(201)	(288)	(82)	45	405	9	(152)	(285)	(374)	(407)	(344)	(466)	(543)	(570)
Funding balance	-	-	(0)	-	-	-	-	-	-	-	-	0	0	-

Table-1: Parks and Reserves Financial Forecasts (District-wide)

Summary of Key Financial Assumptions

The assumptions made in respect to Council owned open spaces are:

- that these types of facilities will still be required within the District.
- that these assets will continue to be funded by local community or the District for district reserves.

Significant investment in planning and OPEX/CAPEX expenditure is required to try and rectify a significant period of under investment in this activity.

Valuation Approach

Assets are valued at carrying amount or depreciated cost for the open spaces activity.

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure for its activities.

Funding for the Parks and Reserves assets is a combination of local and District-wide funding, depending on how the benefits are assessed as being received.

Further information can be found in Council's Revenue and Financing Policy.



Waste Services

2024-2034 Activity Management Plan (AMP)

Southland District Council
Te Rohe Pōtae o Murihiku

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Quality Assurance Statement				
Draft AMP Template				
Southland District Council 15 Forth Street Invercargill 9840 Telephone 0800 732 732 Fax 0800 732 329	Version:		Record No:	R/23/8/35842
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	Project Manager:	Grant Issac		
	Prepared By:	Grant Issac		
	Reviewed By:	Robyn Laidlaw, Jendi Paterson		
	Approved for issue:	Fran Mikulicic		

Executive Summary

The Services Provided

Southland District Council (Council) has a legal requirement to provide Solid Waste Management Services (Health Act 1956, Resource Management Act 1991, Local Government Act 2002 and the recently updated Waste Minimisation Act 2008).

In order to fulfil these legal obligations Council provides the following services:

- kerbside collection of recyclables and residual waste to all townships and those along collection routes in rural areas (optional)
- operation and maintenance of seven waste transfer stations
- operation and maintenance of 11 recycling only drop-off centres
- operation and maintenance of two greenwaste only sites
- promotion of waste minimisation activities and other education initiatives.

Council is part of WasteNet Southland, a shared services arrangement between Southland District Council, Gore District Council (GDC) and Invercargill City Council (ICC), which manages the collection and recyclables contracts, and actively promotes and advocates waste minimisation initiatives. In addition WasteNet Southland has overall responsibility for setting the strategic direction of the three Councils in matters relating to Waste Management.

The rationale for Councils involvement in the Solid Waste Activity, and ownership of the associated assets is contained in:

- the Health Act 1956, which requires Council to provide sanitary works, the definition of which includes the collection and disposal of refuse
- the Waste Minimisation Act 2008 (WMA), which requires Council to promote effective and efficient waste management and minimisation. It also requires the Council to prepare and review (at no more than 6-year intervals) a Waste Management and Minimisation Plan (WMMP). The government is reviewing its current plans and strategies and updates are expected throughout 2023 and 2024.

Council maintains a 'hands-on' approach to this Activity, as it believes that solid waste can be most effectively and efficiently managed by local authorities, where the long term social, cultural, economic and environmental factors can be balanced for the benefits to the wider community. Given these legislative requirements, under the shared services banner of WasteNet Southland the Council, Gore District Council and Invercargill City Council have developed a strategic Waste Management and Minimisation Plan (WMMP) to ensure:

- A holistic approach to waste management and minimisation – a common vision and direction
- Consistent policy across the Councils
- Simplified consultation with stakeholders and the Community
- Strengthened collaboration between Councils.

The Southland Waste Management and Minimisation Plan 2020-2026 has the target - "as a result of our actions by 1 July 2026, Southland will maintain a materials discarded per capita figure of 650 kilograms comprising 40 percent diverted materials." The next review for this Plan is scheduled for 2025.

What We Aim to Achieve

The aim of the waste services management activity is to protect public health and reduce environmental impacts through waste collection, disposal, reduction, reuse and recycling. A key goal of the activity is the promotion of waste minimisation practices in line with the requirements of the Waste Minimisation Act 2008.

Through this activity Council aims to deliver the levels of service (LOS) illustrated in the following table. It is noted that customer satisfaction with the wheelie bin service remains consistently high following feedback from Wastenet. A review of how performance can continue to be improved will be undertaken as part of the asset management improvement plan.

Waste services: What LoS we provide	LoS 8: Provide convenient and reliable rubbish and recycling services that minimise the amount of waste going to landfill				
How we measure performance	Current Performance (22/23)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27-34)
KPI 8.1: Amount of waste:					
(a) diverted from landfill (tonnes) as a percentage of total waste¹	34%	40%	40%	40%	40%
(b) maximum per property disposed of to landfill (kilograms)	585kg per propertyR	650kg per property	650kg per property	650kg per property	650kg per property
<small>¹ - Total waste diverted by weight includes material from drop-off centres, (yellow) recycling wheelie bins, greenwaste sites and scrap metal. Weight calculations are estimated based on the number of collection containers processed multiplied by an average weight for different material types</small>					

Managing Future Demand

Waste volumes being disposed to landfill have steadily declined since the introduction of the new recycling and rubbish collection contracts in 2011. This activity management plan (AMP) assumes continuation of current levels of waste disposal, however this will be subject to ongoing monitoring and review of waste and recyclable volumes. Through the Southland Waste Management and Minimisation Plan (Appendix 1) the goal is to have a figure of no more than 650 kg of waste per person per year going to landfill. The plan outlines the programmes and projects that WasteNet will implement to help achieve this goal. Although there has been steady uptake of the service since its introduction it is still capable of being serviced by the current arrangements.

Lifecycle Asset Management

Council endeavours to ensure that waste disposal and recycling services provided meet standard industry practice and health and safety standards.

The overall strategy is to maintain existing waste disposal and recycling facilities to current standards and to promote the use of the kerbside recycling service and other waste minimisation practices to be determined as part of the WasteNet Southland Waste Management and Minimisation Plan while looking forward to improvement in key areas such as health and safety. The key initiatives in the current Waste Management Plan include community initiatives, promotional activities such as school education programmes and management of the regional waste services contract. The Waste Management Plan reflects the current practices while taking account of any strategies developed to address a number of key requirements as will be identified by the through a series of workshops with Councils and key stakeholders. Areas of significance include hazardous waste, organics, construction materials and

packaging. The group will consider a range of initiatives that can be implemented at a local level as well as taking a lead in lobbying, promotion and advocacy activities.

Council has undertaken a review of all existing landfill sites throughout the district located where scour or erosion could result in fugitive discharge of landfill material to the environment. As part of the asset lifecycle six landfills are proposed to be closed through the duration of this AMP, further specific details are provided in the risk section. All currently close landfills will continue on the monitoring programme of being checked every two years to ensure ongoing compliance with regulations and legislation.

Financial Summary

Operations and maintenance (O&M) expenditure (OPEX) on this activity has increased for this activity over the last five years from \$3.6 million to \$4.3 million largely as a result of inflation and increasing Emissions Trading Scheme fees.

Over the next 10 years, operational expenditure increases are primarily relating to inflationary increases. The significant capital expenditure included in the 10 year plan period is based on the requirement to close six landfills and replacement wheelie bins as they end their useful life. These replacements are captured in operating budgets. Additional new bins will be required for glass collections and potentially future organic collection, the scope of both these potential new collections will be a decision for Wastnet to propose to Council as it will affect levels of service. However, legislative changes from the government may remove some decision making powers available to Council.. Key factors that may influence these forecasts (and which have not been budgeted for) include:

- Demand for future glass, green waste/organics collection service and/or expansion of the kerbside collection service. Council will require a balance in this area by providing collection stations or kerbside collections.
- Significant increase in transportation costs (dependant on oil and diesel prices); and
- Environment Southland expectations on the management of discharges from closed landfills.
- Risk identified through landfill vulnerability study.

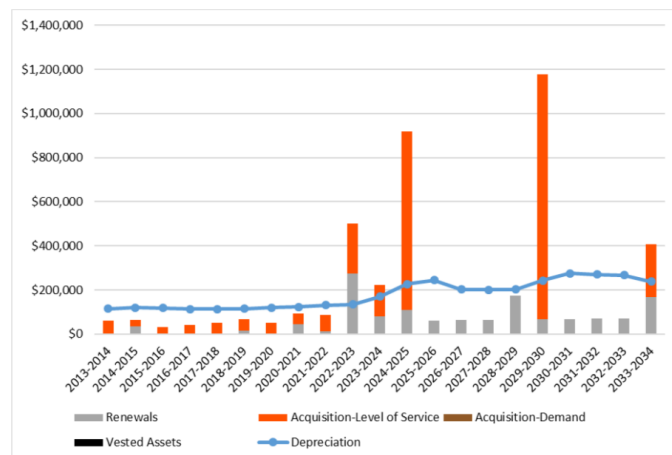


Figure 1 - Capital expenditure vs depreciation

The graph above compares the capital expenditure to depreciation. There are a number of years where the depreciation is greater than the capital work being completed. The significant capital item included in this activity is the wheelie bins required as part of the fortnightly rubbish/recycling service. These are expected

to be replaced in 2026-27 at the end of the current contract with additional bins required for a third potential glass only collection.

Purpose of the Activity Management Plan

This AMP describes the strategies and works programmes for the Waste Services activity so as to meet the objective of delivering the required LOS for the Southland District. This AMP informs Council’s Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve, in order to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity
- a statement of the intended LOS and performance targets.

This AMP covers a period of 10 years commencing 1 July 2024. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2024.

Plan Limitations

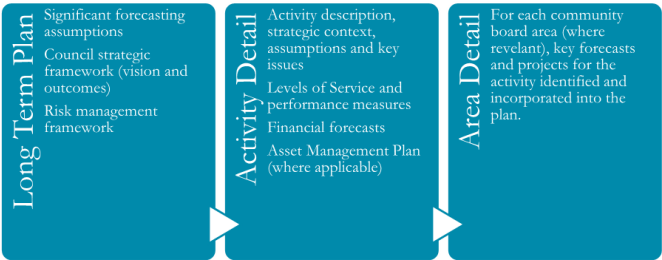
Council has reviewed its overall AM Policy and clarified the level of asset management which should be carried out for each activity, taking into account its overall significance on the Council’s operations. The target for the waste services activity is ‘core’ status (ref International Infrastructure Management Manual). The rationale behind achieving ‘core’ status is that the activity is deemed to be a relatively low impact associated with failure of assets however; this is a service that is evolving with changes to regulation, and more of a focus on the regional approach.

Plan Framework

The AMP framework is illustrated in below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP. Information on locally funded activities and services are included in the appendices to this AMP.

The key points are:

1. forecasting assumptions have been included
2. new levels have been developed and will be incorporated into any new contracts associated with activities



Activity Description

The purpose of this plan is to document Council's management practices and achieve an optimised lifecycle strategy for the Waste services infrastructure for the next 10 years.

This is a long term planning document. It represents the aspirations of Council and will be reviewed every three years. The budgets and timeframes provided in this plan will be recommended to Council for adoption through the LTP and Annual Plan process.

What we do

Council provides weekly kerbside collection for rubbish and recycling in all urban areas and some rural areas as well as waste transfer stations, recycling services, and greenwaste sites. The basic service comprises weekly collection of one wheelie bin for rubbish and one wheelie bin for recycling on alternative weeks. Residents have the option of taking additional rubbish or recycling bins at an additional cost per unit. Currently there are over 11,000 each bin in the district.

Council is part of Wastenet Southland, WasteNet Southland is a shared solid waste service for the Gore District Council, Invercargill City Council and Southland District Council. Their mission is to provide the co-ordinated delivery of solid waste services within Southland in line with their sustainability goals. Our focus is on working towards zero waste through effective education, waste prevention, minimisation and resource stewardship

Rubbish and recycling options are available for households, business and industry (including on Stewart Island). Council provides a kerbside collection service for rubbish and recyclables to all townships as well as running seven transfer stations, 11 recycling depots and two greenwaste sites around the District. Stewart Island has weekly kerbside rubbish pick up, recycling and food scrap collection on a demand basis.

The rubbish and recycling services include ongoing waste minimisation and educational initiatives which are administered by WasteNet Southland - a joint committee of the Southland District Council, Invercargill City Council and Gore District Council. Education is a vital part of the waste minimisation objectives throughout Southland and is the key tool to combat contamination. After robust and wide education is exhausted, another tool to minimise contamination is infringement.

Why we do it

The management of waste and provision of recycling services in the District communities helps to reduce the impact waste disposal has on the environment by managing the volume of waste that goes to landfill.

Diversion of waste from landfill also helps lower operating costs following the introduction of additional costs on top of the landfill gate fee, specifically the Waste Minimisation Levy and the Emissions Trading Scheme levy.

Recycling and reusing material that would otherwise be disposed of enables people to become good custodians of the environment. People living here now and in the future can grow and prosper without compromising the District's natural resources.

Provision of efficient and effective waste management services also reduces the risk of fly tipping of rubbish on Council / private land.

The Waste service activity in Southland District (SD) is focused on the achievement of the following objectives:

- Reduce the amount of materials entering the waste stream
- Reuse or repurpose materials so it has life before recycling or disposal
- Reduce the amount of materials sent to final disposal by maximising recycling opportunities
- Make the best use of recoverable waste as a renewable resource
- Appropriate treatment and disposal of waste for the protection of our health and environment.

Add in the significant negative effects of the activity



Strategic Considerations

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) and its resulting strategic priorities.

Strategic Framework Component	2024-2034 Strategic Framework
VISION	Together – with our people, for our future, it's our Southland
MISSION	Working together for a better Southland
Community Outcomes	Communities which are connected and have an affordable and attractive lifestyle (Social)
	Communities with a sense of belonging for all (Cultural)
	Communities committed to the protection of our land and water (Environmental)
	Communities with the infrastructure to grow (Economic)
Strategic Priorities	Connected and resilient Communities
	Ease of doing business
	Providing equity.
	Thinking strategically and innovatively
	Robust Infrastructure

The framework guides staff and informs future planning and policy direction and forms the basis for the performance framework. The table below outlines how the waste services activity contributes to Council's community outcomes using a benefits mapping diagram. The full levels of service and performance management framework is presented in a further section later in the document.

Activity – Waste services							
Activity Objective: Protect public health and reduce environmental impacts through waste collection, disposal, reduction, reuse and recycling.							
Outcomes	Activity contributions		Outcome objective		Benefit		Levels of Service (LoS) and Key Performance Indicators (KPI)
Communities committed to the protection of our land and water (Environmental)	Promote the principle of Kaitiakitanga/Stewardship. All residents are responsible for looking after the environment, and for the impact of products and wastes they make, use and discard. Kaitiakitanga expresses an integrated view of the environment and recognises the relation between all things. It represents the obligation of current and future generations to maintain the life sustaining capability of the environment for present and future generations.		A sustainable impact on the environment Planning for the future	More sustainable environments Improved health and safety	LoS: Provide rubbish and recycling services that minimise the amount of waste going to landfill		
					KPI 8.1: The amount of waste diverted from landfill (tonnes) as a percentage of total waste ¹		KPI 8.2: The maximum amount of waste per property disposed of to landfill (kilograms)
Communities with a sense of belonging for all (Cultural)	The activity can also help to reduce the risk of disease from waste incorrectly disposed of.		People are well connected	Better connectedness Improved quality of life			
Communities with the infrastructure to grow (Economic)	The delivery via Wastenet (a single regionally coordinated waste and recycling collection service between Southland councils), helps to ensure the service is cost effective (through economies of scale) and also convenient and accessible.		Strong economies	Increased economic wellbeing			
Communities which are connected and have an affordable and attractive lifestyle (Social)	Waste management helps to reduce impacts of waste disposal on the environment by ensuring waste is appropriately disposed of. In addition, kerbside recycling services, recycling drop-off centres and other waste minimisation initiatives help to make it		People have everything they need to live, work, play and visit	Improved public safety Reduced environmental impact			

Strategic Priorities 	1. Connected and resilient Communities	2. Ease of doing business	3. Providing equity.	4. Robust Infrastructure	5. Thinking strategically and innovatively
	Contribution Area 				
What will be done in the long-term (next 10 years)	<p>Review efficiency of services through first contract rollover period and again prior to the potential final contract expiry in 2027.</p> <p>Continued lobbying of Central Government on national matters related to waste including issues around container glass, used tyres, low grade plastics etc.</p>	<p>Review of contract arrangements in run up to tendering for new contracts</p>	<p>Build on current WasteNet shared services arrangements and relationships</p>	<p>Monitor uptake of current services to determine as early as possible if further resources are going to be required to enable delivery of service.</p>	<p>Continuing to look nationally and globally to look at innovative ways of dealing with waste and achieving target reductions.</p> <p>Being open to different ways and ideas for delivery and disposal.</p>
What will be done in the short-term (next 3 years)	<p>Continued review and improvements of health and safety operations in relation to the activity following recent fatalities and serious harm incidents in other parts of New Zealand. Importance on ensure contractors follow appropriate procedures. This area also includes the education element to our community to ensure appropriate</p>	<p>Section 17 A Review indicated current service and practices are being delivered appropriately and efficiently.</p> <p>Continue to lobby Central Government of matters of significance within the waste sector including amendment to Waste Levy rate and standardisation of kerbside collections.</p>	<p>Use Sec 17A review as a starting point for intermediate contract review.</p> <p>Add in education regarding proposed new bin services to the public</p> <p>Increased cost of green waste per tonne?</p>	<p>Monitor uptake of current services to determine as early as possible if further resources are going to be required to enable delivery of service</p>	<p>Collaboration with other territorial authorities in Southland, community groups and organisations and commercial operations where possible to achieve waste minimisation goals.</p>

Strategic Priorities ▲ Contribution Area ▼	1. Connected and resilient Communities	2. Ease of doing business	3. Providing equity.	4. Robust Infrastructure	5. Thinking strategically and innovatively
	vessels and materials are used for recycling and general disposal. Continued education, followed by the three strike policy to manage contamination				
Key Actions and Projects	Delivery of the WasteNet Management Annual Plan underpinned by the Southland Waste Management and Minimisation Plan.	Delivery of revised Waste Management and Minimisation Plan	Develop framework for Contract Reviews	None Identified	Ongoing delivery of the WasteNet model and delivery of the capital programme. Working with Environmental South on old landfill remediations and removals where applicable.
Related strategies / plans / policies	Solid Waste Bylaw Southland Waste Management and Minimisation Plan	Waste Management and Minimisation Plan	None identified	None Identified	Working with Wastenet and partnering Councils on innovative ways to promote reducing general waste and increasing recycling. Education materials and programme to enhance knowledge and buy in throughout Southland

Strategic Context

The purpose of the Southland District Council Long Term Plan 2034 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.

Strategic direction setting encompasses Council's high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Key Risks, Issues and Assumptions for the Activity

The most important issues and key risks relating to the Waste services activity for the next ten years are shown in the following tables

Key Issues

The following key issues associated with the activity are outlined in the following table:

Key Issue	Context, Options and Implications
Changing Climate	<p><i>Context:</i></p> <p>As stated in LTP34 SDC is working alongside ICC, GDC and ES to identify what will need to be completed as part of managing our changing climate including identification of any risks associated to our people, the environment and our infrastructure</p> <p><i>Options:</i></p> <p>For the Waste Services Activity Management Plan, the team are identifying what assets and community facilities could be at risk and as part of a staff working group will complete a plan to minimise that risk. This plan will be completed and open for consultation within the first 3 years of this LTP</p> <p>The Staff working within the Waste Services AMP recognise the SDC commitment to the reduction of our organisational carbon baseline measurement, with a targeted reduction of 5% every year of this LTP, working towards the New Zealand wide carbon net zero target of 2050.</p> <p>To reach that target the staff working group will complete an organisational carbon reduction plan, that will be open for consultation within the first 18 months of this LTP. Staff can work to reduce the organisational carbon baseline while the plan is completed by making behavioural changes in our everyday work.</p>

Key Issue	Context, Options and Implications
	<p>These changes can include:</p> <ul style="list-style-type: none"> • Promote less electricity use in the offices ie switching off lights and computers at the end of the day. • Investigation of alternative composting options, including public, private partnership options, and further opportunities for public education. • Support the finance team in the procurement of low emission vehicles, including hybrid fuelled trucks for waste collection. • Provide opportunity for staff to work from home 1 day per week where practical. • Carpooling to community meetings, workshops and events. • Encouragement of staff to use multiple transport modes to and from work i.e. walking, cycling, E scooters, public transport, ride sharing. <p><i>Implications:</i></p> <p>Council will continue to reduce its carbon footprint in a sustainable way when there is behaviour change at the centre of what we do.</p>
Collection contract expires 2027	<p><i>Context:</i></p> <p>In 2011 Contracts were awarded for the provision of collection and transfer station services and for access and operation of Recycle South. Both Contracts were awarded for a period of 8 years plus 8 years. The kerbside collection contract was rolled over in 2019 for the second period but this will expire requiring a new contract. The shape of this contract will largely depend on the outcome of a number of issues including outcomes from procuring an alternative recycling processing arrangement and moves to standardise recycling across the country and could result in provision of a service that differs from current arrangements.</p> <p><i>Options:</i></p> <p>It is expected that options will be underway by the adoption of the 2024-2034 Long Term Plan</p> <p><i>Implications:</i></p> <p>Wheelie bins are replaced as and when required. There is currently an allowance in the budget to cover these costs.</p>
Waste Minimisation Plan to be reviewed and updated	<p><i>Context:</i></p> <p>Councils are required to develop a Waste Management and Minimisation Plan and to review and update these on a six-yearly basis. The previous plan was adopted by WasteNet Councils in 2020. Work will commence on the review in 2025 and is expected to be complete by the middle of the year 2026.</p> <p><i>Options:</i></p> <p>Review and update of the Plan is a requirement under the Waste Minimisation Act 2008. Government legislation is regularly changing in this space and requires Council staff and WasteNet staff to be adaptive and responsive.</p> <p><i>Implications:</i></p> <p>The review is being funded through WasteNet and will be undertaken in consultation with individual Councils and other identified key stakeholders including the Southern Health.</p>
Management of contamination	<p><i>Context:</i></p>

Key Issue	Context, Options and Implications
in recycling bins	<p>Contamination levels in recycling bins is increasing and currently it is estimated to sit at around 15%.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. status quo. 2. education and publicity. Used previously however there were no direct enforcement opportunities to tackle persistent offenders. 3. 'three strikes' policy <p><i>Implications:</i></p> <p>The introduction of the 'three strikes' policy can only occur once consistent education is complete by WasteNet. The 'three strikes policy' provides a means of dealing with persistent offenders through the removal of the recycling service for a fixed period, or until they can demonstrate a change in behaviour. This policy remains in place and provides an additional tool to Council to help manage contamination.</p>
Changes to global recyclables market	<p><i>Context:</i></p> <p>Since 2018 there has been significant changes to the global recyclables processing market with a number of countries no longer accepting product. In addition product previously capable of being recycled is no longer suitable for processing, in particular lower grade plastics and paper.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. status quo 2. removing product no longer capable of being recycled. A number of Councils are now removing these products from their recycling bins opting instead to send to landfill until longer term solutions are found with a greater reliance on on-shore markets. <p><i>Implications:</i></p> <p>In 2019 the central government announced a review of the Waste Levy and proposed to increase from \$10 per tonne to \$60 per tonne by 2023/24. One of the main drivers behind the proposal is the provision of infrastructure to enable on shore processing capability. Allowance has been made in budgets to accommodate this increase.</p>
Move to more standardised collection contracts	<p><i>Context:</i></p> <p>The Ministry for the Environment has engaged WasteMINZ to prepare a report on the standardising kerbside collections in New Zealand. WasteMINZ has set up a project team which has reviewed the research and is currently in consultation with the waste sector on their preferred options for materials and collection methods. The project considers what products can be recycled and how they should be presented.</p> <p><i>Implications:</i></p> <p>While this is considered timely it does have potential financial implications for Council as it becomes more apparent that removal of glass from the recycling stream is preferred by MRF operators and is highly likely to become the norm across the country. A separate glass collection would therefore be required. In addition other changes to collection services are likely to be driven by changing MFR operators and more Councils consider a more regional approach to recycling processing. This has been considered and allowed for in current budgets.</p>

Key Risks

The following key risks associated with the activity are outlined in the following table:

The most important issues and key risks relating to the Waste services activity for the next ten years are shown in the following tables

It is noted that the key issues and risks for the waste management activity align closely with a number of key strategic risks identified at a corporate level the most relevant ones being:

CHANGE AND REFORM	Risk that Council has inadequate planning adaptability to respond to a continuously changing environment
CLIMATE CHANGE	Risk that Council fails to adapt to, or mitigate the effects of, climate change impacts
COMPLIANCE AND FRAUD	Risk that Council is unable to adapt to the impacts of fraud and increasing compliance standards on the organisation
CYBER SECURITY	Risk that Council's systems are vulnerable to cyber-attack and/or error
DATA AND SYSTEMS	Risk of ineffective and inefficient use of information in Council's decision-making
DISASTER EVENT	Risk that Council is unable to respond to the consequences of a natural or human-induced event impacting the District
HEALTH, SAFETY AND WELLBEING	Risk of health, safety and wellbeing harm to staff, contractors and community
PUBLIC HEALTH	Risk that Council exposes the community to a public health emergency
RELATIONSHIPS & REPUTATION	Risk that Council fails to manage its local, regional and national relationships Risk that Council suffers reputational damage because of service delivery failure
RESOURCE AND DELIVERY	Risk of non-performance/delivery of committed outcomes and meeting expectations
STRATEGY AND DIRECTION	Risk of poor or ineffective decision-making due to lack of strategic integration and alignment

The following key risks associated specifically with the activity are outlined in the following table:

Risk Event	Current Treatment Details	Proposed Treatment Details
External - Non-Controllable		
Reliance on overseas recyclable processing markets	Manage contamination and unrecyclable products by sending to landfill	Understand what products are likely to be suitable for long term recycling and establish capability in New Zealand for further processing.
Event - natural disaster causing short term disruption to service provision.	Identification of alternative short term collection and disposal options	Contractor to develop contingency plans to cover natural disasters.
Event causing unplanned permanent long term landfill closure resulting in requirement to dispose of waste in alternative location (outside region).	Short term disposal.	Contractor to develop contingency plans to cover natural disasters.
Event eg natural disaster causing widespread unavailability of activity staff.	Temporary or agency staff.	Contractor to develop contingency plans to cover natural disasters.
Natural disaster causes significant widespread damage to Council assets and infrastructure.	As Council assets are widespread across the District the risk of significant widespread damage is relatively low however the impact on those areas can be relatively high.	Identify strategic sites at risk and develop plan for their maintenance and return to service. Development of wider emergency management plan. Understand location of vulnerable landfill sites and develop plan for their future management.

Risk Event	Current Treatment Details	Proposed Treatment Details
Internal - Controllable		
Breakdown in relationship/communication between Council and landfill owners.	Regular communications and partnering approach.	More frequent partnering meetings. Investigate opportunities for bringing in other waste streams from out of the area.
Failure to achieve an appropriate balance between user fees and general rates resulting in inappropriate waste disposal (burning/fly tipping).	Rates aligned with neighbouring authorities.	Research into and alignment of user fees with neighbouring authorities. Education into alternatives to waste disposal eg recycling, composting etc.
Failure of co-operation with other WasteNet Councils and/or current contractors	Regular participation in WasteNet meetings and workshops. Joint Heads of Agreement Document. Sign up to WasteNet Action Plan.	Heads of Agreement document has been signed. Quarterly meetings between three WasteNet councils and staff. Additional Waste Management group meetings. Development of amended Southland Waste Management and Minimisation Plan. Councils pursue individual short and longer term options for recycling provision arrangements
Loss of organisational knowledge due to sudden loss of key activity staff resulting in inefficient of inadequate management or operation. Including the impact of proposed Water Reform	Staff training and succession planning will mitigate risk of frequent staff turnover.	Identify individual staff needs and formulate appropriate training, in conjunction with consultant assistance until skills at appropriate level. Detailed succession planning to ensure institutional knowledge is retained, with key information and activities documented through systems such as Promapp.
Failure to secure a further long term contract with AB Lime.	Maintaining relationship with AB Lime and Environment Southland to understand likely issues and roadblocks to granting a future consent	Unknown at this stage but it is highly unlikely that Council would wish to establish an alternative landfill so an option would be the transport of rubbish to an alternative 'out of region' landfill

Regulatory Considerations

Legislation, regulation and Council's existing strategies and policies mandate or influence some of the LOS and performance targets we set, as illustrated in the table below for the Waste services activity. The New Zealand Waste Strategy was updated in 2023 and aligns with legislation to provide direction to Council's on their role in waste minimisation.

The table below provides specific detail about the legislation and regulations that are specific to waste services. The table also includes relevant bylaws and policies linked to the activity. More historic legislation places a sound emphasis on public health while more recent legislation extends the focus (local, nationally and internationally) to include sustainability. Incentives intended to change behaviour, to improve sustainability, through charges and funding are beginning to emerge.



Legislation/Regulation	How it affects levels of service and performance standards
Health Act 1956	Gives Territorial Authorities (TAs) obligations to provide sanitary works for the collection and disposal of refuse, for the purpose of public health protection. Reforms through the Public Health Bill are currently progressing through Parliament but it contains similar provisions for sanitary services to those currently contained in the Health Act 1956.
Local Government Act 1974 and 2002	Gives TAs responsibility for 'efficient and effective' waste management and the preparation of waste management plans in their localities. Includes authority to enact bylaws relating to roles and responsibilities for waste management. This includes the ability to set levies to cover any costs incurred in the administration of these functions.
Resource Management Act 1991	Plans and consents issued through the RMA define minimum standards for the effects from the storage and discharge of Waste services. Regional Waste services Plan 1996 sets policies, rules and regulations

Legislation/Regulation	How it affects levels of service and performance standards
	for land use and resource use in the region. This is under review and is likely to be merged with the Regional Water Plan in the future. Tightening environmental standards for onsite waste disposal, such as on farms, may place greater demand on Council services.
Hazardous Substances and New Organisms Act 1996 (the HSNO Act)	Provides minimum national standards that may apply to the disposal of a hazardous substance. However, under the RMA a Regional Council or TA may set more stringent controls relating to the use of land for storing, using, disposing of or transporting hazardous substances. Hazardous substances commonly managed by TAs include used oil, asbestos, agrichemicals, LPG and batteries.
Climate Change Response Act 2002	Established New Zealand's Emissions Trading Scheme (ETS) set up guidelines around which sectors are liable for payment
Waste Minimisation Act 2008	The Act encourages a reduction in the amount of waste we generate and dispose of in New Zealand. It also encourages the better use of materials throughout the product life cycle and puts a levy on all waste disposed of to landfill to generate funding to help develop initiatives aimed specifically at Waste Minimisation. The Act also requires that TLAs develop, review and update a Waste Management and Minimisation Plan every 6 years.
New Zealand Waste Strategy 2023	Strategic framework provide direction to local government, businesses (including the waste industry), and communities on where to focus their efforts in order to deliver environmental, social and economic benefits to all New Zealanders. The goals are: reduce the harmful effects of waste; and improve the efficiency of resource use.
Proposed Southland Water and Land Plan	The purpose of this plan is to promote the sustainable management of Southland's rivers, lakes, groundwater and wetland resources and enable the management of contaminants across a number of Freshwater Management Units (FMU's) through a catchment limit setting process. The Plan as notified contains rules around the management of closed landfill which could potentially impact on the activity by requiring certain closed landfills to have resource consent.
Solid Waste Bylaw 2011	Sets local rules to help: <ul style="list-style-type: none"> • ensure that household waste is collected and disposed of in the interests of public health and in an efficient and cost effective manner; • provide for the efficient collection and recovery of recyclable waste; and • ensure that the obstruction of streets and roads by waste for collection is minimised; and • manage waste management facilities for the optimum disposal or recycling of waste.
Southland Waste Management and Minimisation Plan 2020	Requirements for the sustainable management of Southland's resources through the utilisation of the concepts of resource stewardship and waste minimisation.

New Waste Legislation

The New Zealand Waste Strategy 2023, outlined the intention of new waste legislation. It will create the legal frameworks, powers and obligations needed to drive change for Governments 2023 goals. The intention is for it to be in force in 2025. Some of the legislative changes will come into effect immediately, while others will be phased in over time. For example, regulation of waste management activity is likely to be phased in between 2025 and 2030. The new laws will create powers or regulatory systems to support an ongoing pipeline of more detailed regulations, such as phasing out problematic materials and introducing more regulated product stewardship schemes.¹ The proposed legislation will embed a system of strategic planning and reporting on waste for central and local government. Precise timing is still to be determined, but the central government cycle would look something like the outline given below.

[Te-rautaki-para-Waste-strategy.pdf \(environment.govt.nz\)](#)

Te Rautaki para – waste strategy (ministry for the Environment. 2023) Vision for 2050

By 2050, Aotearoa New Zealand is a low-emissions, low-waste society, built upon a circular economy.
We cherish our inseparable connection with the natural environment and look after the planet’s finite resources with care and responsibility

This strategy included the development and implementation of a circular economy principles, providing high level direction. The next steps are for the waste management sector and others to develop a first action and investment plan. (AIP)



Demand Strategies

This section describes how demand for waste change over the period of the plan, the impact any changes are likely to have and whether Council is planning to make any changes to the activity as a result.

Management

describes how services is likely to

¹ It is proposed that the new legislation uses a wider extended producer responsibility framework to replace the product stewardship provisions in the current legislation.

Predicting Future Demand for the Service

Demand Drivers

The factors influencing demand for the service are summarised in the table below. The Council has prepared corporate wide assumptions/projections for growth drivers (population, land use, dwellings, tourism) which have been used as the basis for assessing future demand for the service.

Demand Driver	Impact on Future Demand
Population	Expect volumes of materials discarded to increase or decrease in proportion to population, all other factors remaining constant.
Tourism/holidaymakers	Expect solid waste along main tourist routes and in holiday season at popular destinations to reduce following Covid-19 pandemic and resultant controls which will have a positive impact on waste generated.
Economic Growth	Expect solid waste to increase or decrease in proportion to ups and downs of economic cycles and in light of current Covid-19 pandemic.
Alternative Disposal Options	Changes in consumer access to alternatives will impact on the demand for Council provided services. Significant amounts of solid waste are, thought to be, disposed of in farm tips. Changes to Regional Plans and or enforcement techniques may restrict this alternative. In addition changes to the global recycling markets will likely have an impact on traditional disposal routes
Affordability	Central government has introduced financial mechanisms (landfill levies) to help promote waste minimisation and reduce waste to landfills. Government recently consulted on proposed increases to the levy with an ultimate proposed levy of between \$50 - \$60 per tonne increasing from the current \$10 per tonne. Other financial mechanisms under the Emissions Trading Scheme are also being considered.
Availability	The extent to which Waste management services are conveniently available to consumers impacts on the historic demand for the services. This is especially relevant in rural areas where ratepayers are required to bring their bins to collection routes between townships. It is noted that to extend the current collection routes will incur significant costs as collection contractors would be required to provide additional resources to service these areas ie additional collection trucks and drivers).

Demand Forecasts

Taking into account the key drivers for this activity above it is assumed that:

Population changes will have minimal impact on future Waste services demand;

- There is likely to be a noticeable increase from tourism/holidaymakers in popular destinations such as Te Anau (including Milford), Riverton and Stewart Island as a result of previous LTP travel restrictions removed. We are now back to pre pandemic.
- Static to slight increase from economic growth most likely in the short to medium term with small chance of significant increase if a large scale regional initiative such as energy resources takes off;
- Moderate increase in demand for recycling and diversion waste management services resulting from affordability drivers on landfills and as the availability improves.

Analysis of data from the previous ten years indicates that total tonnages of waste being disposed of to landfill is increasing. Volumes to landfill in the 2022/2023 year show slight increases but remains down below tonnages recorded prior to the introduction of kerbside recycling. Typically the tonnages to landfill have been on average close to 6000 tonnes per year however it is noted that the 2022/2023 year this figure increased to 6397 tonnes. This increase likely relates to an additional 2000 wheelie bins that have procured for collection over the past three years.

Overall, it is anticipated that demand for the service will remain relatively static in the short to medium term with the potential for moderate increased demand in the collection services (increase in the numbers of bins). This has been the case since 2012 and is unlikely to change within the next three years based on census figures.

Implications of Growth/Demand

Existing facilities including the privately operated regional landfill site are expected to have the capacity to cope with demand for at least 30 years, given that demand is expected to remain relatively static.

If significant unexpected increase in demand occurred either across the board (such as stopping farm landfills) or to specific aspects of the waste management services (such as demand for organics/composting) then structural changes to the current waste management services would be required. None are currently planned.

It is also expected that a number of contractors who provide similar services would look to build or extend their business around these changes allowing Council to focus on the core reason for providing the service ie the provision of domestic rubbish and recycling services.

The historic landfills noted in this AMP for closing will not affect the growth or demand of waste services.

Demand Management Strategies

Territorial Authorities are legally required to adopt a Waste Management and Minimisation Plan (plan) as per the Waste Minimisation Act 2008 (WMA). The plan documents the strategic direction (vision, goals and objectives), actions and funding policy for the councils to meet both public health protection issues and the legal requirements to promote effective and efficient waste management and minimisation.

Given this legislative requirement, under the joint committee banner of 'WasteNet Southland' the Gore District, Invercargill City and Southland District Councils have developed this joint Plan for the region.

This plan considers diverted materials and waste as defined by the WMA, while excluding animal waste, emissions, sewage and stormwater as these waste streams are covered in other Council planning documents.

The plan will be reviewed at least every six years or when significant changes warrant a full review under special consultative procedure. The current plan is set for review in 2026.

As per section 44 of the WMA, a Southland Waste Assessment was undertaken. Councils must have regard to this assessment when developing the plan. The key findings of the 2020 Waste Assessment include:

- Southlanders discarded 65,900 tonnes of materials in the base year 2018/2019. This represents 676 kilograms per person. Slightly over a quarter (27%) of the discarded materials is made up of diverted materials (greenwaste, cleanfill, scrap metal, recyclables), with just under three quarters (73%) is made up of waste disposed to Southland Regional Landfill (SRL)

- 18,000 tonnes of materials were diverted from landfill. This represents 130 kilograms per person. Conversely 47,900 tonnes of waste was sent to Southland Regional Landfill (SRL), this represents 520 kilograms per person
- less than half (46 %) of the waste going to SRL is sourced from kerbside rubbish collection, with 32 % sourced from the Industrial/Commercial/Institutional (ICI) sector. The Residential and Construction and Demolition sectors both account for 10%
- Southland's distance from national and global commodity markets and key infrastructure can hinder waste reduction initiatives. A specific example relates around glass disposal given the distance and associated cost of transporting to recycling plants in the upper North Island
- the councils have good control and management of waste services in Southland, with 83% of waste to landfill going through the Councils' transfer stations.

Data indicates that councils need to further investigate hazardous waste quantities and waste flows within the region.

The projected material volumes indicate that Council needs to ensure that they have infrastructure in place to meet the demand for diverted materials (specifically greenwaste) and that there is no major landfill capacity issues in the region.

The key issues and challenges facing Southland include:

- lack of information from private sector with regard to quantities and composition of diverted materials.
- focus on 'end of pipe' solutions.
- variable community commitment.
- Southland's unique character and distances from key national infrastructure ie glass and tyre recycling facilities.
- limited incentives to reduce waste.
- improving the quantity and quality of recyclables – this is currently being addressed through the enforcement of a 'three strike' rule whereby services will be withdrawn from persistent offenders.
- limited product stewardship schemes due to manufacturers being located offshore.
- lack of community infrastructure for better reducing and minimisation waste to landfill.

This plan sets out challenging goals for Southland, our vision is clear: *the effective and efficient stewardship of waste as a resource with a residual value, to protect our health and environment*. Southland's vision is to become a region that is a minimum waste producer, with businesses and individuals maximising opportunities to reuse, recycle and recover our resources.

Three goals underpin this vision:

- Working together to improve the efficient use of resources
- Use the waste hierarchy to guide decision making
- Reduce the harmful effects of waste on our health and environment.

As a result of our actions, by 1 July 2024, Southland will maintain a materials discarded per capita figure of 650 kilograms, comprising 40% diverted materials.

Five key strategic objectives further support our vision, goals and target:

- Reduce the amount of material entering the waste stream.
- Reuse or repurpose material so it has a life before recycling or disposal.
- Reduce the amount of material sent to final disposal by maximising recycling.

- Moving to ensure glass and organics can be disposed appropriately
- Make the best use of recoverable waste as a renewable resource.
- Appropriate treatment and disposal of waste for the protection of our health and environment.

The general policies of the plan are based on the following guiding principles: global citizenship; kaitiakitanga/stewardship; extended producer responsibility; full-cost pricing; life-cycle principle and the precautionary principle.

Council's role in waste management and minimisation is to oversee, facilitate and manage the range of programmes and actions to achieve our vision, meet the legislative requirements and protect our health and environment.

As a result of the WasteNet Southland - Waste Management Plan, a number of key priorities and actions for waste management programme have been identified.

It is expected that education, promotion and tailoring of waste management services will continue to drive demand for waste minimisation services and in turn reduce relative demand for disposal services. However to satisfy public health drivers while we still have waste, on the path to zero, provision of disposal services will remain a central and critical element of the wider waste management services.

Asset Management Strategies to Manage Demand

The current WasteNet Waste Service Contracts retain flexibility and unit rate price stability for changes in demand for the collection services (wheelie bins) as does the long term (35 year) 2004 WasteNet Regional Landfill Service Contract. Council owned assets at transfer stations have demonstrated adequate historic capacity. If unexpected significant increased demand occurred then a number options exist for managing this increase including revised/longer opening hours. Capital capacity upgrades are unlikely to be required at transfer stations and not currently planned for. This will be monitored and reviewed as demand projections change.

The recycling drop-off centres are modular (shipping containers) and can be easily relocated to response to changes in demand and demographics which will be monitored and reviewed over time. No current assets or services are considered redundant.

Sustainability

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business, taking into account the current and future needs of communities for good-quality local infrastructure, and the efficient and effective delivery of services.

At the Waste services activity level, a sustainable development approach is demonstrated by the following:

- Promotion of waste minimisation activity and in particular the use of the minimisation hierarchy ie Reduce; Reuse/Repurpose; Recycle; Recover
- Targeted education in particular to schools, youth groups etc to ensure the right messages and culture is promoted at an early age
- Continued use of joint education/enforcement strategy to manage contamination levels in recycling bins.

The Waste services Activity is strongly influenced by sustainability, being lead from the top with Central Governments Waste Minimisation Act 2008 and the New Zealand Waste Strategy 2023.

The purpose of the Waste Minimisation Act 2008 (section 3) is to “encourage waste minimisation and decrease waste disposal in order to protect the environment from harm; and to provide environmental,

social, economic and cultural benefits”. The key tools for achieving this vision include the National Waste Disposal Levy Emissions Trading Levy and Product Stewardship schemes.

The National Waste Disposal Levy is a financial disincentive to dispose of waste to landfill. For every tonne of waste disposed to landfill, a \$60 plus GST charge is paid by Landfill operators to the Ministry for the Environment. The levy is used to fund waste minimisation projects as it will be partly (50%) distributed to territorial authorities on a population basis, with the rest provided to a contestable Waste Minimisation Fund. It is expected that the levy will be increased to \$60 per tonne by 2024. This brings it in line with other such international initiatives and will help fund more on-shore processing opportunities.

Add in waste disposal strategy info see <https://environment.govt.nz/what-government-is-doing/areas-of-work/waste/aotearoa-new-zealand-waste-strategy/>

The government recently launched a national waste strategy. The strategy includes the phasing out of hard to recycle and single use plastics, improving household recycling and food scrap collections, reducing food waste, a beverage container return scheme, product stewardship and the waste disposal levy.

The waste disposal levy will:

- Progressively increasing over four years the levy rate for landfills that take household waste from the \$10 per tonne set in 2009 to \$60 per tonne as of July 2024.
- Expand the waste levy to cover additional landfill types, including construction and demolition fills. At present the waste levy only applies to municipal landfills that take household waste, with no levy on the remaining almost 90 per cent of landfills throughout the country.
- Collect better data about the waste we are creating, and how we are disposing of it, so our waste can be better managed.
- Investing the additional revenue from the waste levy in initiatives that support waste reduction, such as building New Zealand-based recycling infrastructure

Product Stewardship describes the process through which those involved in the lifecycle of a product or service (designers, manufacturers, retailers, consumers) all take responsibility for the health, safety and environmental impacts produced by the good or service. The Southland Waste Management and Minimisation Plan vision is that “waste is a resource”. Beneath this vision are three goals:

- Work together to improve the efficient use of resources.
- Use the waste hierarchy to guide decision making.
- Reduce the harmful effects of waste to our health and environment.

Social and Cultural Considerations

The key social and cultural drivers for the Waste services Activity are:

- Meeting the obligations of the Health Act 1956 and Health & Safety at Work Act 2015
- Provide behaviour change programmes to increase participation in waste minimisation initiatives and inform customers on how to use services
- Promote the principle of Kaitiakitanga/Stewardship – all Southlanders are responsible for looking after the environment, and for the impact of products and wastes they make, use and discard. Kaitiakitanga expresses an integrated view of the environment and recognises the relation between all things. It represents the obligation of current and future generations to maintain the life sustaining capability of the environment for present and future generations.

Environmental Considerations

The Southland Waste Management and Minimisation Plan identifies five key strategic objectives:

- Reduce the amount of material entering the waste stream
- Reuse or repurpose material so it has a life before recycling or disposal
- Reduce the amount of materials sent to final disposal by maximising recycling
- Make the best use of recoverable waste as a renewable resource.
- Appropriate treatment and disposal of waste for the protection of our health and environment.

Under each of these objectives, actions have been developed to achieve the objective, resulting in movement towards achieving the overarching vision – waste is a resource. At the time of writing the plan is under review however it is likely that this will still remain as an overarching vision.

Economic and Financial Considerations

Waste services is a significant infrastructural activity that looks to provide the desired LOS in the most cost-effective manner while meeting the health, safety, social, cultural and environmental interests. We do this by:

- Recognising the consumption of assets and appropriately funding it
- Categorising capital versus operational expenditure and understanding how each influences the community
- When procuring goods and services, take into account market sustainability, best practice and smart buying processes
- Reporting on financial performance
- Where appropriate and practicable apply full-cost pricing/user pays principle e.g. the environmental effects for disposal of goods is consistently costed and charged as closely as possible to the point they occur
- Undertaking projects which are affordable and justified under the better business case
- Work collaboratively with WasteNet Councils and other Territorial Authorities/Organisations to reduce cost and achieve shared objectives.

Key Projects

The following table lays out the key projects that will be undertaken in support of the Waste services activity through the ten years of the 2024/34 plan.

Project Description	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	Total
Otautau Closed landfill protect in place	\$998,000										\$998,000
Riverton rocks closed landfill removal				\$228,523		\$1,999,061	\$2,265,602	\$2,310,914			\$6,804,100
Bayswater closed landfill removal					\$108,775	\$111,059		\$1,090,289			\$1,310,123
Bluecliffs closed landfill removal		\$1,309,272									\$1,309,272
Lumsden transfer station shed maintenance	\$15,000										\$15,000
Otautau transfer station shed maintenance							\$16,992				\$16,992
Riverton transfer station shed maintenance									\$17,661		\$17,661
Stewart Island RRC reg gravel	\$10,000										\$10,000
Stewart Island RRC new 20ft burn bin	\$5,000										\$5,000
Pad Strengthening and shed refurbishment	\$50,000										\$50,000
Te anau transfer station shed maintenance				\$15,981							\$15,981
Winton transfer station weighbridge										\$239,956	\$239,956
Winton transfer station hook bin redevelopment										\$95,983	\$95,983

Winton transfer station shed maintenance						\$16,659					\$16,659
Wyndale transfer station greenwaste tidy up	\$30,000										\$30,000
Wyndale transfer station shed maintenance			\$15,637								\$15,637
	\$1,108,000	\$1,309,272	\$15,637	\$244,504	\$108,775	\$2,126,779	\$2,282,594	\$3,401,203	\$17,661	\$335,939	\$10,950,364
	\$1,108,000	\$1,309,272	\$15,637	\$244,504	\$108,775	\$2,126,779	\$2,282,594	\$3,401,203	\$17,661	\$335,939	\$10,950,364

Our Levels of Service

This section outlines why Council is involved in this activity and the key drivers for levels of service, including customer expectations, legislative/regulatory requirements and Council outcomes. The next section details what LOS will be provided and the performance measures and targets which will be used to monitor performance.

Levels of Service, Performance Measures and Targets

This section outlines the levels of service (LOS), performance measures and targets from the performance framework for the activity detailing what Council will provide, and to what level or standard:

- LOS are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the LOS provided with agreed expectations of customers and their willingness to pay for that LOS.
- Key Performance Indicators (or performance measures) are quantifiable means for determining whether a LOS has been delivered and are generally broken into customer measures (which focus on how the public uses or experiences the service) or technical measures (which tend to be used internally to track performance or measure what the organisation does).
- Performance targets are the desired levels of performance against the performance measures.

The levels of service provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the levels of service for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required of the activity (and associated assets) to deliver that service level. This requires converting user's needs, expectations and preferences into meaningful levels of service.

The table below the levels of service, performance measures and performance targets for the Waste services activity. The table sets out the Council's current performance and the targets it aims to achieve within the next three years and by the end of the next 10 year period.

WASTE SERVICES: What LoS we provide	LoS 8: Provide convenient and reliable rubbish and recycling services that minimise the amount of waste going to landfill				
How we measure performance	Current Performance (23/24)	Future Performance Targets			
		Yr 1 (24/25)	Yr 2 (25/26)	Yr 3 (26/27)	Yr 4-10 (27-34)
LOS 15: Minimise the amount of waste going to landfill					
KPI 8.1 Amount of waste:					
(a) diverted from landfill (tonnes) as a percentage of total waste ¹	34%	40%	40%	40%	40%
(b) maximum per property disposed of to landfill (kilograms)	585Kg per property	650kg per property	650kg per property	650kg per property	50kg per property
<small>1 - Total waste diverted by weight includes material from drop-off centres, (yellow) recycling wheelie bins, greenwaste sites and scrap metal. Weight calculations are estimated based on the number of collection containers processed multiplied by an average weight for different material types</small>					

Table 0-1: Waste services Performance Management Framework

Changes to the performance framework

The levels of service and key performance indicators have been reviewed following a benefits mapping exercise to ensure Council's performance framework is focussed on measuring the activity benefits at the outcome and objective level. There has been no amendments to Levels of Service through this plan period.

Water and Waste staff have reviewed the measures within the previous version of the AMP and consider these appropriate to allow inform staff, elected members and customers how well we are performing.

Plans Programmed to Meet the Level of Service

The agreed levels of service with contractors are largely around response times and efficiency of the service. These are monitored through WasteNet and reported back at individual Council levels.

Levels of service around waste minimisation are set out in the Southland Waste Minimisation and Management Plan 2020-2026. This Plan will begin a review in 2025.

Activity and Asset Management

Overview of Management

Lifecycle asset management means considering all asset management options and strategies to deliver the agreed LOS and to inform decision-making for asset renewal, replacement, upgrade and disposal. Effective lifecycle planning is about making the right investment at the right time to ensure that the asset delivers the desired LOS over its full-expected life, at the minimum total cost.

This section explains the approach for:

- providing new or upgraded assets to improve service levels,
- providing for growth and demand
- operating and maintaining assets
- renewing or replacing assets
- disposing of assets at the end of their useful life.

Kerbside Collection Service

Approach to Operations and Maintenance

Mainland

Council provides a fortnightly kerbside collection for rubbish and recyclables through a twin wheelie bin service to townships and voluntary refuse collections to properties on collection vehicle travel routes. The service will uplift rubbish bins fortnightly and recycling bins on the alternative week.

Council provides a minimum of two bins per household for the service. The bins have a volume of 240 litres, although larger 360 litres and smaller 140 litres bins are also available. In order to distinguish between them the rubbish bin has a red lid while the recycling bin has a yellow lid. Recycling is currently co-mingled with all products presented within the one bin. Collections are undertaken by The Contractor

who have a contract to undertake kerbside collections through to 2027 which is sub contracted through Invercargill City Council.

Collected rubbish is disposed of at the regional landfill outside of Winton. This is a private site operated by AB Lime, however the WasteNet councils do have a 35 year contract for the disposal of rubbish. As Council does not own or operate a landfill site their risk in respect of the complete Waste services activity is significantly less than other authorities.

The current collection contract is for a period of eight plus eight years with the renewal period being 2019. WasteNet has now rolled this contract over until June 2027.

Rakiura Stewart Island

Rakiura/Stewart Island - All properties containing residential dwellings or business premises in Oban (on a serviced road network) receive a weekly kerbside prepaid refuse bag and collection service for residential type recyclables and refuse. A resource recovery centre has also been established at Horseshoe Bay.

Council provide a weekly household kerbside waste management collection through a 60 litre recycling crate, and one per week degradable residual waste bag.

Users put out their bin, and bag on their designated day. The contractor (SIESA) empties the containers and transports the collected material to the Rakiura Resource Recovery Centre for further processing. Opportunities exist and will be investigated for organic and worm farms which exist at the local school.

This activity is funded locally through a Uniform Annual Charge (UAC), while the transfer station activity is a district funded activity.

Asset Information

All bins and kerbside receptacles within the District are owned by Council. Responsibility for repair and maintenance of bins lies with the contractor. The Water and Waste Services team hold a database of information relating to the numbers and locations of all bins within the District, of which there are currently over 11,000 of each.

Council is the owner of the wheelie bins with the contractor responsible for any maintenance on them. Based on previous experience it is anticipated that the bins will have a life of approximately 15 years which aligns the proposed life of the current contract arrangements.

Given that the current contract is for a period of eight years plus eight years it is expected that the bins will require replacing around 2027, which falls within the 2028/2031 LTP period. An allowance has been made in the LTP for replacement bins. Allowance has also been made for additional bins based on the expectation that glass will be removed from the current recycling stream.

Operations and Maintenance Forecasts

The significant changes to the operations and maintenance forecasts over the next 10 years relate to expected increases in Levy payments as well as expected increase when new contracts are procured post 2027. Other increases over the 10 years are due to inflation.

Approach to Renewals

Renewal is the replacement (or rehabilitation) of an existing asset without changing its capacity or LOS beyond the original design.

Renewal Strategy

Council owns wheelie bins which are main asset in relation to kerbside collection service. These bins will last the duration of the current contract with a budget included in the plan for replacement at end of life.

The other main assets that Council own in relation to the activity are the recycling drop off containers. These are inspected annually by Council staff and contractors and any maintenance agreed between all parties. None of the containers have reached end of life so there is currently no plan for their replacement however they will all require a degree of maintenance to extend their useful life.

Renewal Forecasts

The only significant renewal forecasted in this plan is for the replacement of wheelie bins in 2026/2027 of \$1.79 million. This is based on continuing service provision arrangements – however as previously indicated this may not be sufficient if a further bin for glass provision is required.

Refuse Transfer Stations

Approach to Operations and Maintenance

The District is serviced by Council owned and maintained transfer stations at Lumsden, Otautau, Riverton, Rakiura/Stewart Island, Te Anau, Winton and Wyndham. These public waste management facilities carry out three main functions:

- the collection of residual waste for disposal to the regional landfill – from members of the public, commercial premises and in some instances transshipping of materials collected through the kerbside collection service
- the collection and transportation of recyclable material to various businesses for recycling.
- the collection and distribution of reusable items (second-hand items) and mulched greenwaste to members of the community.

All waste collected at transfer stations is transported by road (or in the case of Stewart Island, partially sea-freighted) to the regional sanitary landfill in Winton for final disposal.

Council endeavours to ensure that waste disposal and recycling services provided meet standard industry practice and health and safety standards.

This AMP does not cover private waste disposal systems including cleanfill sites.

The following table provides an overview of the transfer stations and expected throughput:

TRANSFER STATION LOCATIONS			
Lumsden	(Open top ⁴	~	252 tpa ¹)
Otautau	(Open top ⁴	~	158 tpa ¹)
Riverton	(Open top ⁴	~	746 tpa ¹)
Oban (Stewart Island)	(Compaction ⁵	~	200 tpa ¹)
Te Anau	(Compaction ⁵	~	3735tpa ¹)
Winton	(Compaction ⁵	~	977 tpa ¹)
Wyndale	(Open top ⁴	~	520 tpa ¹)
¹ Expected Annual Waste Tonnage in 24/25. ² Proportion of waste from wheelie bin service in 24/25. ³ Approximately 1/3 of waste received is from wheelie bin collections. ⁴ Open Top = containers that are open topped and waste is not compacted (lower facility capital and operating cost). ⁵ Compacted = Compaction equipment used to compact waste into container (improves transport efficiencies).			

Asset and Site Information

A. Lumsden Transfer Station and 24/7 Recycling Drop-off Centre

Address:

35 Oxford Street, Lumsden

Opening Hours:

Location	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Oxford Street				4.00 pm - 5.30 pm			3.30 pm - 5.30 pm

Current Issues:

There are currently no issues with this site, although strengthening work on the concrete pad is likely required by the end of the 10 year period. Within the 30 year window it is likely that the reuse shed will require replacement or refurbishment.

General Description of Activity:

- customers enter the site at the north end and can either follow the chipped sealed road up on to the elevated tipping face to dispose of residual waste or they can go straight ahead on to the gravel track passed the hazardous waste shed and used oil recovery facility, then to the greenwaste pit. The gravel track meets up with the chipped sealed road as it comes down off the elevated tipping head. Where the gravel track meets the sealed road is the recycling/reuse shed and scrap metal area and the site exit.
- open top uncompacted hooker containers are utilised to receive residual waste which is hauled to the regional landfill. There is no weighbridge on site. There is no mechanical compaction or materials handling equipment permanently on site. Waste is tipped or pushed from the customers' vehicle on elevated tipping head directly into the container/s below. There is room for two containers on a concrete slab below the tipping head. Removable safety barriers and wheelie stops together with the container wall projecting between 200 mm and 400 mm above the tipping head pavement surface help mitigate the risk of fall injuries.
- customers can use the drop-off recycling centre 24/7. The container is located within the fence, with the slots facing the road. Customers do not need access to the site. The road has been widened for parking and turning.
- The Contractor use the site for trans-shipment of rubbish to the regional landfill site, and of recyclables to the Recycle South Facility.

Current Consents:

No discharge consent is currently held or required. The site is designated in the Southland District Plan as follows "No. D109 Lumsden Refuse Site (Proposed)."

B. Otautau Transfer Station

Address:

5 Bridport Road - off Otautau Drummond Highway.

Opening Hours:

Location	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Otautau Drummond Highway		10.00 am -12.00 noon		Winter Hours 10.00 am - 12.00 noon Daylight Saving Hours 6.00 pm - 8.00 pm		10.00 am - 12.00 noon	10.00 am - 12.00 noon

Current Issues:

The site currently has limited capacity for the storage of green waste. Council has agreed to progress with negotiations with ES in relation to disposal at a suitable closed landfill site. Within the 30 year window it is likely that the reuse shed will require replacement or refurbishment.

History of the Site:

The site was previously in-filled riverbed.

General Description of Activity:

- customers entering the site come into a reception area which includes the hazardous waste shed, and used oil recovery facility. Customers either go straight through on the chipped seal road to the elevated tipping head where they can disposal of residual waste, or to the left to the recycling/reuse shed and then on to the gravelled track to the greenwaste area and then to the scrap metal pile.
- open top uncompacted hooker containers are utilised to receive residual waste which is hauled to the regional landfill. There is no weighbridge on site. There is no mechanical compaction or materials handling equipment permanently on site. Waste is tipped or pushed from the customers' vehicle on elevated tipping head directly into the container/s below. There is room for two containers on a concrete slab below the tipping head. Removable safety barriers and wheelie stops together with the container wall projecting between 200 mm and 400 mm above the tipping head pavement surface help mitigate the risk of fall injuries.
- The Contractor use the site for trans-shipment of rubbish to the regional landfill site, and of recyclables to the Recycle South Facility.

Current Consents:

The site has a designation to operate as a transfer station.

C. Riverton Transfer Station and 24/7 Recycling Drop-off Centre**Address:**

1 Havelock Street, Riverton.

Opening Hours:

Location	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Havelock Street	3.00 pm - 5.00 pm		3.00 pm - 5.00 pm		3.00 pm - 5.00 pm	11.00 am - 1.00 pm	3.00 pm - 5.00 pm

Current Issues:

The site currently has limited capacity for the storage of green waste. A project will be developed within the upcoming three years to consider options for removing the stockpile and disposing of it on Council's closed landfill sites.

Strengthening work on the concrete pad is likely to be required by the end of the 10 year period. Within the 30 year window it is likely that the reuse shed will require replacement or refurbishment.

History of the Site:

The site is part of an old landfill and sewerage disposal complex. The transfer station site was not part of the landfill filling area.

General Description of Activity:

- customers enter the site at the north end and initially come to the hazardous waste shed, then they can either follow the chipped sealed road up on to the elevated tipping face to dispose of residual waste or go straight through on to the gravel track then to the greenwaste pile and then to the scrap metal area. The gravel track meets up with the sealed road as it comes down to the south off the elevated tipping head. Customers leave the site at the south end after passing the recycling/reuse shed.
- open top uncompacted hooker containers are utilised to receive residual waste which is hauled to the regional landfill. There is no weighbridge on site. There is no mechanical compaction or materials handling equipment permanently on site. Waste is tipped or pushed from the customers' vehicle on elevated tipping head directly into the container/s below. There is room for two containers on a concrete slab below the tipping head. Removable safety barriers and wheelie stops together with the container wall projecting between 200 mm and 400 mm above the tipping head pavement surface help mitigate the risk of fall injuries.
- customers can use the drop-off recycling centre 24/7, the container is located within the fence, with the slots facing the road. Customers do not need access to the site. The road has been widened for parking and turning. This allows recycling to occur at anytime regardless of if the transfer centre is open or not.
- The Contractor use the site for trans-shipment of rubbish to the regional landfill site, and of recyclables to the Recycle South Facility.

Current Consents:

No discharge consent is currently held or required. The site is designated in the Southland District Plan as follows "No. D125.2 - Riverton Refuse Site".

D. Stewart Island Transfer Station (Rakiura Resource Recovery Centre)

The Rakiura Resource Recovery Centre was opened in December 2003 and is currently been operated by SIESA.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Horseshoe Point Road	1.30 pm - 4.30 pm		1.30 pm - 4.30 pm	1.30 pm - 4.30 pm	1.30 pm - 4.30 pm	8.00 am - 12.30 pm	

The purpose of the transfer station (Resource Recovery Centre) is to provide a way for residents and visitors to safely and appropriately dispose of their waste. The centre acts as a hub for the management of domestic materials including the rubbish and recyclables collected weekly and also as a drop-off centre for

those who wish to bring in their own recycling and waste, and also for waste and recyclables collected from commercial premises.

The site consists of:

- two sheds with 3-phase power, roller doors, concrete floors and an office. A 'horizontal composting unit has been constructed, and a concrete shed to be used to store hazard waste is on site.
- one shed houses the compactor and the balers. Residents unload rubbish and recyclables at this shed enabling it to be quickly sorted (recycling), or be compacted waste materials.
- the second shed houses the site vehicles and has space for second-hand goods and materials. There is a gravel yard below which acts as an additional storage area for both glass and bulky scrap metals.

Glass:

Glass collected at the kerbside is offloaded into the bulk bays at the gravel yard. Glass collected in solid bins (plastic/steel) is tipped into the bays using the forklift. The centre has recently purchased a glass crusher which allows for the more efficient storage and disposal of glass. The crusher will require some significant upgrades to meet current safety standards.

The crushed glass product for use in roading walking tracks, soakage pits, and as drainage material.

Paper and Cardboard:

Paper and cardboard at the centre is sorted into appropriate grades. Old corrugated cardboard and newsprint will be sorted and baled for transport back to Invercargill for recycling.

Lower grade, wet and soiled paper will be sorted for use in the composting system. As most compost systems need added carbon this appears to be an ideal way to utilise this material and will help control costs. Used hand towels and serviettes can be added into any food waste composting system.

Plastics Coded 1 and 2, Steel and Aluminium Cans:

Plastics are sorted into:

- Milk bottles
- Clear polyethylene terephthalate
- Coloured polyethylene terephthalate
- Household commodity bottles
- Steel and aluminium cans will be sorted and handled the same way.

Sorted materials are stored in bulk bags or woollsacks and each material accumulated by type until there is a large enough volume to be baled. Once baled it will then be transported to Invercargill for recycling.

Scrap Metal:

Scrap metals, including cars, will be stripped and sorted to a level that meets the criteria of the scrap metal merchant who will be accepting the materials and is also economic. It is planned to palletise some materials if this shows to be an advantage.

Customers arriving at the WRC with cars or bulky items will be directed to the lower storage area where cars and appliances will be stockpiled until they are transported to the wharf by trailer for transport to Bluff. Once in Bluff they will be offloaded on to a truck or trailer and be taken to the scrap yard.

Storage on the wharf at either end is to be avoided and all parties will need to be well coordinated if this is to be avoided.

E. Te Anau Transfer Station

Address:

237 Manapouri Te Anau Highway

Opening Hours:

Location	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Manapouri Te Anau Highway	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm	WH 2.00 pm - 4.00 pm LE 2.00 pm - 6.00 pm

LE = Labour Weekend to Easter

WH- Winter Hours

Current Issues:

No current issues at this site. Within the 30 year window it is likely that the reuse shed will require replacement or refurbishment. Within the 30 year period the waste compactor will also require replacement

General Description of Activity:

- customers enter the access road site off the Manapouri Te Anau Highway. As they proceed to the east along the access road they come to the drop-off recycling centre where they can unload recycling. The drop-off centre is intended for domestic users but does occasionally get used by others. Customers can then move along the access road, passed the entrance to the neighbouring cleanfill/gravel pit on the left, to the fenced off transfer station complex and into the reception area passing the hazardous waste shed, oil recovery facility and then the recycling/reuse shed. The customers follow the road around to the elevated tipping head. When leaving the elevated tipping head the customers turn right and out through the gate on to the gravel loop road where they can unload greenwaste, metals, tyres etc. Large loads are backed in and tipped directly into the lower concrete push pad area.
- The Contractor currently operates out of the recycling reuse shed for the compaction of the recyclables from its private (mostly commercial customers).
- the refuse on the concrete pad below the elevated tipping face is pushed by a loader along the pad and into the hopper and drops into the compactor and is then pushed by compactor ram into a hooker bin. Enclosed hooker bins are currently utilised to receive residual waste through the compactor, and are then stored on the site before being hauled to the regional landfill. The compactor was recently refurbished and expected to have a life beyond the duration of the current plan.
- empty hooker bins are stored to the east of the compactor on the concrete slab. Full hooker bins are pulled straight out of the compactor to a storage area to the south using a loader. When full bins are already in storage additional full bins are pushed for the last few meters into position. Rail tracks to match the current hooker bin frame and wheel configurations have been used to extend the storage area for full bins to the south. Empty hooker bins are wheeled into position on the compactor using a loader.
- wheel stops together with a reduced height tipping head wall mitigate the risk of fall injuries.
- The Contractor use the site for trans-shipment of rubbish to the regional landfill site, and of recyclables to the Recycle South Facility.

Current Consents:

No discharge consents are currently held or required. The site is designated in the Southland District Plan as follows "No. D125.1 - Te Anau Refuse Site."

F. Winton Transfer Station**Address:**

193 Florence Road.

Opening Hours:

Location	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Florence Road	2.30 pm - 5.30 pm		2.30 pm - 5.30 pm		12.00 noon - 5.30 pm	WH 1.00 pm - 5.00 pm 11.00 am - 5.00 pm DSH	WH 2.00 pm - 5.00 pm 1.00 pm - 5.00 pm DSH

WH= Winter Hours

DSG= Daylight Saving Hours

General Description of Activity:

- customers enter the site from the north and either go straight through past a reception area, then passed an agriculture-container recovery area and then to the elevated tipping head for residual waste disposal, or the customer can turn right past the hazardous waste shed then past the recycling/reuse shed then on to the greenwaste disposal area
- closed top compactor hooker bins are utilised to receive residual waste which is hauled to the regional landfill. The refuse on the concrete pad below the elevated tipping face is pushed by a loader into the hopper and into the compactor and then into the bin. There is no weighbridge on site
- the bins are placed into position on the compactor using a hooker truck loader over the concrete slab
- Wheel stops together with a reduced height tipping head wall help to mitigate the risk of fall injuries.

Current Consents:

No discharge consents are currently held or required. The site is designated in the Southland District Plan as follows "No. D116 - Winton Refuse Site."

G. Wyndale Transfer Station**Address:**

190 Edendale Wyndham Road, Edendale (on the south east corner of Edendale and Wyndham Road and Island Edendale Road).

Opening Hours:

Location	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Wyndham Edendale Highway	Closed	Closed	DSH 4.00 pm - 6.00 pm WH 3.00 pm – 5.00pm	DSH 6.00 pm - 7.00 pm WH Closed	DSH 4.00 pm - 6.00 pm WH 3.00 pm – 5.00 pm	1.30 pm – 5.00 pm	1.30 pm – 5.00 pm

WH= Winter Hours

DSH= Daylight Saving Hours

General Description of Activity:

- customers entering the site come into a reception area then passed a hazardous waste shed, oil recovery facility and then a recycling/reuse shed. Customers can then either turn to the right into the elevated tipping head at the residual waste disposal area or carry on ahead to an area when green waste and metals can be placed in a gravel area off a loop road. Containers including wool fades and drums are used to store recyclable materials.
- open top uncompacted hooker containers are utilised to receive residual waste which is hauled to the regional landfill. There is no weighbridge on site. There is no mechanical compaction or materials handling equipment permanently on-site. Waste is tipped or pushed from the customers' vehicle on elevated tipping head directly into the container/s below. There is room for two containers on a concrete slab below the tipping head. Removable safety barriers and wheelie stops together with the container wall projecting between 200 mm and 400 mm above the tipping head help mitigate the risk of fall injuries.
- The Contractor use the site for trans-shipment of rubbish to the regional landfill site, and of recyclables to the Recycle South Facility.

Current Consents:

No discharge consents are currently held or required. The site is designated in the Southland District Plan as follows - Wyndale Refuse Site designation number D111.

Approach to Renewals

Renewal is the replacement (or rehabilitation) of an existing asset without changing its capacity or LOS beyond the original design.

Renewal Strategy

Given the relatively low number of significant assets the basic strategy of agreement of condition and performance rating during routine inspections is considered appropriate at this stage.

Renewal Forecasts

An allowance for minor works is included in the operational budgets and is expended as required. Currently planned is painting the building at Stewart Island Transfer Station and strengthening of concrete pads at Lumsden, Otautau, Riverton and Wyndale.

Council staff and The Contractor organise procurement of any necessary renewals. No major capital work will be carried out without a recommendation from the Council to proceed.

As detailed it is likely that reuse sheds at all transfer stations will be replaced towards the end of the 30 year period as well as a replacement compactor at the Te Anau Transfer Station.

Capital Investment Forecasts - LOS and Demand

Council staff have reviewed usage information for recycling drop-off centres and assessed that no additional centres are required. Monitoring of usage will be reviewed periodically to determine if the centres are still in the most appropriate locations. Council staff will organise procurement of any necessary upgrades which are generally contracted out. There is currently no planned capital expenditure within the 10 year plan.

Drop-Off Recycling Centres

Approach to Operations and Maintenance

Recycling drop-off centres are provided for the collection of specific recyclable material and are intended for non-commercial-domestic use. The collected materials are mostly transported to Invercargill for bailing and then sold to recycling markets. The exception to this is glass which is land banked while alternative uses are investigated.

The recycling drop-off centres are owned and operated by Council and provided at the following locations:

DROP-OFF CENTRE LOCATIONS	
1	Garston
2	Lumsden (as part of the Transfer Station)
3	Manapouri
4	Mokotua
5	Mossburn
6	Ohai
7	Riversdale
8	Riverton (as part of the Transfer Station)
9	Te Anau (as part of the Transfer Station)
10	Tokanui
11	Tuatapere
12	Woodlands (pending)
13	Wyndale (pending)

The drop-off recycling centres are accessible 24 hours a day, seven days a week.

Te Anau and Stewart Island townships have additional recycling drop-off centres that are community funded. Te Anau and Stewart Island's additional centres are in the form of wheelie bins. These centres are serviced by local service providers.

The drop-off recycling centres consist of modified 40 foot shipping containers with nine holes down one side. The nine holes are for the sorting of recyclable material into the following categories.

- Aluminium (empty and flattened);
- Tin/Steel (washed and flattened);
- Cardboard (flattened);
- Paper;
- Glass (empty);
- Plastic (all types washed and flattened).

The holes are only large enough to put the recyclable material through and no larger, enabling people to only put in recyclable materials and not household rubbish. Recyclables are collected in wheelie bins and the centres are serviced on the kerbside collection day for recycling. The centres are operated and maintained by The Contractor with all recycled materials taken to the Recycle South Facility).

All recycling centres will be painted and receive new signage on a 20 year cycle or as and when required.

Approach to Operations and Maintenance

Transfer stations and recycling centres are audited on an annual basis. This is a joint audit between Council and The Contractor. During this audit process outstanding maintenance issues are discussed and agreed along with responsibility for carrying out the work.

The contractor requirements at the drop-off recycling centres include:

- no less than once a fortnight recycling is removed from the container and taken to the recycling facility.
- no litter or recycling is left to accumulate around the site.
- receptacles is changed out before they become over full so there is always room for the public to place their recycling in the receptacles.

Council will replace the signage at the end of the life (20 years) plus repaint. Any damage caused to the signs prior to replacement is the contractor's responsibility.

Council will add new gravel every three years around the container and the contractor shall maintain the gravel area in a tidy state (free of weeds and pot holes).

These activities are funded through routine O&M budgets.

Usage will continue to be monitored to allow decisions to be made regarding to future servicing of these centres. Currently there has not been a significant drop off in usage of the centres following the introduction of the kerbside recycling service.

Operations and Maintenance Forecasts

There are no significant changes to the operations and maintenance forecasts over the next 10 years. The increases over the 10 years is due to inflation. Government regulations and legislation changes have the potential to cause contract and disposal increases but at present there are no known costs not allowed for in this AMP.

Approach to Renewals

Renewal is the replacement (or rehabilitation) of an existing asset without changing its capacity or LOS beyond the original design.

Renewal Strategy

All centres will be painted and receive new signage during the life of this AMP.

Renewal Forecasts

There is very little renewal work required. This is on an ad-hoc basis. An allowance for minor works is included in the operational budgets. No major works have been identified as being needed over the planning period, although all sites will require replacement signage and painting. As noted above, bins are replaced when required.

Council staff organise procurement of any necessary renewals which are generally contracted out.

Capital Investment – LoS and Demand Forecasts

There is no capital investment in forecasts for demand or LOS. Bins for glass collection in some of our townships and potentially organics may occur during this 2024-2034 LTP but will be unknown costs or quantities until decisions are made. Council will have input into these decisions and LOS as long as regulations are met.

Greenwaste Sites

Approach to Operations and Maintenance

The greenwaste and cleanfill (cleanfill are materials which are natural soils such as clay, soil, rocks and some manufactured materials such as concrete and bricks) sites service the local area for the collection of greenwaste and cleanfill. The collected greenwaste is stockpiled and mulched on an annual or as required basis and the cleanfill is appropriately placed a spread out, or may be removed and used as fill where required.

Council owns and operates two greenwaste sites one at Wallacetown and one at Riversdale and one cleanfill site at Braggs Bay Rakiura/Stewart Island.

A cleanfill site is provided on Rakiura/Stewart Island due to the absence of any commercial cleanfill site on the Island and the community benefit of having cleanfill available for reuse on the Island. This site was re-consented in 2019/2020. Council is not otherwise in the business of providing cleanfill sites elsewhere in the District.

Each greenwaste site has an attendant (private contractor) who accepts payment via tokens and audits material for disposal. Access to the cleanfill site is by specific application to council and is controlled on site by a Council contractor.

The green waste sites only accept green waste that is separated clean greenwaste. This excludes soils, flaxes, and branches over 150 mm diameter and tree stumps. Greenwaste accepted for disposal is stockpiled, when there is sufficient quantity the material is mulched. The mulched end product is available for reuse in the community, however because the product may not be totally void of noxious weeds and viable seeds there is no charge and is offered on an 'as is' basis. Typically the greenwaste will be mulched on site roughly twice a year.

There is currently no planned renewal, LOS or demand projects planned at greenwaste sites over the upcoming 10 year period.

This Activity Plan does not cover private greenwaste sites.

Closed Refuse Sites

Council is responsible for the management of 56 closed District refuse sites in the District. These sites were closed in response to developments in legislation and environmental awareness and Council have proactively undertaken studies to determine which of these sites present significant risks to the environment.

Historically in Southland waste disposal was decentralised, with most townships having one or more local tip sites to meet their community's needs. When the Resource Management Act 1991 came into effect, many of these small local landfills closed rather than obtain resource consent to continue operation.

Post closure, Southland District Council became responsible for these local landfill sites either as current landowner or the successor of the local authority who allowed the landfill originally. Since 2000 there has been multiple reports prepared and presented on these sites, with little action following their recommendations. Golder Associates 2002, Golder Associates 2005, MWH NZ 2012, Tonkin & Taylor 2020 and Environment Southland 2021 have all completed studies to identify environmental risks associated with these sites. In 2022 E3 Scientific was engaged by Council to complete a report on all 56

sites identified, summarising previous reports, complete field investigations and to provide recommendations for remedial action.

Following this report and its recommendations, E3 scientific prepared 19 site specific management plans for locations deemed most high risk of environmental consequences from the closed landfill.

The landfills not identified for remedial works will continue to be monitored for compliance against current regulations and legislation bi-annually.

These management plans identified five sites alongside waterways that required a suitably qualified river engineer to assess channel dynamics and provide recommendations for protect in place/removal.

The finalised report from E2 Environmental provided an overview of the sites, engineering reasoning to protect in place/removal recommendations at these locations and approximate costings to implement these options with regard to Councils risk in future.

Recently Council and Environment Southland became aware of an historic landfill at Bluecliffs. Being located within the Coastal Marine Area (CMA) it is extremely difficult to determine responsibility for the site.

Environment Southland completed a detailed site investigation to better understand the size and materials contained within the landfill. It has been proposed to take shared responsibility for the removal and remediation of this site.

Costs have been allowcated for the following close landfills:

Landfill	Year	Cost	Remediation
Otautau	2024/2025	\$1,000,000	Protect in place
Blue Cliffs	2027/2028	\$750,000	Remove
Riverton	2031/2032	\$6,000,000	Remove
Bayswater	2030/2031	\$450,000	Remove
Wreys Bush	2040/2041	\$700,000	Remove
Thornbury	2040/2041	\$850,000	Protect in Place

Council continues to monitor and maintain, where appropriate in accordance with best practice guidelines known closed community refuse sites that this may include visual inspections, surface and ground water sample recovery and analysis and programming remedial work to caps or fencing and maintenance of any tree plantation cover.

Regional Landfill

Due to demand for high environmental standards a category 'A' regional scale landfill has been established at AB Lime's Kings Bend lime quarry. This landfill is privately owned and is contracted to exclusively provide disposal services through the group of councils known as WasteNet. All waste under Council's control goes to this landfill.

Contractual operational procedures are in place to collect the necessary information for Council to accurately report trends in waste management. Monthly figures are entered and reported on quarterly to the community. This information (ie, tonnages, number of users to transfer stations) is reviewed on a regular basis and assists Council in tracking progress on meeting the required LOS.

Both Councils contract with AB Lime and their resource consent have been set at 35 years. While their expiry is outside the life of the current 10 year AMP it does fall within the duration of the current 30 year infrastructure strategy. At this stage a key assumption of the strategy will be that a further consent will be granted to AB Lime for 35 years, and that Council will also enter into a similar long term contract. This is also now included in the risk management section of this plan.

Community Board Area Context

The provision of waste services is a district funded activity and as such have not been raised with individual Community Boards. The Boards however will have the opportunity to consider and submit on any significant waste services related activity through the 2024-2034 Long Term Plan.

Financial Summary

The following section contains financial information for the activity which has been generated from the Council's budget platform. All of the financial shown includes inflation (unless otherwise stated). The costs associated with the Waste services activity are included in the Waste services activity statement in the Council's LTP.

Key issues impacting on operational expenditure over the period of the plan are listed as follows

- Inclusion of \$500K for management of closed landfill sites identified as vulnerable to erosion and washout
- New collection contract will result in likely increase in contract price
- Changes to services provided including provision of separate glass collection which will be presented as options to Council once options are determined.
- Increased consultancy costs to manage resource consenting activities across closed landfills

Key issues impacting on capital expenditure over the period of the plan are listed as follows

- Potential requirement to purchase additional bins for separate glass collection should a third collection stream be required as part of the move towards standardisation of recycling services.
- Purchase of new bins for future rubbish and recycling collection
- Landfill closures and remediation (protection in place)
- Minor upgrades to concrete pads and functions at transfer stations
- Winton Transfer station weighbridge, bin hook development and shed maintenance.

10 Year Financial Forecast

The following graphs/table summarise the financial forecasts for the activity over the ten years.

Financial Summary

As of 29/11/23 budget numbers are still in draft and subject to change

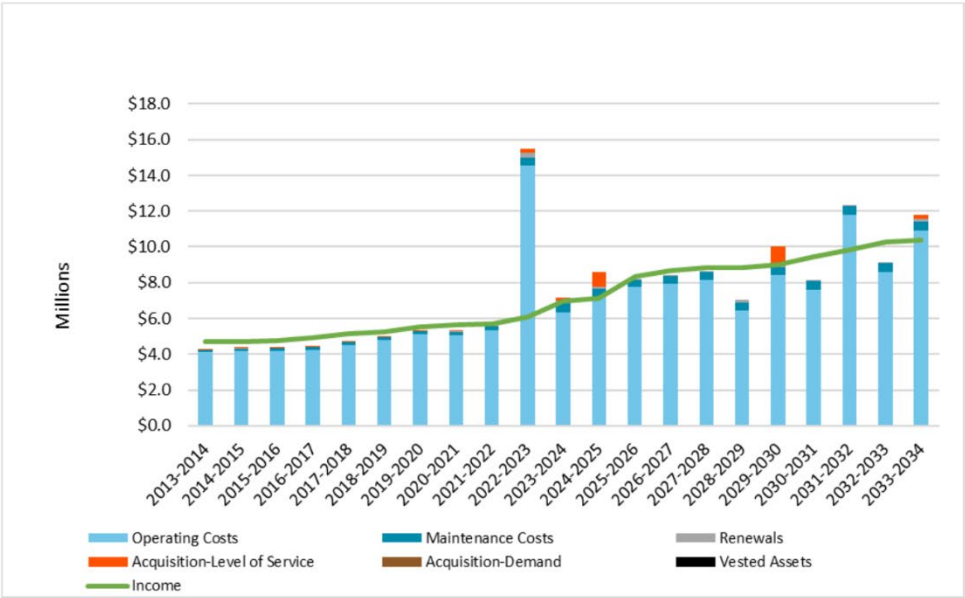


Figure 0-1: Waste services total expenditure

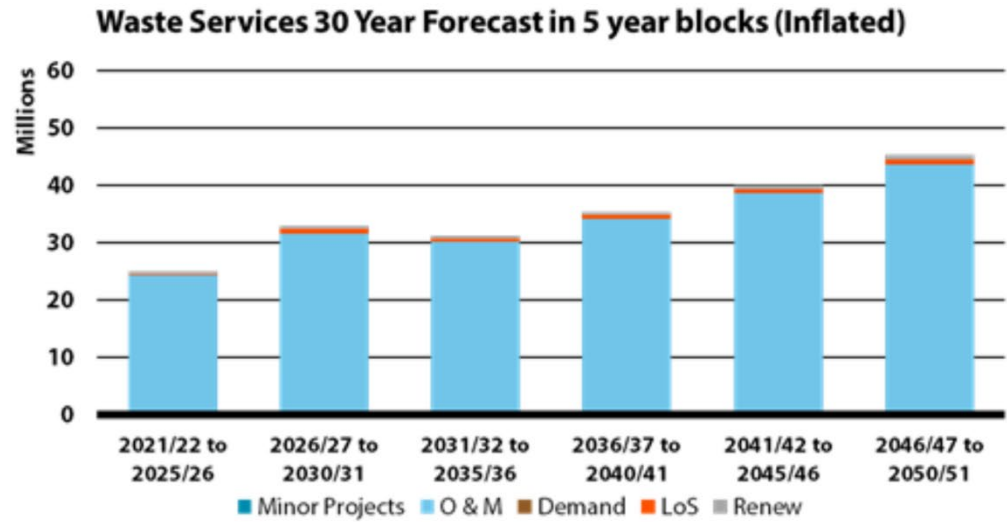


Figure 0-22: 30 Year Expenditure Forecasts (from Infrastructure Strategy)

Total Income

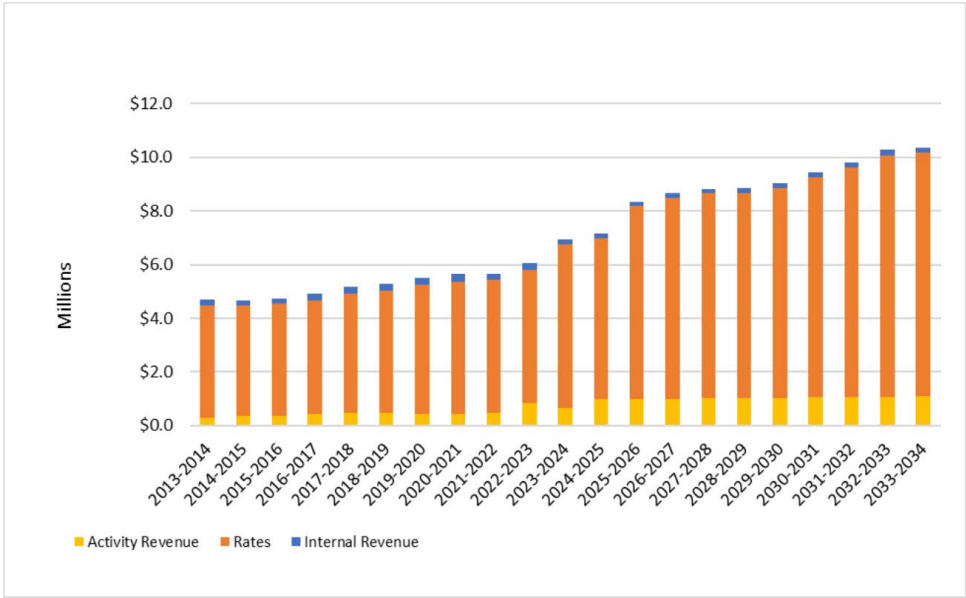


Figure 0-33: Waste services total income

Financial Forecast Summary

Future costs are forecast to increase as shown in the table through inflation and timing of increases to Levy funding, new collection contracts and changes to collection arrangements with a separate glass collection as a minimum.

To be updated

Waste Services	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	-	-	-	1,772	1,748	1,749	1,852	1,871	1,919	1,959	2,100	2,128	2,178	2,197
Targeted rates	4,316	4,432	4,690	3,035	3,078	3,290	3,445	3,773	3,860	3,890	4,818	4,994	5,132	5,256
Subsidies and grants for operating purposes	120	120	79	88	88	88	88	88	88	88	88	88	88	88
Fees and charges	283	305	320	303	312	321	329	337	346	355	364	374	384	394
Internal charges and overheads applied	254	252	259	270	221	227	233	239	245	251	258	265	272	279
Local authorities fuel tax, fines, infringement fees, and other receipts	68	46	40	13	38	39	40	41	42	43	44	45	47	48
Total operating funding	5,040	5,155	5,387	5,481	5,484	5,714	5,987	6,349	6,499	6,586	7,671	7,893	8,100	8,261
Applications of operating funding														
Payments to staff and suppliers	3,389	3,676	3,932	3,845	4,132	4,162	4,731	4,624	4,744	4,888	5,891	6,044	6,207	6,368
Finance costs	-	-	-	-	64	62	61	63	58	52	57	52	46	39
Internal charges and overheads applied	1,172	1,175	1,233	1,297	1,066	1,102	1,132	1,154	1,183	1,216	1,231	1,268	1,309	1,319
Other operating funding applications	1	1	1	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	4,562	4,851	5,166	5,142	5,262	5,326	5,924	5,841	5,985	6,157	7,179	7,364	7,562	7,727
Surplus (deficit) of operating funding	478	304	222	339	222	388	63	508	514	429	492	529	538	534
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(343)	(351)	174	138	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	(343)	(351)	(174)	(138)	-	-	-	-	-	-	-	-	-	-
Applications of capital funding														
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	50	50	52	-	-	165	-	-	-	881	-	-	-	-
- to replace existing assets	-	16	-	144	270	102	53	117	55	181	175	60	62	63
Increase (decrease) in reserves	86	(112)	(4)	58	238	337	379	444	459	(109)	380	469	477	471
Increase (decrease) in investments	-	-	-	0	(286)	(216)	(369)	(53)	-	(523)	(63)	-	-	-
Total applications of capital funding	135	47	48	202	222	388	63	508	514	429	492	529	538	534
Surplus (deficit) of capital funding	(478)	(304)	(222)	(339)	(222)	(388)	(63)	(508)	(514)	(429)	(492)	(529)	(538)	(534)
Funding balance	(0)	0	0	-	-	-	0	0	-	0	0	-	-	0

Summary of Key Financial Assumptions

The forecasts have been developed on the assumption that the current services provided will remain unchanged certainly through the remaining life of current contracts. It is also assumed at this stage that the current contract will roll over to its second eight year term. Future changes to operating costs will be influenced by changes to inflation.

Key factors that may influence future operating costs that have currently not been budgeted for include:

- Requirement for future separate glass/green waste/organics collection service. This has been considered as part of previous LTP planning but was previously rejected due to the significant increases in the cost of providing this service. This will be the subject of a review of the Waste Management and Minimisation Plan as well as the development for MfE around Guidelines for Standardisation of Kerbside Collection Services. At this stage it is assumed that the status quo will remain in place across the district until at least 2027.
- Demand for expansion of kerbside collection service to areas currently not covered. This may unlikely to change before the introduction of new contractual arrangements in 2027
- Significant increase in transportation costs. Transportation costs are recalculated on a quarterly basis as part of the escalations process for re-base lining contract costs. Increases in transport costs are largely dependent on oil and diesel prices which are outside council control. Currently budgeted operational costs allow for an increase based largely on historical trends.
- The impact of approaches to management of discharges from closed landfills and vulnerable closed sites could have a significant impact on costs depending on future operating costs which have not been fully budgeted for. A risk assessment matrix has been developed but will require further consideration to fully understand future liabilities.
- Longer term (outside of the ten year window but within the thirty year term of the infrastructure strategy) costs and LOS could be influenced the requirements on the landfill site to gain a new resource consent.
- Medium term (within the ten year window and around the time)

Valuation Approach

Council does not currently value any assets utilised for the Waste services activity, largely because of the limited number of assets required for the service to operate. At this stage this is not considered necessary as part of future activity plans for the waste services activity.

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure.

Further information can be found in Council's Revenue and Financing Policy. A summary of how operational and capital expenditure will be funded is detailed below.

The rubbish and recycling kerbside collection services are funded from targeted rates (UTR) levied on those who must receive or elect to receive the kerbside collection services.

Other operating expenditure under this activity are funded:

- 40-75% funded through the Waste Management rate levied District-wide based on a targeted uniform annual charge per rateable unit and a capital value rate; and
- 25-60% user charges via transfer station charges, these charges are standardised across the District.

Proposed transfer station charges are shown in the fees and charges table in the following section.

Capital expenditure (such as land acquisition) is funded from reserves or loans, as appropriate.

Waste Minimisation Levy

Under the Waste Minimisation Act 2008, a \$10 per tonne (excluding GST) levy on all waste sent to landfill has been imposed from 1 July 2009. The purpose of the levy is to create funding opportunities for waste minimisation initiatives and provide an economic incentive to polluters to change their behaviour. Following direction from MfE the levy payment will be incrementally increased to \$60 per tonne by 2024.

The levy will be charged at facilities where waste (including household waste) is disposed of and which operate, at least in part, as businesses which dispose of waste.

Territorial authorities currently receive 50% of the total levy money collected and these payments are paid out on a population basis. Payments are made quarterly and must be spent on promoting or achieving waste minimisation and in accordance with waste management and minimisation plans.

A waste minimisation fund has been set up with the remaining levy money, minus administration costs, to fund waste minimisation projects. Projects will be assessed according to a set of criteria established in consultation with the Waste Advisory Board. The Minister for the Environment has final approval on project funding.

Based on current figures Council budgets to receive an annual income of \$80K - 120K from the Waste Minimisation Levy.

Previously the income was used to pay off the loan taken out to purchase the recycling bins. This has now been paid off and the funding is currently being used to off-set some of the costs of the recycling service which meets MfE guidelines.

Fees and Charges

Council is responsible for the setting and approving of annual Fees and Charges. The tables below show a summary of Council's fees and charges for the next financial year. With changes legislation that affect refuse and recycling these chargers will continue to be reviewed during each Annual Plan process. Additional information can be found in the Council's Schedule of Fees and Charges.

Load	Type	Current	2024/2025	Comment
Car loads	Refuse	\$30.00	\$32.00	Up 4% and rounded up increased landfill charges
	Recycling & Green waste	\$10.00	\$10.00	
Ute type loads and small trailers	Refuse	\$46.00	\$48.00	Up 4% and rounded up increased landfill charges
	Recycling & green waste	\$26.00	\$26.00	

Tandem trailers or high side trailers	Refuse	\$86.00	\$90.00	Up 4% and rounded up increased landfill charges
	Recycling & green waste	\$42.00	\$42.00	
Trucks per 1,000 kg gross weight		\$90.00	94.00	Up 4% and rounded up increased landfill charges
Cars (Te Anau), Single trailer/ute (Te Anau), Tandem trailer (Te Anau) /tonne	Refuse	\$206.00	\$300.00	While this is a significant cost increase this cost just covers the AB Lime landfill current charge (\$232/tonne) and the cartage cost (\$55/tonne) to the landfill. plus other transfers station operation costs.
Cars (Te Anau), Single trailer/ute (Te Anau), Tandem trailer (Te Anau)/tonne	Recycling and green waste	\$206.00	\$80	Correction from last years terminology to provide clarity and consistency of charge.
Tandem trailer (Te Anau)	Refuse/green waste per tonne - part thereof	\$206.00		
Trucks per tonne confirmed by weight docket		\$206.00	\$300.00	As above
Unstripped car body surcharge		\$156.00	\$156.00	
Stripped car body		\$54.00	\$54.00	
Scrap cars (Stewart Island only)		\$54.00	\$54.00	
Car tyres	Each	\$12.00	\$12.00	
4WD tyres	Each	\$24.00	\$24.00	
Gas bottles		\$10.00	\$15.00	New requirements to flood and drill holes in gas bottles before shipping.
Recycling and reuse only available at Stewart Island/Rakiura				
TV/computer monitor		\$18.00	\$18.00	
Car batteries		\$12.00	\$12.00	
Whiteware		\$18.00	\$20.00	To reflect extra cost of disposal
Greenwaste/cleanfill – Braggs Bay				
Small trailer/ute		\$28.00	\$28.00	

Tandem trailers or high side trailers		\$42.00	\$42.00	
Truck		\$42.00	\$60.00	To line up with trailer charges
Car boot		\$10.00	\$10.00	
Other Items available to purchase only at Stewart Island/Rakiura				
Black bags	Commercial each	\$6.00	\$6.00	
Paint/oil	Per 20 litres	\$12.00	\$12.00	
Rubbish bags	SDC bag of 52	\$210.00	\$210.00	
Recycling bin		\$24.00	\$24.00	
Food bucket		\$16.00	\$16.00	
Burn bin - commercial	Per trailer/ute	\$32.00	\$32.00	
Burn bin - household	Per trailer/ute	\$24.00	\$24.00	