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**REPORT TO THE READERS OF
GORE DISTRICT COUNCIL'S
LONG-TERM COUNCIL COMMUNITY PLAN
FOR THE TEN YEARS COMMENCING 1 JULY 2009**

The Auditor-General is the auditor of Gore District Council (the District Council). The Auditor-General has appointed me, P F Heslin, using the staff and resources of Deloitte, to report on the Long-Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

Opinion

Overall Opinion

In our opinion the LTCCP of the District Council incorporating one volume dated 23 June 2009 provides a reasonable basis for long-term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council.

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which we report on as follows.

Opinion on Specific Matters Required by the Act

In our view:

- **the District Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment;**

- the underlying information and assumptions used to prepare the LTCCP provide a reasonable and supportable basis for the preparation of the forecast information; and
- the extent to which the forecast information and performance measures within the LTCCP provide an appropriate framework for the meaningful assessment of the actual levels of service provision, reflects good practice for a council of its size and scale within the context of its environment.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 23 June 2009, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the District Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000: *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision-making processes;
- the District Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;
- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;

- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;
- the key plans and policies adopted by the District Council have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the District Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the District Council's service delivery and performance; and
- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTCCP.

We do not guarantee complete accuracy of the information in the LTCCP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

The District Council is responsible for preparing an LTCCP under the Act, by applying the District Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The District Council's responsibilities arise from Section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the audit of the Statement of Proposal for adoption of the LTCCP and the annual audit, we have no relationship with or interests in the District Council.



P F Heslin

Deloitte

On behalf of the Auditor-General

Dunedin, New Zealand

Matters Relating to the Electronic Presentation for adoption of an LTCCP

This audit report relates to the adoption of an LTCCP of Gore District Council incorporating one volume dated 23 June 2009 included on the Gore District Council's website. Gore District Council is responsible for the maintenance and integrity of the Gore District Council website. We have not been engaged to report on the integrity of the Gore District Council website. We accept no responsibility for any changes that may have occurred to the financial statements since it was initially presented on the website.

The audit report refers only to the adoption of an LTCCP named above. It does not provide an opinion on any other information which may have been hyperlinked to/from this. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy for adoption of an LTCCP as well as the related audit report to confirm the information included for adoption of an LTCCP presented on this website.

Legislation in New Zealand governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

THE MISSION STATEMENT

The Mission Statement states the reason the Gore District Council exists. It also sets out a series of goals that contribute to the achievement of the Council's mission. These goals are reflected in the activity summaries for each Council activity.

ROLE OF THE COUNCIL

Section 10 of the Local Government Act 2002, states that the purpose of local government is to:

- enable democratic local decision-making and action by, and on behalf of, local communities; and
- promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.

The Council is accountable to the citizens of the Gore District for the planning, direction, and management of resources to meet present and future needs of the District.

OUR VISION

To provide an environment that allows people to enjoy the lifestyle and culture of their choice.

OUR MISSION

To achieve our vision by:

- Ensuring a sustainable environment for future generations
- Encouraging participation by the people
- Providing efficient quality services and facilities

that meet the affordable needs and aspirations of the people.



LONG TERM COUNCIL COMMUNITY PLAN

All local authorities are required by the Local Government Act 2002 to develop Long Term Council Community Plans for their areas.

A Long Term Council Community Plan provides:

- Details of the activities undertaken by the Council
- Identifies the directions or outcomes chosen by the community and the role of councils and other key agencies in achieving those outcomes, over the next ten years.
- A basis for integrated decision-making and co-ordination of the resources of the Council
- A long term focus for the decisions and activities of the Council
- A basis for accountability of the Council towards residents of the District
- An opportunity for public participation in the Council's decision-making process

The Long Term Council Community Plan is therefore developed through a robust process involving broad-based public consultation, as well as technical and political review.

While the Long Term Council Community Plan sets out the future developments, including the anticipated costs of a council's activities over a ten year period, more detailed technical and financial information on the more capital-intensive services delivered by the Council is presented in activity management plans. The following activity management plans were used to develop the activity summaries provided in this Long Term Council Community Plan and may be referred to for further information on Council operated services:

- Water Supply Activity Management Plan
- Waste Water and Storm Water Activity Management Plan
- Reserves and Community Facilities Activity Management Plan
- Rooding Activity Management Plan
- Southland Region Waste Management Plan¹
- Arts and Heritage Activity Management Plan
- Libraries Activity Management Plan

Two other documents that influence the Council's activities and are relevant to this Long Term Council Community Plan are as follows:

- ***The District Plan***
The draft Gore District Plan was prepared pursuant to the provisions of the Resource Management Act 1991 (RMA) for the purpose of promoting sustainable management of the District's natural and physical resources. The District Plan essentially sets out the framework for considering the use of land and the associated rules, conditions or procedures to follow.
- ***Community Outcomes Report***
The Community Outcomes Report, more commonly known as the 'Our Way Southland' report, emerged from the collaborative efforts of territorial authorities in Southland to engage with Southlanders for the purpose of identifying their desired community outcomes. More details of this process are set out below, in the section on Community Outcomes (at page 16), or by reference to the Community Outcome Report.

Copies of all the above documents are available for reference at the civic office in Gore and in the District libraries.

¹ The Southland Region Waste Management Plan was developed collaboratively by the four Territorial Authorities in Southland. The plan sets out the rationale for a regional waste management strategy and the approach to be used by the respective Councils in developing their individual waste management plans.



PURPOSE OF THE PLAN

Section 93 of the Local Government Act 2002 requires Councils to prepare a Long Term Council Community Plan every three years, with an Annual Plan to be prepared in the intervening years.

The purpose of this Long Term Council Community Plan is to communicate the Council's objectives and proposed activities, with specific reference to the Council's contribution towards achieving the community outcomes identified in the Community Outcomes/'Our Way Southland' Report; the Council's policies and prospective financial information for a ten year period, beginning 1 July 2009 through to 30 June 2019. While reviewing this Plan, it would be prudent for readers to bear in mind that the information presented may not be appropriate for purposes other than that described in the Plan

The Plan incorporates summaries of the Long Term Financial Strategy and the Council's Policies, including its Investment Policies.

The Council authorised publication of the draft Plan on 2 April 2009.

The Plan was available to the public up to and including 8 May 2009. The Council heard verbal submissions on 19 May 2009 and considered these and all other submissions on 28 May 2009. A total of 53 submissions were received, with 24 submitters speaking to their submissions.

As a result of these submissions the following changes were incorporated in the Plan:

- \$1,500 each year as a grant to Gore and District Citizens Advice Bureau;
- \$500 each year to the Amenities Hire Refund Grants;
- \$12,200 for the years 2010 to 2013 inclusive for the Council's share of funding a Civil Defence Lifelines Project;
- \$3,841 to the Southland Rural Fire Grant for 2010, with following adjustments on an annual basis in line with the group's Statement of Intent;
- \$4,500 to the contract payment to Sports Southland for 2010, with the following year's payments to be CPI adjusted;
- \$1,500 grant to Eastern Southland Chamber of Commerce for 2010;
- \$5,000 annually to the Rural Halls Grant;
- Reduction in the rural sealed pavement maintenance budgets for the years 2011-2019 due to a minor technical error;
- \$750,000 hydroslide proposal removed from 2014/15 budgets, along with associated community funding revenue of \$750,000; and
- Various minor wording amendments to the Solid Waste and Civil Defence activities, along with additional disclosure in the Maori Capacity to Contribute to Decision-Making Processes section.



MAYORAL AND EXECUTIVE FOREWORD

We are pleased to be able to introduce the second fully fledged Long Term Council Community Plan (LTCCP) for the Gore District Council. The Council's first LTCCP, complete with incorporation of definitive community outcomes and an unqualified audit opinion, was adopted in 2006. This plan has been an important navigational guide for the Council in the development of its annual planning processes since that time.

It is important to emphasise that the 2009-19 LTCCP is not a departure from its 2006 predecessor, but rather a critical and comprehensive review factoring in updated data from Activity Management Plans, refinement in the Council's thinking over the past three years and external developments that have impacted on some or all of the Council's operations over the past three years.

It should be stated at the outset that the 2006/16 LTCCP has served the Council well. The Council has not had to undertake a full amendment to its plan unlike a host of other local authorities in New Zealand. As we stated in the introduction to the 2006 plan, it was expected that the LTCCP would be an evolutionary process. This has certainly proved to be the case. Salient features of this plan when viewed in a 10 year context are:

Financial Outlook

The Council's budgets for the next 10 years have been prepared in the midst of an international recession and an increasingly uncertain economic outlook. The 2009-19 LTCCP therefore reflects a cautious and conservative outlook yet endeavours to maintain the strategy set in 2006 of maintaining and enhancing in some cases, an enviable quality of life for the residents of the District.

It is pleasing to report that the trend set in the last LTCCP of an overall rates increase within the band of inflation, with the odd departure during a year of either intensive capital works or the introduction of a new service, will be continued. The 10 year projection of the Gore District Council is that rates will rise by no more than 4.19% in each year of the 10 year planning period, with the only exception being 2012-13, where the introduction of a new recycling service is proposed. Allowing for the introduction of the service, which will still be the subject of a special consultative procedure, the average rates increase each year over the 10 year planning horizon is 3.91%.

With the Council having in recent years completed major capital works in solid waste and waste water treatment, it is now in a consolidation phase where no extraordinary infrastructural capital works are scheduled over the next 10 years.

This outlook is supported by the Council's public debt profile which shows a reduction over the 10 year planning cycle. Notwithstanding this projected reduction, there is concern regularly expressed from segments of the community that the Council is presently paying interest only on loans taken out for the construction of the Gore Aquatic Centre and the Refuse Transfer Station. The Council's strategy to date has been to take a long term view of its debt management and ensure the concept of inter-generational equity, so that future ratepayers pay a share of assets which have a useful life expectancy of at least 50 years. A further factor has been that in the case of the aquatic centre, the Council has had the benefit of a low interest loan rate of 5.9% which is locked in until 2013.

The Council's cash position is expected to improve appreciably over the 10 year period under preview. Larger surpluses are forecast in the latter half of the 10 year plan in particular. These surpluses are due to the Council ensuring that funding from different activities are not mixed or cross-subsidised. These surpluses could be reduced if a more global outlook on the Council's position was adopted. However, the current thinking is to preserve the independence and integrity of the different funding sources or groups of ratepayers that underpin various Council activities.

The Council welcomes input on its financial management strategy and whether there should be an acceleration of the debt retirement programme. Obviously any acceleration will have an adverse effect on rates paid in the short to medium term.



Further details of the Council's current and projected financial position can be found on page 142.

Sustainable Development and Climate Change

This plan has been prepared through the lens of sustainable development. The concept of local authorities taking a sustainable development approach is enshrined in Section 14, Principles Relating to Local Authorities, of the Local Government Act 2002. The 2006-16 LTCCP spent a considerable amount of commentary, consultative and investigative effort on questioning the sustainability of the Council's abundance of parks and reserves and service levels associated with these assets. In the final analysis the community gave a resounding message that it wanted to see the present parks and reserves maintained for the foreseeable future and that the assets should be considered a legacy from the past and not a millstone on the District's future.

Whilst there is no specific section in the plan relating to sustainable development, readers will see references to sustainable development punctuated throughout the commentary on the various Council activities. Where appropriate the Council has set aside a separate subsection in an activity to make comment on issues and proposals pertaining to sustainable development which are occupying the mind of both elected members and the activity manager.

In similar vein, the Council has commenced earnest consideration of its response to climate change. Readers will also find reference to climate change in some of the Council activities where either its impact is likely to be felt or where the Council has considered that it can make a contribution to mitigating its effects. Like the concept of a Long Term Council Community Plan, the issue of climate change is expected to increase in intensity and evolve in terms of the Council's response to these challenges, over a period of time. Both sustainable development and climate change will in all probability form key components of the Council's decision making process in the future.

Recycling

If there is a single issue that will define the 2009-19 LTCCP, it is the question of recycling and the level of service provided by the Council. The Council has consulted extensively with the community in recent years to ascertain its views on whether a kerbside recycling service or a variant thereof should be introduced. Feedback from this consultation has indicated there is a slight preference for a comprehensive kerbside recycling service. However, there is also a strong – albeit smaller – body of opinion that the Council should allow the status quo to prevail and not introduce any enhanced form of recycling service or facility.

This plan provides for the introduction of a kerbside recycling service in 2012-13. This particular initiative will cause a spike in urban rates of about 12%. Details of the cost of the service and the commitment to undertake a special consultative process before a final decision is made can be found in the commentary of the solid waste activity.

Roading

The Council recognises that there is not wholesale satisfaction with the level of service currently provided in respect of gravel rural roads. This was borne out in the 2008 Gore District Council Resident Survey in which the maintenance of local gravel roads was identified by residents as a service that could be improved.

The Council has responded to this signal by allocating an extra \$66,000 from rates as a local share to increase the maintenance of gravel roads in the rural rating area. This additional expenditure will be devoted to bringing more roads into a higher classification so that they will receive a higher frequency of grading and increased application of metal.



Arts and Heritage

In recent years the Council has made great strides in providing a quality arts and heritage infrastructure which has been a source of pride to locals and an alluring attraction for visitors. This plan continues the strategy set out in its 2006 predecessor in respect of developing the Gore Arts and Heritage Precinct.

With the acquisition of the former Smiths City building at 28 Irwell Street, Gore all property in what is known as the Arts and Heritage Precinct is now in public ownership.

This plan therefore provides for capital expenditure in the 2012-13 and 2013-14 financial years to develop the former Smiths City building in order to facilitate expansion of the arts and heritage facilities which are domiciled immediately west of these premises.

The Council further believes that its arts and heritage infrastructure and services provide a definitive and positive point of difference for the Gore District and its place within both the Southland region and indeed the nation.

Civic Buildings

A significant capital project planned and profiled in the civic buildings activity is an extension to the Council's Gore Civic Administration Building. This extension is proposed due to pressure on storage and office space within the existing building which apart from an extension to accommodate a new Council chamber effected in 1994, has not been modified or extended since its establishment in the 1960s.

It is appreciated that any modification or extension to civic administration accommodation is also a sensitive subject with ratepayers. However the Council is hard-placed to find sufficient room to store its records, as well as comfortably accommodating staff. A sum of \$750k has been allocated in the 2010-11 year to provide for an expansion of the building. Whilst the preferred option at this stage is an expansion of the building, once investigations commence it could be that an alteration to the existing building without increasing the floor space could achieve the same objective. However, either way it appears from this vantage point that the Council will need to invest some funds in modernising its principal administrative building.

Water

The Council intends to implement a number of improvements to both its water supply and treatment over the planning period being reviewed. In terms of water treatment, the Council is working towards full compliance with the New Zealand Drinking Water Standards by 30 June 2010. The installation of new ultraviolet treatment equipment in the three treatment plants within the urban rating area should achieve this compliance.

It is also intended to renovate the existing wells that serve the Gore water supply or develop a new well, in order that the Council can extract its full entitlement, permissible under the Water Take Resource Consent it holds with Environment Southland. This work which is expected to be completed by the end of the 2009-10 financial year which will enable the Council to meet demand for water during the dry, summer months.

The Council is aware that there are concerns in the community about plans to supply water for a proposed milk processing plant at McNab, near Gore. The Council believes it can sustainably supply water to the plant on the basis that its existing wells are renovated.

The development of a new milk processing plant is anything but certain, with the project being put on hold for 12 months. Should the project proceed, the Council will ensure that the capital cost of renovating its wells will be recovered by the developers of the new plant before any agreement to supply water is entered into.

Other notable projects planned to improve the supply of water to urban areas is the construction of a new reservoir at the Hilbre Avenue treatment plant in 2012-13 and the continuation of investigations in respect of rationalising the three separate treatment facilities that operate within the Gore and Maitai supplies. The results of these investigations can be expected to be profiled in a future review of this plan.



New Industry

Since the 2006 LTCCP, the Council and community has witnessed some big announcements in regard to proposed major new industries in the Gore District.

A \$500 million wind farm at Kaiwera Down has now navigated its way through the resource consent process and construction is scheduled to commence in the not too distant future.

The Council has also been working with the developers of a new milk processing plant at McNab, near Gore. While timing for this project is uncertain, the Council views its role as a facilitating sustainable development that has the potential to enhance economic wellbeing in the community.

The Council has also established a strong relationship with Solid Energy. The company is now a large farming enterprise in the Gore District with long term plans to utilise the lignite resource located beneath there land holdings for conversion to an alternate fuel source. The plans, while still in their infancy, provide big opportunities and challenges for the District. The opportunities reside in the economic stimulus afforded by large scale industrial development and new employment avenues. The challenges relate to ensuring that the environment and the District's lifestyle is not comprised by the development.

This plan makes no definitive provision for heavy industry, but rather continues the Council's attitude of being receptive to new business enterprises, but mindful of preserving the characteristics and values of the District.

Community Development

The Council has a statutory obligation to have regard for the wellbeing of the community. Over the past three years the Council has forged a more certain pathway in regard to its role with community development and addressing social disconnection in the community. The establishment of a Youth Council, creation of a Community Development Officer position, participation in the Southland Healthy Homes project, working with the recently established Matura Taskforce to address social and health issues in that community and the preparation of a draft Alcohol Strategy for the District are just some of the examples of where the Council's efforts have been directed in this broad area in recent times.

The Council will continue to take a leading role in advocating for all residents in the District and particularly disadvantaged groups within the community. With the current uncertain and difficult economic climate, it is anticipated that the call for leadership from the Council in this area will intensify in the foreseeable future.

Land Use Intensification

In recent years the rural areas of the Gore District have experienced a notable shift to dairying. This intensification of land use has had some impact on the quality of the Council's raw water supply in Matura. This in turn may prompt the need for the Council to look at other options for securing a better quality of raw water.

In roading the move to dairying has yet to directly affect the condition of rural roads. At this point in time there is no firm evidence that dairying necessitates a higher degree of maintenance or rehabilitation of the roading network than would normally be required. This situation will however be monitored and if necessary, measures will be introduced at the next three yearly review of the LTCCP, in 2012.



Tracy Hicks
MAYOR



Stephen Parry
CHIEF EXECUTIVE



FINANCIAL OVERVIEW

The increase in rates represents an overall increase of 3.72%. The impact of the increase will vary slightly amongst the sectors of Residential, Commercial, Rural and Industry.

Rates	Urban	Rural	Industrial	Total (incl GST)
2009/10	8,241,590	3,376,056	201,756	11,819,402
2007/08	7,968,678	3,232,090	195,095	11,395,863
% increase	3.42%	4.45%	3.41%	3.72%

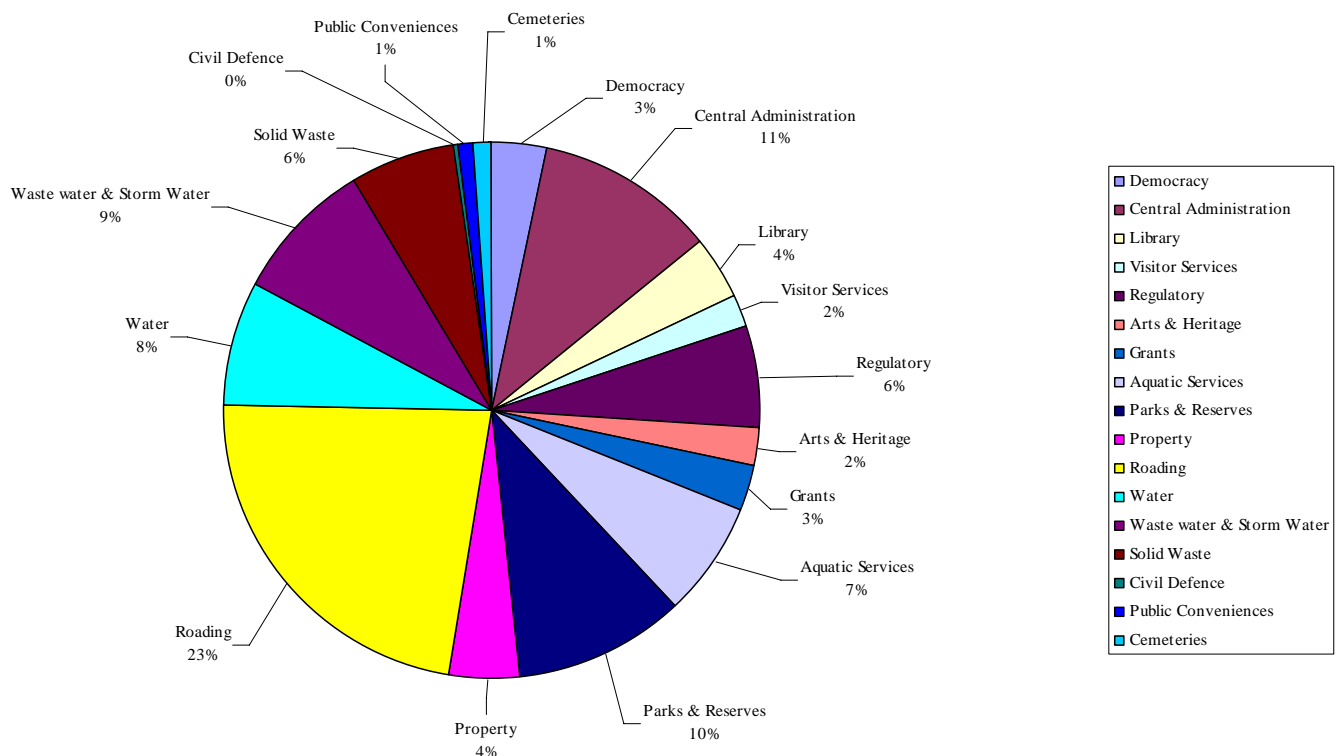
Projected Rates Increase 2009-2019

	YE 30 June 2010 LTCCP Forecast	YE 30 June 2011 LTCCP Forecast	YE 30 June 2012 LTCCP Forecast	YE 30 June 2013 LTCCP Forecast	YE 30 June 2014 LTCCP Forecast	YE 30 June 2015 LTCCP Forecast	YE 30 June 2016 LTCCP Forecast	YE 30 June 2017 LTCCP Forecast	YE 30 June 2018 LTCCP Forecast	YE 30 June 2019 LTCCP Forecast
General Rates Increase (Decrease)	5.30%	5.86%	4.07%	2.82%	0.98%	2.91%	(2.12)%	3.69%	1.82%	1.46%
Targeted Rates Increase (Decrease)	3.15%	3.36%	2.68%	12.49%	3.50%	0.96%	5.14%	1.81%	1.51%	2.63%

Operating Expenditure

Operating Expenditure includes the day to day costs necessary to run the organisation. These are costs that occur on a regular basis. The total operating expenditure for the 2009/10 financial year is \$15,761,000.

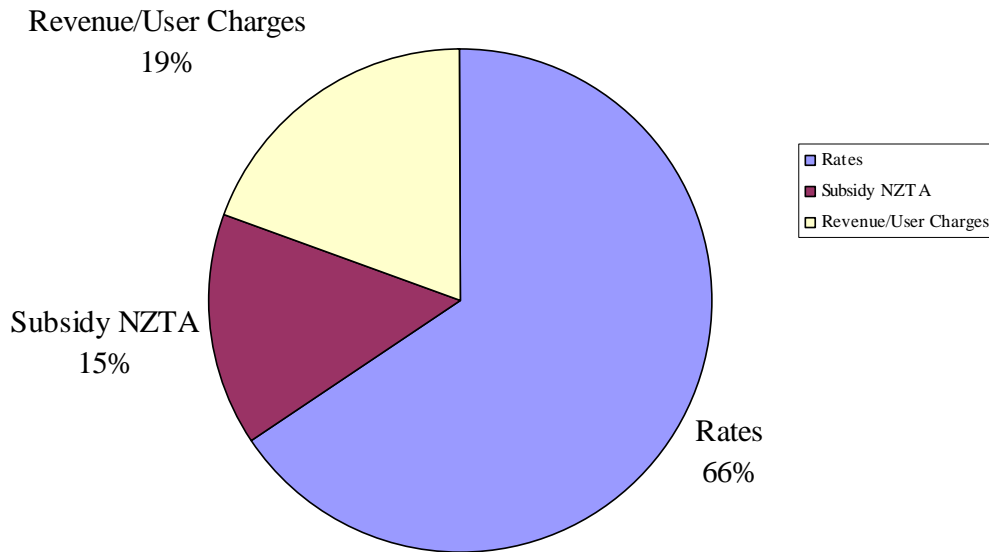
Operating Expenditure by Activity



Operating Revenue by Type

Operating expenditure is generally met by operating revenue in each year, to ensure that Council's operations are sustainable, and that each year's ratepayers are paying their share towards these costs.

Operating Type by Revenue



Capital

Capital Expenditure is the cost incurred by the Council on assets that will provide service to the community for many years. The Council has provided for capital expenditure of \$3,973,000. This is being funded by depreciation, loans, and LTNZ subsidy with a small amount from available reserves.

The Council will raise loans to fund capital when no other appropriate revenue or funding sources are available.

THE COUNCIL'S COMMITMENT TO SERVICE

At the Gore District Council, we believe:

We are here for you

We are in existence to be of service to you, the ratepayers. It is the ratepayers who drive the planning for, and implementation of, services/activities provided by Council. In any community it is common to have a diversity of opinions. We strive to do our best to ensure that the majority of people are satisfied with what we do. It is also our responsibility to ensure that no party is adversely affected by what we do for the benefit of the majority.

You always come first

The residents and ratepayers come first in all our priorities. We therefore believe that you have the right to expect the following when you contact us either in person, by letter or by telephone:

- To be heard politely;
- To receive accurate explanations or information within reasonable time frames;
- To have access on the spot or by appointment to a member of the staff who is competent to help you;
- To expect courtesy, professionalism and integrity from the staff;
- To expect respect for personal information in accordance with the Privacy Act 1993;
- To receive an apology if we make a mistake.

If you are not satisfied with the solution offered to your individual problem(s) by the officers at the Council, you have a right to request access to their superior officers or the Chief Executive.

If you are still unhappy with the solutions offered by the Council you have a right to seek a review of the Council's decision from an external authority relevant to your problem (eg Environment Court, Department of Building and Housing, or the Ombudsman). We will be happy to advise you of these appeal procedures.

We act on your behalf

It is also our responsibility to improve and maintain the assets of the District on behalf of the ratepayers in the most cost-effective manner, also ensuring the availability of the service of those assets in the long term. We also have a responsibility to provide all the services expected by the ratepayers in an economical manner while complying with the various Acts and Regulations governing the work of the Council.

Your feedback is important

Your feedback is the only way we will know whether we are heading in the right direction. We value both your positive and negative feedback to encourage us if we are doing the right thing or to review our position if we are not.

As a resident and/or ratepayer of the District, you have access to, or can telephone or write to the Mayor of the District, Councillors, the Chief Executive or any of the Management Team.



ELECTED COUNCIL REPRESENTATIVES



Tracy Hicks
His Worship the Mayor



Cr Cliff Bolger
Deputy Mayor
District Wide Ward



Cr Peter Grant
District Wide Ward



Cr Hugh Gardyne
Waikaka Ward



Cr Alister McLennan
Mataura Ward



Cr Steven Dixon
Gore Ward



Cr Douglas Dixey
Gore Ward



Cr Brett Highsted
Gore Ward



Cr Neil Harvey
Gore Ward



Cr Graham Sharp
Kaiwera-Waimumu Ward



Cr Nicky Davis
District Wide Ward



Cr John Heller
Gore Ward



COMMITTEE STRUCTURE

The Council has three committees comprised of all Councillors who meet to have preliminary discussion on various issues

COMMITTEE	AREA OF RESPONSIBILITY	CHAIRMAN/CHAIRPERSON
Finance and Policy Committee	To cover financial and management services, including policies	Cr Cliff Bolger
Operations Committee	To cover storm water, water and sewerage treatment, roading and works operations and recreational and community facilities.	Cr Nicky Davis
Regulatory and Planning Committee	To cover policy governing regulatory matters.	Cr Alister McLennan
Community Services Committee	To cover provision, maintenance and development of community services.	Cr Neil Harvey

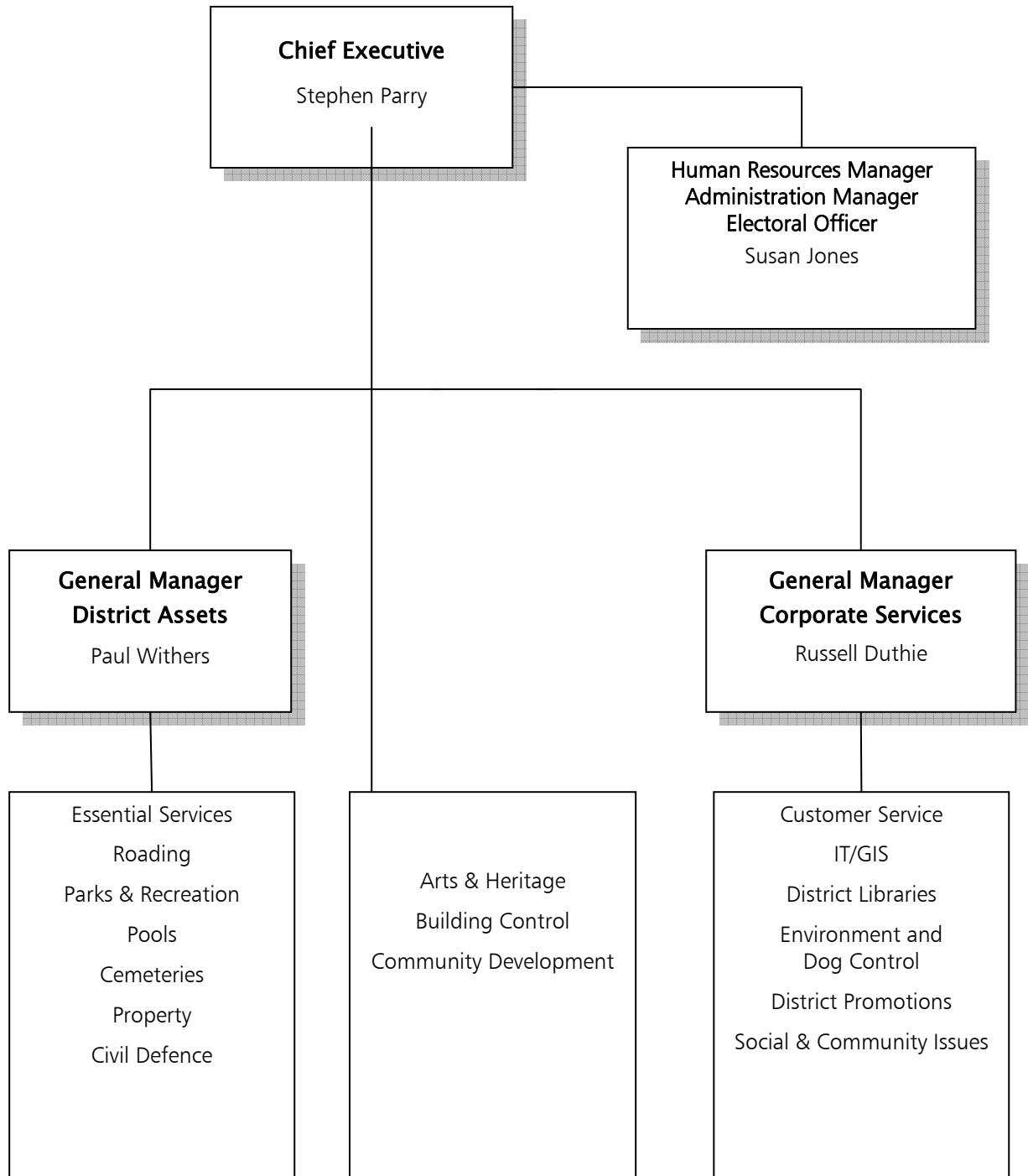
In addition to the Committees of the Council there is one Community Board for Mataura.

Council Representative:
Cr Alister McLennan

Members are:
Bill Lee - Chairman
Margaret Gillan
Peter Crake
Neville Phillips
Laurel Turnbull



MANAGEMENT STRUCTURE



COMMUNITY OUTCOMES

Community outcomes enable communities to discuss and prioritise their 'desired outcomes' as they relate to 'the present and future social, economic, environmental, and cultural well-being of the community'. In order to facilitate this process, local authorities determine how best to measure progress towards the achievement of outcomes, while local authorities and 'other organisations' utilise the identified outcomes in order to better coordinate and prioritise the delivery of resources and activities so as to achieve the desired outcomes.

Section 91 of the Local Government Act (LGA) 2002 requires local authorities to identify community outcomes not less than once every six years. The identification and realisation of outcomes requires a coordinated whole of community approach which is coordinated by local authorities but also includes central government and the business and volunteer sectors. Section 92 of the Act requires local authorities to monitor and report on the progress being made towards the achievement of the outcomes not less than once every three years.

Additionally, Schedule 10 of the LGA 2002 requires local authorities to incorporate community outcomes into Long-Term Council Community Plans (LTCCPs) and Annual Reports.

The effect of Sections 91 and 92 of the LGA 2002 is to devolve responsibility for community outcomes to the regional, District or local level best suited to their delivery. Furthermore, all sectors of a community with a responsibility for the achievement of outcomes can be seen to be accountable to that same community. Once the community has identified its preferred outcomes, stakeholder agencies and service providers have, in effect, received a clear mandate to promote these outcomes by incorporating them into existing programmes, altering existing programmes to take due cognisance of the outcomes, or to create new programmes as required.

Our Way Southland

Six years ago Southland's local authorities first invited our citizens to define their aspirations for their region and its communities. This is what the community told us they wanted:

1. *Southland is a great place to live.*
2. *A diverse economy built from our strengths for growth and prosperity.*
3. *Safe places in a caring society that is free from crime.*
4. *We are healthy people.*
5. *Strong effective leadership taking us into the future.*
6. *A treasured environment which we care for and which supports us now and into the future.*
7. *A well-educated and skilled community continually seeking further opportunities to learn.*

These measures of the community's collective well-being are known as "community outcomes". Southland's community outcomes have, since 2003, been identified and monitored on a collaborative regional basis by the Our Way Southland project. This project is supported by all of the four Southland local authorities – the Invercargill City Council, the Gore and Southland District Councils, and Environment Southland – and reports to the joint-council body, the Shared Services Forum.

The outcomes have been incorporated into this Long Term Council Community Plan as guiding principles. Local Government has a legal responsibility under the Local Government Act 2002 to take community outcomes into account when setting our programmes and activities, so we can do our part in helping realise our community's aspirations. Government departments, private businesses, volunteer groups and other agencies also have a role to play, but the responsibility to facilitate the process sits with Southland's councils. Southland councils have a history of collaboration with other councils, Maori, organisations and the private sector. By working together we have been able to develop the first Monitoring Report of the Community Outcomes for Southland. Forums of key stakeholders are planned to formally review the results, prioritise areas for action along with identifying responsible parties.

Sections 91 and 92 of the Act require councils to coordinate a whole of community approach, involving local and central government and the business and volunteer sectors, in order to identify and realise community outcomes. Section 91 of the Act says that we must consult the community and define its desired outcomes not less than once every six years. Section 92 requires that councils monitor and, at least once every three



years, report on what progress has been made towards achieving the community's outcomes. Each council must weave the community's desired outcomes into its strategic and annual plans, in accordance with Parts 1 and 3 of Schedule 10 of the Act, so that we are consciously working towards the same ends.

A Community Outcomes Regional Coordinator was appointed in March 2008 to monitor and report on the progress which has been made towards achieving Southland's community outcomes for the period August 2005 to August 2008. The monitoring report establishes baselines from which further measurements of community progress towards collective well-being can be gauged. This report has now been adopted by the four constituent councils of the Our Way Southland project.

How do we Measure Progress?

Depending on your perspective and circumstances, all or some of the seven community outcomes may already have been substantially realised, or we may have a long way to go. Each outcome itself has intermediate outcomes, which were also identified by the Southland community, and a series of indicators that help us measure progress. Steps towards achieving the intermediate and long-term outcomes are being monitored as part of the Our Way Southland project. Further community consultation will be undertaken in order to confirm or revise the outcomes, which will be redefined by August 2011.

Monitoring and Reporting Southland's Community Outcomes 2005 - 2008

The first monitoring report covers the period August 2005 to August 2008 and establishes baselines from which further measurements of community progress towards well-being can be gauged. It has been compiled using data from many official sources, including central and local government and gives a snapshot of Southland's collective state of well-being.

The information will help councils and the community set future regional policies and funding allocations so that the delivery of resources and activities can be better coordinated and prioritised to best achieve the desired outcomes.

A key feature of the Southland regional economy between August 2005 and August 2008 has been the significant transfer of agricultural activity from sheep and beef farming into dairying and dairy support, with the regional dairy herd increasing six-fold between 1993 and 2007. Regional sheep numbers fell by over two million over the same period, while the deer herd doubled. The correlation between dairy commodity prices, regional farm sales and dairy conversions is evident, particularly with high dairy commodity prices realised since mid-2007.

Details of results to date are contained in the following progress report table:

Outcome	Intermediate outcomes	Indicators	Progress
<p>Outcome 1 "Southland is a great place to live"</p>	<ul style="list-style-type: none"> • We value our history and heritage • We have a choice of quality places to go and things to do • We embrace and respect a diverse community • We are proud to be Southlanders • We live in a creative place 	<p>Indicator 1:</p> <ul style="list-style-type: none"> • New Zealand Historic Places Trust registrations of Category 1 and 11 buildings and Historic Areas in the Southland Region by Territorial Local Authority • Southland Coastal Heritage Inventory Project results 2008 <p>Indicator 2:</p> <ul style="list-style-type: none"> • Heritage sites within the Southland Region have been progressively made available to the local community and visitors alike with the development of heritage trails • Museum developments within the Southland Region ensure that local and regional history is preserved and presented for the education and enjoyment of local residents and visitors alike. Museum developments within the August 2005 – August 2008 reporting period • Southland 150th celebrations 2006 <p>Indicator 3:</p> <ul style="list-style-type: none"> • Community Funding within the Southland Region <p>Indicator 4:</p> <ul style="list-style-type: none"> • Quality of Life Survey 2008 	<p>The region's history and heritage continues to be recognised, preserved and made available for the enjoyment of the local community and visitors alike. Heritage trails cover a significant portion of the region. The activities of community funding agencies ensure that approximately \$20m per annum is made available for community based activities. However, Southland residents identified the region's nightlife and arts and culture as two of the five least favourable ratings for 2008.</p>

Outcome	Intermediate outcomes	Indicators	Progress
<p>Outcome 2 "A diverse economy built from our strengths for growth and prosperity"</p>	<ul style="list-style-type: none"> • We have a quality infrastructure with potential for growth • We have an innovative and vibrant culture that supports business • We have a business friendly environment in which to operate • We have an economy built on our competitive advantage • We have full employment and rewarding careers • We retain and build on our skills base • We keep the things about living here that we value 	<p>Indicator 1:</p> <ul style="list-style-type: none"> • Regional GST (\$M) <p>Indicator 2:</p> <ul style="list-style-type: none"> • Economic Activity <p>Indicator 3:</p> <ul style="list-style-type: none"> • Employee Count <p>Indicator 4:</p> <ul style="list-style-type: none"> • Unemployment Rate <p>Indicator 5:</p> <ul style="list-style-type: none"> • Income <ul style="list-style-type: none"> a. Average Hourly Earnings b. Average Weekly Income 	<p>Southland's economic activity ran counter to the general regional trend of slower economic growth. The region has a low unemployment rate compared to the national average for the year ending March 2008, although the average hourly earnings of both male and female workers throughout the region and the average weekly income are consistently below the New Zealand average.</p>
<p>Outcome 3 "Safe places in a caring society that is free from crime"</p>	<ul style="list-style-type: none"> • We have safe roads • We have safe homes • We have public places safe for children and families • We apprehend and hold law breakers appropriately accountable • We support the victims of crime 	<p>Indicator 1:</p> <ul style="list-style-type: none"> • Road Crash Statistics for the Southland Region 2005 – 2007 <ul style="list-style-type: none"> a. Road trauma and casualties by environment per Territorial Local Authority b. Crash trends per Territorial Local Authority <p>Indicator 2:</p> <ul style="list-style-type: none"> • Recorded and Resolved Crime Southland Police Area 2005 – 2007 <p>Indicator 3:</p>	<p>New Zealand Transport Agency has estimated that the social cost of road crashes within the Southland Region in 2007 totalled \$129.2M. General crash trends show that in the Invercargill City Council and Gore District Council areas, significant numbers of crashes occur on wet roads or at intersections, while wet roads or night time crashes account for a significant number of crashes in the Southland District Council area. Recorded violent offending statistics have been skewed by Southland Police targeting particular categories of offending and offenders. Recorded crime in the categories of drugs</p>

Outcome	Intermediate outcomes	Indicators	Progress
		<ul style="list-style-type: none"> Percentage of residents who feel safe in their homes, neighbourhoods and communities 	<p>and antisocial behaviour, dishonestly, property damage, property abuse and administrative did not vary significantly for the 2005- 2007 period.</p>
<p>Outcome 4 "We are healthy people"</p>	<ul style="list-style-type: none"> We are able to live healthy lifestyles We have good quality affordable housing We live in a compassionate caring community We have equity of access to health services 	<p>Indicator 1:</p> <ul style="list-style-type: none"> Life Expectancy at birth <p>Indicator 2:</p> <ul style="list-style-type: none"> Regular physical activity for adults by District Health Board Area 2006/07 <p>Indicator 3:</p> <ul style="list-style-type: none"> Housing – quality/age/affordability of housing stock <p>Indicator 4:</p> <ul style="list-style-type: none"> Access to Primary Health Providers <ol style="list-style-type: none"> Children and adults who saw a general practitioner in the previous 12 months, by District Health Board area (2006/07 health survey) Unmet need for GP services by District Health Board area <p>Indicator 5:</p> <ul style="list-style-type: none"> Publicly-Funded Hospital Discharges by Diagnosis 2004-2006 by Territorial Local Authority <p>Indicator 6:</p> <ul style="list-style-type: none"> General Health Summary by District Health Board area 2006/07 	<p>The available information suggests that the life expectancy of Southland males and females is lower than national and OECD figures. The results of the 2006/07 Health Survey conducted by the Ministry of Health indicates that Southlanders are more likely to undertake 30 minutes of physical activity a day. Housing in the region has become steadily less affordable since May 2005, although Southland's housing is still the most affordable housing in New Zealand. The quality of the regional housing stock does not compare favourably with the rest of the country, with an estimated 86% of houses having been built before 1980 and therefore lacking insulation. Southlander children and adults appear less likely to see a general practitioner than the national trend, although the proportion of children and adults who had an unmet need to visit a general practitioner was significantly lower than the national average.</p>
<p>Outcome 5 "Strong, effective leadership taking us</p>	<ul style="list-style-type: none"> Citizens and communities are inspired, motivated and 	<p>Indicator 1:</p> <ul style="list-style-type: none"> Participation in 2004 local authority 	<p>Voter participation in local authority and general elections compared favourably with</p>

Outcome	Intermediate outcomes	Indicators	Progress
into the future"	<p>empowered</p> <ul style="list-style-type: none"> • Decisions are progressive, forward looking and robust. • The community has confidence in its leaders 	<p>elections compared with national trends</p> <ol style="list-style-type: none"> a. Voter turnout by Southland local authority 2004 b. Voter turnout for mayoral/council chairmen elections 2004 <p>Indicator 2:</p> <ul style="list-style-type: none"> • Voter turnout in the Invercargill and Clutha-Southland electorates in the 2005 general election compared with national trends <ol style="list-style-type: none"> a. Party Votes and Turnout by Electorate 2005 General Election b. Electorate Candidate Votes and Turnout by Electorate 2005 General Election 	<p>national trends, with voter turnout in the 2004 local authority elections exceeding the national turnout, and voter turnout in the 2005 general election only slightly lower than the national turnout.</p>
<p>Outcome 6 "A treasured environment which we care for and which supports us now and into the future"</p>	<ul style="list-style-type: none"> • We have an informed community caring for the environment • We have a healthy, safe and accessible built environment • We have an environment protected from the negative effects of human activities. 	<p>Indicator 1:</p> <ul style="list-style-type: none"> • Environmental Education – Enviroschools <p>Indicator 2:</p> <ul style="list-style-type: none"> • Air quality. Summary of PM10 measured in Invercargill and Gore from 2003 to 2007 <p>Indicator 3:</p> <ul style="list-style-type: none"> • Drinking water <p>Indicator 4:</p> <ul style="list-style-type: none"> • Southland’s Marine Reserves <p>Indicator 5:</p> <ul style="list-style-type: none"> • Recycling depots – Southland 	<p>The Enviroschools initiative is well supported by the region’s local authorities and other agencies such as the Department of Conservation and the Southland Museum and Art Gallery. Thirteen schools in Southland are currently part of the Enviroschools programme, and a further four schools expected to join in 2009. The monitoring of air quality in Invercargill and Gore indicates that emissions from home fires exceed the maximum guidelines between mid-May and mid-August. Southland’s marine reserves in the Fiordland and Rakiura National Parks preserve a remarkable range of diverse habitats and species. Southland faces the challenge of how best to recycle an annual amount of waste equivalent to an average rugby field, filled six storeys high with rubbish.</p>

Outcome	Intermediate outcomes	Indicators	Progress
<p>Outcome 7 "A well-educated and skilled community continually seeking further opportunities to learn"</p>	<ul style="list-style-type: none"> • We have accessible learning opportunities • We have high quality learning opportunities available to meet community needs and demands • We deliver innovative, integrated and effective learning programmes • We have a culture of continuous learning. 	<p>Indicator 1:</p> <ul style="list-style-type: none"> • Education participation rates in the Southland Region 2006 <ol style="list-style-type: none"> a. Number of enrolments in early childhood education services by type of service at 1 July 2006 b. Number of students enrolled in Southland by Governing Authority and School Type at 1 July 2006 <p>Indicator 2:</p> <ul style="list-style-type: none"> • Students leaving Southland secondary schools during 2005 by level of highest attainment <ol style="list-style-type: none"> a. Students leaving Southland secondary schools during 2005 by level of highest attainment b. Students leaving Southland secondary schools during 2006 by level of highest attainment <p>Indicator 3:</p> <ul style="list-style-type: none"> • Highest qualification for people aged 15 years and over, Southland Region and New Zealand, 2006 <p>Indicator 4:</p> <ul style="list-style-type: none"> • Number of people participating in continuing education 	<p>The current shortage of early childhood services in the Southland Region shows no signs of easing. The number of students who leave secondary school with little or no formal attainment has dropped from 10% in 2004 to 8.2% in 2006, although 35.6 percent of people aged 15 years and over in Southland have no formal qualifications, compared with 25.0 percent for New Zealand. The Zero Fees scheme offered by the Southern Institute of Technology has enhanced educational opportunities for all students, including non-traditional users of tertiary education.</p>

Conclusion

Overall, good progress has been made towards achieving the seven Community Outcomes identified in August 2005. Improvements can nevertheless be made within the areas of Outcome Two (average hourly earnings and average weekly earnings), Outcome Three (road safety and resolution rates for recorded crimes), Outcome Four (quality of Southland's housing stock), Outcome Six (air and water quality) and Outcome Seven (provision of early childhood services and NCEA attainment levels).

Local authorities will continue to consult the community and the public debate on the future well-being of the region will be reinvigorated. Community-based monitoring will be established, as appropriate, to provide more localised and timely data against which to monitor the achievement of community outcomes.

Further monitoring and reporting

A further report will be prepared during the second monitoring and reporting period for the project, which ends in August 2011. The community outcomes themselves will be re-identified no later than August 2011 as well.

A longer-term goal of the Our Way Southland monitoring and reporting programme is to produce a series of linked indicators, whereby a collective description of local conditions will provide a regional perspective. Similarly, regional indicators with local variations will enable us to make comparisons with other regions and with national trends. The combination of indicators may also permit a more sophisticated understanding of regional and local issues. For instance, mapping areas of socio-economic deprivation, and then comparing or overlaying this indicator with other indicators such as the quality of housing stock, methods of home heating, reported medical conditions, levels of educational achievement, recorded crime and so on can build up a detailed picture of a community in need, and help indicate where assistance might best be directed.

Realising Community Outcomes

The monitoring report will form the basis of further discussion with key stakeholders and councils about how best to collaborate in achieving the community outcomes. These stakeholders include Maori, community groups, business groups, government departments and many other organisations. All of these have a key role to play in the development and delivery of initiatives to work towards outcomes.



GORE DISTRICT COUNCIL'S CONTRIBUTION TO COMMUNITY OUTCOMES

As mentioned in the previous section, the responsibility for delivering the services required to achieve the community outcomes does not rest with the Council alone. A number of other government agencies and non-government organisations, private enterprises and business concerns, iwi groups, informal community groups and individuals influence the achievement of the community outcomes, and by extension, the social, economic, cultural and environmental well-being of communities in Gore District.

Nevertheless, the Council's activities directly and indirectly contribute to all seven of the community outcomes identified in the Our Way Southland process. The Council's governance functions and services provide an enabling environment which allows residents, businesses and visitors to the District to go about their everyday lives with relative ease and safety, earn their livelihoods, run their businesses, enjoy leisure and recreational activities, as well as participate in community and other social activities essential to their quality of life and fulfilling their expectations of living in a democratic and inclusive society.

The next section/chapter on the 'Council's Activities' provides a summary of each of the different activities undertaken by the Council and the ways in which these activities contribute to achieving the seven community outcomes. The council's activities have been categorised under three different headings or activity groups: Community Services, District Assets and Leadership.

In addition to the services and legislative or regulatory functions performed by the Council, which are detailed in the subsequent sections/chapters of this plan, the Council also promotes the achievement of community outcomes by:

- providing leadership, representing, and being an advocate for community interests;
- providing information necessary for sustainable development and other activities within the District;
- acting as a facilitator, mediator, organiser and/or motivator of community-based initiatives and/or collaboration at the grass roots level;
- engaging in partnerships with key agencies, and community groups; and
- monitoring and reporting on progress towards achievement of community outcomes.

Each of the activity summaries included in the next section/chapter provides details on the following:

- an introduction: which explains the type/nature of the service provided;
- a rationale for the service: why is the service provided?
- its contribution to community outcomes;
- the levels of service and performance measures over the ten-year duration of the plan;
- how the services are funded;
- the assets that are used to provide the service, and how the Council manages, maintains and funds replacement of the assets; and
- future changes highlighting the envisaged developments or changes in that activity, including details on proposed changes to the existing levels of service or way in which the services are delivered.

It is pertinent to note that as the Community Outcomes 'sit' within the broader framework of the Long Term Council Community Plan, the Council sees the outcomes as a guide for planning and decision-making, which is entirely consistent with its role towards ensuring social, economic, cultural and environmental well being in the District.

Thus, the Council has integrated community outcomes within its planning documents such as the activity management plans listed at page 5 and seeks to ensure that activities or initiatives presented in other planning documents such as the District Plan, regional reports such as the Southland Region Waste Management Plan, and the Southland Leisure Strategy are implemented in ways that serve to promote the achievement of community outcomes.



COUNCIL'S ACTIVITES



COMMUNITY SERVICES

Arts, Heritage and Visitor Services

District Libraries

Grants

Regulatory



COMMUNITY SERVICES - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
31	Library	25	26	27	28	28	29	30	30	31	32
39	Visitor Services	37	38	39	40	41	42	43	44	45	46
703	Regulatory	812	853	873	894	913	933	954	981	1,005	1,030
15	Arts & Heritage	20	21	21	22		(0)		(0)	(0)	(0)
-	Grants	141	147	151	154	158	161	165	169	173	177
789	TOTAL OPERATING REVENUE	1,036	1,086	1,111	1,138	1,140	1,165	1,192	1,224	1,253	1,285
	EXPENDITURE										
637	Library	685	737	718	733	747	763	777	797	835	839
327	Visitor Services	360	361	370	394	387	396	422	417	428	458
975	Regulatory	1,072	1,101	1,122	1,143	1,160	1,185	1,380	1,245	1,277	1,310
414	Arts & Heritage	412	433	452	478	523	555	569	586	602	619
322	Grants	471	486	497	505	497	508	518	534	547	557
2,675	TOTAL OPERATING EXPENDITURE	3,000	3,118	3,159	3,254	3,314	3,407	3,666	3,580	3,689	3,783
(1,886)	OPERATING SURPLUS/(DEFICIT)	(1,965)	(2,031)	(2,048)	(2,116)	(2,174)	(2,242)	(2,474)	(2,356)	(2,435)	(2,498)
	CAPITAL										
22	Library	46	88	45	35	-	-	-	-	10	-
14	Visitor Services	5	5	5	5	-	-	-	-	-	-
-	Regulatory	-	55	38	-	17	24	26	37	25	-
16	Arts & Heritage	-	22	22	280	293	24	-	14	44	-
52	TOTAL CAPITAL	51	170	110	320	310	47	26	51	79	-
108	DEBT REPAYMENT	116	124	130	137	63	33	13	-	-	-
(2,046)	NET COST OF THIS FUNCTION	(2,132)	(2,325)	(2,288)	(2,573)	(2,547)	(2,322)	(2,514)	(2,407)	(2,515)	(2,498)
	FUNDED BY:										
1,571	Rates - General	1,629	1,699	1,747	1,772	1,809	1,879	1,807	1,867	1,947	1,960
398	Rates - Targeted	392	406	422	427	438	446	455	471	482	491
96	Depreciation	103	109	109	109	109	109	109	109	109	109
(18)	Reserves	(1)	26	9	(16)	(88)	(113)	143	(40)	(24)	(62)
-	Loan	9	85	-	280	280	-	-	-	-	-
2,046		2,132	2,325	2,288	2,573	2,547	2,322	2,514	2,407	2,515	2,498



ARTS, HERITAGE AND VISITOR SERVICES

INTRODUCTION

Arts and Heritage is a department within the Council that facilitates the sustainable development of community-owned, non-profit arts and heritage enterprises, facilities and infrastructures. It also manages, in partnership with key public providers, cultural property and programmes for the benefit of the people of Gore District, and visitors to the area.² The department manages the District's Visitor Information Centre which is part of the national i-SITE Visitor Centre Network. The Centre serves as a booking outlet for residents and visitors to make their domestic travel arrangements, as well as being a source of professional tourism related advice and recommendations. The department is also a pivotal link between local cultural interests and public sector agencies that govern policy surrounding the management and funding of cultural property and related infrastructures.

Gore District hosts a significant range of award-winning cultural facilities,³ museums and collections. Items of movable cultural property include heritage collections and art collections of local, regional, national and international significance.

Departmental resources are spread over a number of sites within the Gore District, as indicated by the table below. Staff of the department play a pivotal role in facilitating the development of arts, culture and heritage resources in the District. They actively seek capital funding from external sources for arts and heritage initiatives in the District, perform project management functions in the implementation phase of building arts and heritage facilities, as well as provide ongoing management of related collections and programmes.

Facility	Components and status
Hokonui Heritage Centre	Hokonui Moonshine Museum - complete Gore Historical Museum - complete Hokonui Heritage Research Centre – complete
Eastern Southland Gallery	Eastern Southland Gallery – complete John Money Wing - complete Muka Studios – pending
Croydon Aviation Heritage Centre	In progress
Mataura Heritage Centre	In progress
Hokonui Pioneer Park	In progress
Former East Gore Presbyterian Church upgrade to Artist in Residence Centre	In progress

The department fills a wider cultural and developmental brief by entering into community partnerships that meet agreed criteria articulated in Council policies relating to events, community and economic development.

Through its 'heritage' brief, the department actively participates in the work of key regional heritage organisations, including: the NZ Historic Places Trust (Southland Branch) and Southland Regional Heritage Committee.

By virtue of its 'arts' brief, the department is an active participant in the work of key regional arts organisations, including: Creative Communities Scheme (Gore District) and Creative Southland.

From time to time, the department collaborates with organisers of local cultural tourism events, for instance, the Hokonui Moonshiners' Festival, NZ Country Music Festival, and the Hokonui Fashion Design Awards.

In addition, the department networks with local business and community development entities, such as Focus Forum (Eastern Southland Chamber of Commerce) and Venture Southland, in the interest of promoting and facilitating cultural tourism opportunities in the Gore District.

² This department provides a range of management services and advice to various community-based arts, culture and heritage organisations in the District, with a view to facilitating the development of high quality, self-sustaining (non-profit), community-owned arts and heritage facilities. The key public providers are non-profit trusts, incorporated societies and other organisations that own arts and heritage facilities and open them for public use.

³ The Arts and Heritage Centre and staff have been awarded local government awards over three consecutive years, including the 2004 Creative Places Premier Award and the 2005 Outstanding Individual Contribution Award (to Curator, Jim Geddes).

With regard to public education, the department actively encourages the interest of education providers, groups and organisations in the arts and cultural collections and histories of Gore District. To this end, opportunities and access are afforded to an increasing number of stakeholders, in particular:

- Primary Schools (local and regional)
- Intermediate Schools (local and regional)
- Secondary Schools (local and regional)
- Technical Institutes (regional and national)
- Universities (national and international)
- Organised Groups (local, regional, national)
- Tourism Providers (national and international)

WHY IS THE SERVICE PROVIDED?

The current arts and heritage infrastructure in the Gore District is the result of considerable investment on the part of individuals, groups, businesses, public sector funding agencies and major philanthropists. The desire for a significant local cultural infrastructure is clearly articulated by the seven public stakeholder organisations (listed above) and their substantial combined membership.

The current combined arts and heritage asset value of \$10 million is the product of gifts and donations from the people of Gore and key supporters of the District. In the interests of preserving, promoting and interpreting these holdings, a partnership has been developed between the Gore District Council and local culture and heritage organisations to provide a professional service for the management, care and development of facilities and collections.

Collectively these assets and services combine to provide the District’s residents an avenue for preserving, appreciating and demonstrating their cultural heritage. This cannot be easily replicated by private or commercial providers.

Further, the investment in arts and heritage has given the Gore District a distinct point of difference and advantage in attracting visitors and instilling local pride.

The provision of tourism support services via the Visitor Information Centre assists in developing the arts and heritage profile of the District and encourages visitor, residential and commercial growth.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the Council’s arts and heritage department	Level of Service
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	Arts, culture and heritage facilities that are well-maintained and carefully developed increases the diversity of arts, culture and heritage attractions available to residents, thus promoting their quality of life.	<ul style="list-style-type: none"> • To maintain an arts and heritage programme. • To provide a Heritage Centre that meets the needs of the community.
<i>Education and Training</i> 'A well-educated and skilled community continually seeking further opportunities to learn'	Arts, culture and heritage facilities help people connect with their history and culture. Exhibits featuring arts and cultural artefacts from other cultures may help foster a broader appreciation for arts, culture and heritage.	<ul style="list-style-type: none"> • Educate and foster an appreciation for arts, culture and heritage resources located in the District. • To provide a professional information service that meets the needs of locals and visitors.
<i>Economy and Employment</i> 'A diverse economy built from our strengths for growth and prosperity'	The Council’s Visitor Information Centre promotes Gore District as an amazing place to visit and do business, thereby benefiting local enterprises and the economy.	

FUTURE CHANGES AND STRATEGIC PRIORITIES

With the rapidly changing face of primary industry in Gore District, demand for the preservation and interpretation of traditional agricultural activities will be significant. Space and resources for the acquisition and care of sheep industry material (farming/shearing/freezing industry) will need to be considered.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
To maintain an arts and heritage programme.	Offering an interesting array of arts and heritage programmes contributes to an enhanced lifestyle and culture and the primary community outcome of Southland being a great place to live.	A minimum number of projects and performances are completed each year.	Arts and Heritage Department calendar of events.	13 exhibitions 12 performances /projects/ activities.	10 exhibitions 10 performances	10 exhibitions 10 performances	10 exhibitions 10 performances	12 exhibitions 12 performances
To provide a Heritage Centre that meets the needs of the community.	Knowledge of the District's history and heritage enables people to feel proud and positive about their community, which supports the primary community outcome of Southland is a great place to live.	Percentage of users are satisfied with the service as measured by comments in the visitor book.	Comments of users in visitor book.	92% satisfaction rate.	80%	85%	90%	90%

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Educate and foster an appreciation for arts, culture and heritage resources located in the District.	Educating children and the public about arts and culture contributes to the primary community outcome of a well educated and skilled community continually seeking further opportunities to learn.	Knowledge about arts, culture and heritage is shared with schools and interest groups. The public appreciates the services and assets of arts and heritage.	Arts and Heritage Department calendar of visits by school and interest groups. Biennial customer satisfaction survey.	46 visits by schools and interest groups. 96% satisfaction rate.	50 visits 90% satisfaction rate	50 visits 90% satisfaction rate	50 visits 90% satisfaction rate	50 visits 90% satisfaction rate
To provide a professional information service that meets the needs of locals and visitors.	Satisfied visitors will help promote Gore by giving positive feedback to others which in turn helps increase visitors and contributes to a stronger economy.	Visitors are satisfied with the service received and the selection of tourism products on display. The Gore Visitors Centre continues to be a member of the i-SITE Visitors Centre Network.	Survey of customers. Annual VIN inspection and audit.	100% satisfaction. Full membership retained.	95% satisfaction Full membership retained.	95% satisfaction Full membership retained.	95% satisfaction Full membership retained.	95% satisfaction Full membership retained.

ASSETS

The Council do not own the facilities and collections that make up the Arts and Heritage infrastructure of Gore District. The Council does however own two "building shells" which are leased and in which current facilities operate. In all instances the museum fabric, fixtures, collections and activities are owned by the people of the District and are administered by a variety of societies and trusts.

Details of the ownership and operating milieu in each facility are as follows:

Eastern Southland Gallery	
Established:	Opened to the public in 1984
Status:	Incorporated Society
Building:	Exterior of old Carnegie Library is owned by the Council. The land on which a 2003 extension was built is owned by the Council with the extension itself owned by the Society. Also the former East Gore land and building fit-out, plant, furnishings and improvements are owned by the Society.
Collections:	All owned by the Society
Operations:	Partially funded by the Council through community grants
Staffing:	Fully funded by the Council through Department of Arts and Heritage
Programmes:	Fully funded by the Society
Projects:	Fully funded by the Society

Hokonui Heritage Centre	
Established:	Opened to the public in 2000
Status:	Hokonui Heritage Centre Trust (Charitable Trust) Hokonui Moonshine Museum (Charitable Trust) Gore Historical Museum (Incorporated Society)
Building:	Land and building owned by the Hokonui Heritage Centre Trust
Collections:	All owned by the Gore Historical Museum and Hokonui Moonshine Museum
Operations:	Partially funded by the Council through community grants
Staffing:	Fully funded by the Council through the Department of Arts and Heritage Front of House services funded by commission on sales and admissions
Programmes:	Fully funded by Trusts and the Society
Projects:	Fully funded by Trusts and the Society

Croydon Aviation Heritage Trust	
Established:	1996
Status:	Charitable Trust
Building:	Construction in progress – land and building owned by the Trust
Collections:	Owned by the Trust or on loan from private individuals
Operations:	Partially funded by the Council through community grants
Staffing:	Fully funded by the Council through the Department of Arts and Heritage
Programmes:	Fully funded by the Trust
Projects:	Fully funded by the Trust

28 Irwell Street, Gore	
Purchased:	2008
Status:	Purchased by the Council to facilitate expansion of the Hokonui Heritage Centre
Building:	Construction in progress – land and building owned by the Council
Occupied by:	Salvation Army on a short term tenancy pending implementation of development of plans

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant effects resulting from this activity.

SUSTAINABLE DEVELOPMENT

The Council's Arts and Heritage development plays an important role in endeavouring to preserve the built heritage in the community. The department works closely with owners of heritage buildings, providing advice on how to sympathetically modernise and reuse heritage buildings in order that developments are sustainable and do not have deleterious effect on the community's built environment.

At present 20 buildings are listed in the Council's heritage register and afforded protection under the Gore District Plan.

The Council staff will continue to advocate for the preservation of heritage buildings and connect building owners with appropriate expertise to maximise the prospect of avoiding demolition and destruction of the District's built heritage and to promote sustainable developments.

With the declining volunteer bases at small museums in and around the District, it is possible that Gore's professionally staffed museums will eventually be required to either inherit or manage those holdings. This plan therefore provides for an increase in human capital on the following basis:

Position	Current FTE	Eventual FTE
Heritage Research Officer	0.9	1.0 (2011)
Gallery Programmes Officer	0.8	1.0 (2012)
Museum Assistant	0.2	1.0 (2013)

In addition to increasing human capital, the next 10 years also provides for the staged redevelopment of Council owned premises at 28 Irwell Street, Gore. This is scheduled to begin in 2012. This project will make provision for a new i-Site Visitor Centre, a relocated Hokonui Heritage Research Centre and extended exhibition spaces for the Gore Historical Museum.

It is anticipated that Council will contribute by way of loan; \$560,000 over two financial years (2012/13 and 2013/14), and it is proposed that this activity will be subject to a special consultative procedure.

STRUCTURES PROTECTED UNDER THE GORE DISTRICT PLAN

Name		Locality	Area	Registration Category	Map Ref.
H1	Presbyterian Church, 19 th century portions	Rock Street	Gore	Category2	GOR07
H2	Willowbank Railway Windmill	Junction of State Highway 90 and Waikaka Road	Waikaka Valley	Category 2	DST18
H3	Mataura Railway Station	State Highway No.1	Mataura	Category 2	MAT05
H4	Old Bank of New Zealand Building	90 Kana Street	Mataura	Category 2	MAT05
H5	Clematis Cottage	68 Kana Street	Mataura	Category 2	MAT05
H6	Fleming's Creamoata Mill Complex	Gorton Street	Gore	Category 1	GOR07
H7	Cranmer Court Façade	26 Irk Street	Gore	Nil	GOR07
H8	Dental Surgery	5 Irk Street	Gore	Nil	GOR07
H9	Eastern Southland Gallery	14 Hokonui Drive	Gore	Nil	GOR07
H10	Former Power Station	Cnr Gorton and Oldham Streets	Gore	Nil	GOR07
H11	Former J Ballintine & Co. façade	1 Hokonui Drive	Gore	Nil	GOR07
H12	St Andrews Church Hall	Devon Street	Gore	Nil	GOR07
H13	Former National Mortgage Building	Cnr Main Street/Civic Avenue	Gore	Nil	GOR07
H14	St Marys Hall façade	57 Mersey Street	Gore	Nil	GOR07
H15	Gore High School Hostel	Coutts Road	Gore	Nil	GOR06 & GOR07
H16	Gore High School Memorial Gates	Coutts Road	Gore	Nil	GOR06 & GOR07
H17	Former Gore Methodist Church	Cnr Irk and Fairfield Streets	Gore	Nil	GOR07
H18	H&J Smith Building	Cnr Main/Irk Streets	Gore	Nil	GOR07
H19	MacGibbon Building	Cnr Main Street/Mersey Street	Gore	Nil	GOR07
H20	Old Gore High School	Norfolk Street	Gore	Nil	GOR07



ARTS & HERITAGE - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
15	Other Income	20	21	21	22		(0)		(0)	(0)	(0)
15	TOTAL OPERATING REVENUE	20	21	21	22		0		0	0	0
	EXPENDITURE										
153	Staff Expenses	244	262	275	296	323	331	339	350	360	371
26	Depreciation	26	27	27	27	27	27	27	28	28	28
192	Other Expenses	110	112	118	123	123	128	133	139	145	151
44	Interest: Public Debt	32	32	32	32	51	69	69	69	69	69
414	TOTAL OPERATING EXPENDITURE	412	433	452	478	523	555	569	586	602	619
(399)	OPERATING SURPLUS/(DEFICIT)	(393)	(413)	(431)	(457)	(523)	(555)	(569)	(586)	(602)	(619)
16	CAPITAL	-	22	22	280	293	24	-	14	44	-
-	TRANSFER TO RESERVES	-	-	-	-	-	-	-	-	-	-
(416)	TOTAL FUNDING REQUIRED	(393)	(435)	(453)	(737)	(816)	(578)	(569)	(600)	(646)	(619)
	FUNDED BY										
390	General Rates	367	408	427	430	509	551	541	572	618	591
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Loan	-	-	-	280	280	-	-	-	-	-
26	Depreciation	26	27	27	27	27	27	27	28	28	28
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
416		393	435	453	737	816	578	569	600	646	619

VISITOR SERVICES - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
24	Agency fees Collected	22	23	23	24	24	25	25	26	27	27
15	Other Income	15	16	16	16	17	17	18	18	18	19
39	TOTAL OPERATING REVENUE	37	38	39	40	41	42	43	44	45	46
	EXPENDITURE										
130	Staff Expenses	144	148	152	155	159	163	167	173	177	183
9	Depreciation	3	3	3	3	3	3	3	3	3	3
188	Administration Expenses	213	210	215	236	225	230	252	242	248	272
327	TOTAL OPERATING EXPENDITURE	360	361	370	394	387	396	422	417	428	458
(288)	OPERATING SURPLUS/(DEFICIT)	(323)	(322)	(330)	(354)	(345)	(354)	(379)	(373)	(383)	(412)
14	CAPITAL	5	5	5	5	-	-	-	-	-	-
(6)	TRANSFER TO RESERVES	-	-	-	-	-	-	-	-	-	-
(296)	TOTAL FUNDING REQUIRED	(328)	(327)	(335)	(359)	(345)	(354)	(379)	(373)	(383)	(412)
	FUNDED BY										
288	General Rates	312	327	335	344	350	359	369	378	388	402
9	Depreciation	3	3	3	3	3	3	3	3	3	3
-	Transfer from Reserves	13	(3)	(3)	12	(8)	(8)	7	(8)	(8)	7
296		328	327	335	359	345	354	379	373	383	412

DISTRICT LIBRARIES

INTRODUCTION

The Council provides and maintains two libraries, one in Gore and the other in Mataura, which also serves as a Council Service Centre. In addition, a book bus service is provided to the residents of the four rural communities of Pukerau, Waikaka, Willowbank and Te Tipua by arrangement with neighbouring Southland District libraries.

As of 30 June 2008, the District libraries had a membership of 7,150 and over 64,000 items in its collection.

The libraries provide the public with access to a broad range of print and audio-visual material, the internet, research, and related support services. The extensive collections afford the public ready access to general information, basic literacy, business and career information, consumer information, current topics and titles, cultural awareness, formal and informal learning support, local history, recreational reading/viewing/listening, Council and government information, including items for the print and hearing disabled.

Gore District libraries also deliver library services/material to the housebound, rest homes and specific community groups, as well as run specialised programmes throughout the year, for example: the summer reading programme for children, Authors in the Library, Sundays @ the Library, Toddler Time, school holiday programmes and so forth.

The library provides areas for casual reading and study, along with being a community meeting place, and providing display space for local groups to promote their activities.

WHY IS THE SERVICE PROVIDED?

By providing access to information, the library service directly contributes to the community's aspiration to provide opportunities for creativity, leisure, diversity, and being involved. The library collections and facilities are a collective resource that is greater than any individual ratepayer could accommodate.

The libraries serve the community's cultural, economic, and social needs by:

- supporting recreational reading;
- providing a repository for local history;
- enriching the Gore District's cultural heritage through the acquisition and preservation of items in the library's collections;
- providing opportunities for the development of literacy and information skills; and
- maintaining relationships with the community



CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the District Libraries	Level of Service
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	The District libraries contribute to the quality of people's lives by providing books, magazines, music, videos, DVDs and computers for recreational or leisure use. Events and specialised programmes organised by library staff also help to make the District a fun and creative place to live.	<ul style="list-style-type: none"> • Libraries are clean, welcoming and open at the times suited to the community. • Library staff are friendly and knowledgeable. • A range of programmes are delivered to the community.
<i>Education and Training</i> 'A well-educated and skilled community continually seeking further opportunities to learn'	The extensive collections held by the District libraries, including computers, photocopiers and other equipment, provide people with information and educational tools. The District libraries work with schools and other community organisations to provide fun and interactive learning experiences for children.	<ul style="list-style-type: none"> • The range of books and materials within the library collections meet most customer demands.
<i>Law and Order</i> 'We have public places safe for children and families'	The District libraries provide a safe learning, recreational and meeting environment.	

FUTURE CHANGES AND STRATEGIC PRIORITIES

Libraries are viewed as a community asset and a "living room away from home" – a place not only to find a good book to read or find information, but a safe meeting place in which to spend quality learning time. Customer expectations are growing and increasingly there is a demand for more sophisticated delivery of library services, programmes and events. Libraries are expected to embody competence, to be confident about their areas of expertise and to deliver excellence.

Collections

The "end of the book", which was predicted when the internet was launched on the world stage, has not yet come to fruition. On the contrary, books appear to remain as popular as ever, especially with the Gore District community. To keep the library collections vibrant and relevant will require an ongoing commitment to maintaining the library collections fund. Anything less would result in collections becoming old, tatty and unappealing.

Technology

Public libraries are continually expanding and re-examining their services and resources to meet the increasing diverse needs of their communities. In addition to the traditional request for lending services, patrons are increasingly looking to their library to provide educational and learning opportunities and access to technology. There has been an explosion of information available to consumers, accessible through an ever increasing array of modes and channels. This has resulted in customers requiring the skills of library staff to help them evaluate and find their way through the maze of information now available. It is therefore essential that libraries keep up to date with technological changes to remain a relevant community asset.

The current Library Management System (LMS) is limited in terms of service delivery and library administration functions. A consortia approach is being developed across the Otago/Southland region to move to a more sophisticated LMS. A joint bid to join the Aotearoa People's Network (APN) is being submitted in December 2008. If successful there will be a requirement to maintain hardware capable of delivering the APN platform.

Furniture

The shelving at Gore library dates from the opening of the library in 1982. Some of the shelves are unsuitable for the material it now holds. The guiding and signage throughout the library does not portray a professional image. Replacement of the shelving and guiding will modernise the library and enhance the customer experience. The library is currently laid out in a very traditional way. New shelving will provide an opportunity to re-design the layout and give it a more modern, contemporary feel. This is scheduled to occur, with a capital investment of \$70,000, in 2011/12.

Fixtures

The carpet at Gore library is the original carpet laid when the library was built in 1982. It is now quite threadbare in places and very faded. The pattern and colour is outmoded and adds to the image of the building as rather old and neglected. The carpet will be partially replaced in the 2008/09 year and completed in the 2009/10 year.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Libraries are clean, welcoming and open at the times suited to the community.	Health, cohesive communities have accessible learning opportunities and access to a wide range of up-to-date library materials.	Membership numbers and number of visitors.	Liberty library management computer database. Door counter. In house survey (alternate years).	59.2% of residents are members. Due to malfunction of equipment, an accurate figure was not recorded.	60% of District residents >73,000 visitors 95%	62% of District residents >74,000 visitors	64% of District residents >75,000 visitors 97%	65% of District residents >76,000 visitors 97%
Library staff are friendly and knowledgeable.	Friendly and helpful staff enable the public to have high quality learning opportunities aspired to in an intermediate education and training outcome, together with giving the community a choice in terms of lifestyle and culture of a quality service.	Percentage of customers satisfied with customer service from the staff.	Gore District Council biennial resident's survey. In house survey (alternative years).	New measure.	>95%	>95%	>97%	>97%
A range of programmes are delivered to the community.	A good range of programmes in the library will help towards progression of education and training outcome in respect of the delivery of	Numbers of programmes/activities delivered per annum.	Library diary.	3 programmes for children. 1 programme for adults.	4 programmes for children. 2 programmes for adults.	5 programmes for children. 3 programmes for adults.	6 programmes for children. 4 programmes for adults.	6 or more programmes for children. 4 or more programmes for adults.

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
	innovative and effective learning and the pursuit of a lifestyle which offers interesting things to do.							
The range of books and materials within the library collections meet most customer demands.	Access to a wide range of quality resources provides the community with high quality learning opportunities	At least 80% of the collection is no more than 20 years old (by date of acquisition) excluding local history titles. There is a minimum of 3.5 items per capita within the collection. 95% of requests for material are satisfied from the local collection.	Liberty Liberty Liberty	>80% of the collection is no more than 20 years old (by date of acquisition) excluding local history titles. 5.3 items per capita within the collection. 98.2% of requests for material are satisfied from the local collection.	>80% of the collection is no more than 20 years old (by date of acquisition) excluding local history titles. There is a minimum of 3.5 items per capita within the collection. 97% of requests for material are satisfied from the local collection.	>80% of the collection is no more than 18 years old (by date of acquisition) excluding local history titles. There is a minimum of 3.5 items per capita within the collection. 97% of requests for material are satisfied from the local collection.	>75% of the collection is no more than 16 years old (by date of acquisition) excluding local history titles. There is a minimum of 3.5 items per capita within the collection. 97% of requests for material are satisfied from the local collection.	>75% of the collection is no more than 15 years old (by date of acquisition) excluding local history titles. There is a minimum of 3.5 items per capita within the collection. 97% of requests for material are satisfied from the local collection.

ASSETS

The library's key assets are:

- Items within the book and non-book collections, including local history and heritage materials
- Furniture and fittings
- Moveable plant and equipment

The library buildings are identified as an asset of the Parks and Recreation Department of the Council.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant effects resulting from this activity.

EFFICIENCY REVIEW

The Council recognises that while it is important for the library service to keep pace with the expectations of customers and changes in technology, it also has an obligation to review and refine the way in which it operates. Possibilities such as more use of technology, shared services or outsourcing of some "back-room" processes, are worthy of exploration. In the 2009/10 year the Council will therefore be conducting an efficiency review of its library services. This review will be focusing on "working smarter" to deliver the same range and quality of services to the community.



LIBRARY - STATEMENT OF COST OF SERVICE

Annual Plan 2009 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
	REVENUE										
18	Fees Collected	12	13	13	13	13	14	14	14	15	15
13	Other Revenue	13	14	14	15	15	15	16	16	16	17
31	TOTAL OPERATING REVENUE	25	26	27	28	28	29	30	30	31	32
	EXPENDITURE										
312	Staff Expenses	341	350	359	368	378	387	397	410	421	434
-	Interest: Public Debt	-	1	6	6	6	3	1	-	-	-
46	Depreciation	46	45	45	45	44	44	44	43	43	43
279	Other Expenses	299	341	308	314	320	329	335	344	371	362
637	TOTAL OPERATING EXPENDITURE	685	737	718	733	747	763	777	797	835	839
(606)	OPERATING SURPLUS/(DEFICIT)	(660)	(710)	(691)	(705)	(719)	(735)	(748)	(767)	(804)	(807)
22	CAPITAL	46	88	45	35	-	-	-	-	10	-
-	DEBT REPAYMENT	-	2	2	2	42	33	13	-	-	-
24	TRANSFER TO RESERVES	-	-	2	-	8	30	43	15	43	-
(651)	TOTAL FUNDING REQUIRED	(706)	(800)	(738)	(744)	(761)	(775)	(791)	(810)	(829)	(850)
	FUNDED BY										
245	General Rates	302	310	321	324	332	339	346	355	364	374
361	Targeted Rates	350	360	372	375	385	393	401	412	422	433
46	Depreciation	46	45	45	45	44	44	44	43	43	43
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
-	Loan Funding	9	85	-	-	-	-	-	-	-	-
651		706	800	738	744	761	775	791	810	829	850



GRANTS

INTRODUCTION

Grants are provided to selected organisations to assist with the provision of economic, social (health and recreation), and cultural services to the community.

The Council also provides support to selected community organisations by appointing a representative to sit on the organisation's board.

WHY IS THE SERVICE PROVIDED?

The provision of grants to organisations assists them to provide valuable community services which are not provided by the Council or main stream providers, and/or where there are significant gaps in service delivery from existing providers.

The appointment of Councillors to the Boards of recipient organisations provides the organisations with independent advice, as well as a 'voice' around the Council table.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcomes	Contribution from the Council's Grants	Level of Service
<i>Economy and Employment</i> 'A diverse economy built from our strengths for growth and prosperity'	Council grants for the A & P Association and regional enterprise activities undertaken by Venture Southland promote economic growth and potentially attract skilled workers to the District.	<ul style="list-style-type: none"> Provision of funding for programmes and services that aim to improve the social, cultural and economic wellbeing of the community.
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	Council grants to local arts and heritage organisations contributes to the quality of arts and heritage facilities and events hosted in the District and help to make Gore District a great place to live.	
<i>Health and Wellbeing</i> 'We are healthy people'	Council grants to Total Mobility and the Hospital Incentives programme contribute to the health and wellbeing of people in Gore District.	

FUTURE CHANGES AND STRATEGIC PRIORITIES

No significant changes are anticipated in terms of the overall funding for Council grants in the next 10 years. The Council will continue to review the performance of organisations receiving grants on an annual basis via its policy on Monitoring Performance of Community Organisations. These annual reviews may result in changes in funding should performance rendered or services being delivered by these organisations not be in line with the Council's expectations.

A schedule of grants proposed to be paid in the 2009/10 year is attached to this activity commentary.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Provision of funding for programmes and services that aim to improve the social, cultural and economic wellbeing of the community.	The Council supports the social, cultural and economic development of the community by providing funding to agencies where it sees that such funding will positively support and make safer and healthier, our communities, families and the vulnerable, together with enhancing the cultural life of residents and creating economic opportunities with the likes of Venture Southland.	Funding is provided to organisations and agencies to help them deliver their programmes and services to the community and the Council receives information in regard to audited annual accounts, annual report performance and a list of objectives for the coming year.	Reporting in compliance with the Council policy on Monitoring Performance of Community Organisations.	New	100% compliance with Council policy on Monitoring Performance of Community Organisations. Refer to page 197 of this plan.	100%	100%	100%

ASSETS

There are no significant assets are allocated to this activity.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant effects resulting from this activity.

SCHEDULE OF GRANTS FOR THE YEAR ENDED 30 JUNE 2010

Gore A & P Association	\$74,989
Eastern Southland Art Gallery	8,500
Young Ambassador	4,000
Emergency Housing	2,500
Gore Museum	4,500
Hokonui Heritage Centre Trust	4,500
John Money Wing	8,500
Rural Halls	12,000
Amenity Hire Refunds	3,500
Venture Southland	52,452
Clematis Cottage	1,000
Croydon Aviation	6,000
Hokonui Pioneer Park	3,500
Hospital Incentives	2,000
Moonshine Committee	1,000
Total Mobility	18,625
Salvation Army	2,000
Mataura Heritage Centre	5,000
Rural Fire Committee	38,124
Waikaka Cemetery	545
Community Pools	2,725
Heartland Education Trust	2,500
Enviro Schools	5,000
Christmas Day	500
Healthy Homes Initiative	15,000
Gore Counselling Centre	1,500
Red Cross	7,500
Cycle Tour of Southland	1,000
Citizens Advice Bureau	1,500
Eastern Southland Chamber of Commerce	1,500
Southland Regional Heritage Trust	*157,148

* \$141,272 is returned by the Trust to the Gore District Council to fund local heritage organisations.



GRANTS - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
-	Other Income	141	147	151	154	158	161	165	169	173	177
-	TOTAL OPERATING REVENUE	141	147	151	154	158	161	165	169	173	177
	EXPENDITURE										
300	Grants	458	476	490	502	497	508	518	534	547	557
22	Interest: Public Debt	13	10	6	3	-	-	-	-	-	-
322	TOTAL OPERATING EXPENDITURE	471	486	497	505	497	508	518	534	547	557
(322)	OPERATING SURPLUS/(DEFICIT)	(330)	(339)	(346)	(351)	(339)	(347)	(353)	(366)	(374)	(380)
-	CAPITAL	-	-	-	-	-	-	-	-	-	-
-	TRANSFER TO RESERVES	-	-	-	-	-	-	-	-	-	-
50	DEBT REPAYMENT	50	50	50	50	-	-	-	-	-	-
(372)	TOTAL FUNDING REQUIRED	(380)	(389)	(396)	(401)	(339)	(347)	(353)	(366)	(374)	(380)
	FUNDED BY										
334	General Rates	338	343	346	349	287	293	300	307	314	322
38	Targeted Rate	42	46	50	52	52	54	54	59	60	58
-	Loan	-	-	-	-	-	-	-	-	-	-
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
372		380	389	396	401	339	347	353	366	374	380



REGULATORY

INTRODUCTION

The Regulatory Services Department administers the Council's statutory and regulatory responsibilities in respect of the following legislation:

• Building Act 2004	• Litter Act 1979
• Dangerous Goods Act 1974	• Local Government Act 2002
• Dog Control Act 1996	• Reserves Act 1977
• Food Act 1981	• Resource Management Act 1991
• Health Act 1956	• Sale of Liquor Act 1989
• Council Bylaws	

It includes the Council's resource management, building approval and inspection functions, environmental health, animal control, inspection of food premises, liquor licensing, and noise control.

WHY IS THE SERVICE PROVIDED?

The provision of these activities is required under the legislation listed above and provide for the protection and safety of the people and resources that make up Gore District. They are also fundamental to the achievement of a clean, green environment.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution of the Council's Regulatory Activities to Community Outcomes	Level of Service
<i>Economy and Employment</i> 'A diverse economy built from our strengths for growth and prosperity' [and a regulatory environment that is applied consistently, as well as clear and focused']	The Council's regulatory services staff provide efficient service and clear and consistent advice to individuals and business enterprises on the regulatory requirements that guide the conduct of their activities. In so doing, the Council provides an environment that is conducive to business and economic growth in the District.	<ul style="list-style-type: none"> • Food services used by the public are healthy and safe. • The sale of liquor is controlled to prevent bad behaviour. • Dogs don't wander freely in the street. • The Council provides a timely resource consent processing service.
<i>Environment</i> 'A treasured environment which we care for and which supports us now and into the future'	The Council's resource management activities directly contribute to the sustainable use of land, water and other natural resources in the District.	<ul style="list-style-type: none"> • The Council will respond when help is sought for aborting noise.
<i>Law and order</i> (public safety and security) 'Safe places in a caring society that is free from crime'	A clear regulatory framework and consistent enforcement of statutory requirements relating to environmental health and safety, sale of liquor, animal control and so forth	<ul style="list-style-type: none"> • The Council processes, inspects and certifies building work in the Gore District. • Building consent applications are processed within a reasonable timeframe. • All reported cases of illegal building work are investigated.



FUTURE CHANGES AND STRATEGIC PRIORITIES

Most of the customer service functions and levels of service related to the Council's regulatory activities, for example, responding to public enquires, complaints and providing advice, is not expected to change significantly over the next ten years.

The Council intends undertaking a review of the zoning of land within the next two years. This review will have particular focus on assisting the availability of suitable land for residential and industrial development. Both of these types of uses have been subjected to increasing demand recently and it is considered timely to investigate zoning changes to relieve pressure and ensure orderly development.

Before 2016, the Council will need to commence a review of its District Plan. This review process is likely to commence in earnest in 2015. Whilst the Council is obliged to undertake a five year audit in 2011 in preparation for the review, this is likely to be a fairly straightforward exercise, given plan changes that are being implemented and proposed in 2009.

LEVELS OF SERVICE – 2009/19

The Council's environmental health services are provided by the Southland District Council under contract. Likewise, animal and noise control services are provided by private providers under contract to the Council, with the support of Council reception staff, who respond to telephone enquiries and provide over-the-counter advice.

The Council employs the services of a consultant to provide the public with advice regarding resource management issues and to manage the processing of consent applications made under the Resource Management Act. All other services are provided by in-house Council employees.

Funding of the Council's regulatory activities is primarily derived from user-charges (cost recovery) and general rates. It is pertinent to note that the ten year financial projections in this Long Term Council Community Plan include an expected revenue (cost-recovery) of \$55,000 per annum from regulatory services (to be levied on applications for variations to the District Plan, development contributions for new sub-divisions, applications for resource consents and so forth).



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Food services used by the public are healthy and safe.	Having healthy food helps achieve safe communities.	Percentage of premises failing to comply with food hygiene regulations that are reinspected within a three month period. (All premises to be inspected).	Contractor's (SDC) file notes.	0%	0%	0%	0%	0%
The sale of liquor is controlled to prevent bad behaviour.	The Council will help to achieve safe and healthy communities through preventing bad behaviour as a result of liquor supply.	Percentage of premises that are checked to make sure they are following the rules.	Senior Regulatory Officer's inspection records.	50%	50%	50%	50%	50%
Dogs don't wander freely in the street.	Through this service the public feel safe from roaming dogs.	Percentage of dogs impounded.	Council pound records maintained by the contractor.	4.5%	<5%	<5%	<5%	<5%
		Complaints about roaming dogs are responded to.		New	100%	100%	100%	100%
The Council provides a timely resource consent processing service.	Timely resource planning and control directly contributes to the achievement of several community outcomes – most notably those relating to the natural environment, heritage preservation and a business-friendly environment in which to	Percentage of resource consent applications processed in accordance with statutory timeframes (within 20 days of filing).	Staff reports.	82%	100%	100%	100%	100%

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
	operate.							
The Council will respond when help is sought for aborting noise.	This promotes a healthy and safe community by limiting behaviour that negatively affects people's wellbeing.	Percentage of calls received by the Council regarding noise control that has been responded to.	Noise control contractor's log.	100%	100%	100%	100%	100%
The Council processes, inspects and certifies building work in the Gore District.	The Council remains a Building Consent Authority to ensure buildings are safe.	The Gore District Council maintains its processes so that it meets BCA accreditation every two years.	IANZ Accreditation Certificate.	The Council was accredited on 12 January 2009.		Yes		Yes
Building consent applications are processed within a reasonable timeframe.	The Council certifies all consented building work complies with the building code – ensuring our communities are safe, but also growing the local economy by providing a business-friendly environment.	Building consent applications are processed within the statutory 20 day maximum timeframe.	Staff reports.	94.7%	100%	100%	100%	100%
All reported cases of illegal building work are investigated.	This service ensures that illegal projects are stopped to maintain the health and safety of communities.	Percentage of illegal projects have been issued with a notice or works have been stopped.	Staff reports.	New	100%	100%	100%	100%

ASSETS

The assets allocated to regulatory activities include computer equipment, office furniture, some small items of plant, and four vehicles. The significance and value of these assets is not material to the cost of providing the activity or the overall cost of Council activities. As a result, an asset management plan has not been prepared, although the vehicles form part of the Plant Asset Management Plan. It is envisaged that any future renewal or replacement of these assets will be funded by a combination of rates and, in the case of the vehicles, proceeds from their sale.

The population growth in the District is expected to be static or decline slightly over the period covered by the LTCCP. Therefore there is expected to be no significant asset management implications in relation to changes in demand or consumption of services or changes in level of service.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant negative effects resulting from this activity.



REGULATORY - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
348	Inspection & Licensing	431	455	466	477	487	497	509	525	538	551
55	Resource Management	55	57	59	60	61	63	64	66	67	69
99	Dog Control	93	97	99	102	104	106	109	111	114	117
135	Parking Control	136	141	145	148	151	155	158	162	166	170
67	Other Income	98	102	105	107	109	112	114	117	120	123
703	TOTAL OPERATING REVENUE	812	853	873	894	913	933	954	981	1,005	1,030
	EXPENDITURE										
314	Staff Expenses	406	417	428	439	450	461	473	489	502	517
23	Depreciation	29	35	35	35	35	35	35	35	35	35
591	Other Expenses	605	621	636	651	662	677	860	710	729	747
47	Interest: Public Debt	32	28	23	18	13	11	11	11	11	11
975	TOTAL OPERATING EXPENDITURE	1,072	1,101	1,122	1,143	1,160	1,185	1,380	1,245	1,277	1,310
(272)	OPERATING SURPLUS/(DEFICIT)	(260)	(248)	(249)	(249)	(247)	(252)	(425)	(264)	(272)	(280)
-	CAPITAL	-	55	38	-	17	24	26	37	25	-
-	TRANSFER TO RESERVES	13	-	-	26	80	96	-	-	1	26
58	DEBT REPAYMENT	66	72	78	85	21	-	-	-	-	-
(329)	TOTAL FUNDING REQUIRED	(339)	(374)	(366)	(360)	(365)	(372)	(452)	(301)	(298)	(306)
	FUNDED BY										
314	General Rates	311	311	319	325	331	337	251	255	263	272
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Loan	-	-	-	-	-	-	-	-	-	-
15	Depreciation	29	35	35	35	35	35	35	35	35	35
-	Transfer from Reserves	-	29	12	-	-	-	166	11	-	-
329		339	374	366	360	365	372	452	301	298	306



DISTRICT ASSETS

Aquatic Services

Parks and Reserves

Roading

Water Supply

Waste Water and Storm Water

Solid Waste

Civil Defence

Cemeteries

Public Conveniences

Community and Civic Buildings



DISTRICT ASSETS - STATEMENT OF COST OF SERVICE

Annual Plan 2009 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
	REVENUE										
306	Aquatic Services	331	345	353	362	370	378	386	395	405	415
20	Parks & Reserves	31	17	17	17	18	18	18	19	19	19
95	Property	97	101	104	106	108	111	113	116	119	122
2,513	Roading	2,831	2,743	2,794	2,949	3,000	3,087	3,352	3,381	3,309	4,119
244	Water	253	284	290	296	302	308	315	322	329	337
177	Waste water & Storm Water	190	198	203	208	212	217	222	227	232	238
680	Solid Waste	660	689	705			(0)		(0)		(0)
3	Civil Defence	3	3	3	3	3	3	3	3	3	3
95	Cemeteries	96	100	103	105	107	110	112	115	118	121
4,133	TOTAL OPERATING REVENUE	4,492	4,481	4,572	4,047	4,120	4,232	4,522	4,578	4,534	5,374
	EXPENDITURE										
1,270	Aquatic Services	1,252	1,252	1,264	1,286	1,338	1,338	1,366	1,399	1,423	1,474
1,661	Parks & Reserves	1,841	1,884	1,883	1,921	1,976	1,998	2,049	2,092	2,154	2,203
551	Property	716	627	695	694	666	717	693	708	704	698
3,653	Roading	4,038	4,368	4,437	4,504	4,776	4,822	4,891	5,084	5,150	5,218
1,330	Water	1,372	1,451	1,460	1,478	1,558	1,573	1,596	1,640	1,663	1,683
1,545	Waste water & Storm Water	1,517	1,635	1,622	1,638	1,671	1,674	1,683	1,725	1,733	1,744
1,074	Solid Waste	1,117	1,164	1,184	1,176	1,199	1,223	1,249	1,274	1,302	1,332
68	Civil Defence	75	72	74	76	78	79	81	84	86	88
93	Public Conveniences	127	121	126	139	128	128	131	136	135	138
191	Cemeteries	211	205	211	215	220	228	230	236	243	248
11,437	TOTAL OPERATING EXPENDITURE	12,267	12,779	12,956	13,129	13,610	13,781	13,969	14,376	14,593	14,827
(7,304)	OPERATING SURPLUS/(DEFICIT)	(7,775)	(8,298)	(8,384)	(9,082)	(9,490)	(9,549)	(9,446)	(9,798)	(10,059)	(9,453)
	CAPITAL										
-	Aquatic Services	-	-	-	10	-	-	-	-	11	-
121	Parks & Reserves	178	246	162	250	229	272	474	234	365	189
17	Property	124	750	-	27	-	-	-	-	-	-
2,747	Roading	2,889	2,622	2,652	2,871	2,887	2,979	3,355	3,339	3,183	4,152
503	Water	410	402	372	732	372	409	275	316	309	256
265	Waste water & Storm Water	267	259	283	307	313	346	379	400	408	384
-	Solid Waste	-	-	-	-	-	-	-	-	-	-
-	Civil Defence	-	-	-	-	-	-	-	-	-	-
-	Public Conveniences	-	-	-	-	-	-	-	-	-	-
-	Cemeteries	55	4	86	57	71	2	9	41	34	31
3,653	TOTAL CAPITAL	3,923	4,282	3,555	4,253	3,872	4,009	4,492	4,331	4,310	5,012
167	DEBT REPAYMENT	184	395	598	385	599	554	620	657	646	454
(11,123)	NET COST OF THIS FUNCTION	(11,881)	(12,975)	(12,537)	(13,720)	(13,961)	(14,112)	(14,558)	(14,786)	(15,015)	(14,919)
	FUNDED BY:										
1,182	Rates - General	1,279	1,370	1,489	1,552	1,513	1,578	1,542	1,581	1,594	1,619
6,377	Rates - Targeted	6,597	6,818	6,996	7,917	8,199	8,273	8,713	8,863	8,992	9,232
3,359	Depreciation	3,532	3,935	3,935	3,935	4,205	4,205	4,205	4,407	4,407	4,407
72	Reserves	115	(95)	17	(30)	(57)	(45)	(2)	(164)	(78)	(439)
133	Loan	357	947	100	345	100	100	100	100	100	100
11,123		11,881	12,975	12,537	13,720	13,961	14,112	14,558	14,786	15,015	14,919

2009 Annual Plan Disclosures

Rates collected for the Otama Water Scheme in 2009 of \$153,000 were previously included in the Operating Revenue section and have been restated. Rate funding collected on behalf of community halls of \$13,000 has been recognised in Expenditure and Rates Revenue.

AQUATIC SERVICES

INTRODUCTION

The Gore District Council operates two public swimming facilities, the Mataura War Memorial pool and the Gore swimming pool (located in the Gore District Multisports Complex) as part of its overall aim to ensure that residents of the District have access to a full range of recreational and sporting opportunities. The Council's aquatic services team operates, monitors and maintains the two swimming pools and associated assets to a level that meets the community's expectations, as well as national pool water quality and safety standards.

WHY IS THE SERVICE PROVIDED?

The two swimming pools provide recreational and sporting opportunities for people living in the District. The swimming pools provide high quality services, including a number of specialised swimming programmes, at a subsidised rate, to all residents in the District. The facilities therefore enable all members of the community to engage in healthy leisure and competitive sporting activities and enables residents to enjoy a high quality of life. The provision of these services also contributes to the Southland Leisure Strategy, which seeks to increase people's participation in sporting and other active leisure time activities.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the Council's Aquatic Services	Level of Service
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	The Council's swimming pools provide residents with easy access to recreational facilities, thus offering them a better quality of life.	<ul style="list-style-type: none"> To provide safe, accessible swimming pools with good opportunities for learning.
<i>Health and Wellbeing</i> 'We are healthy people'	The Council's swimming pools provide residents with a safe environment to pursue physical activities, which are important for personal health and well-being.	
<i>Education and Training</i> 'A well-educated and skilled community continually seeking further opportunities to learn'	The Council's swimming pools provide residents with opportunities for learning about water safety, and a chance to obtain new skills and abilities.	
<i>Environment</i> 'We have a healthy, safe and accessible built environment'	The Council's swimming pools provide a safer, recreational environment for children, families, athletes and senior citizens, supported by ACC Poolsafe accreditation.	



FUTURE CHANGES AND STRATEGIC PRIORITIES

The recreational programmes offered at the Gore District's pools are continually being monitored and evaluated to ensure that they meet the needs of users and stimulate and attract new patrons. In recent times learn to kayak programmes, water polo, flippa ball, canoe polo and expansion of learn to swim school has been successfully introduced.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
To provide safe, accessible swimming pools with good opportunities for learning.	Participation in swimming activities enables people to live healthy lifestyles, which contributes to the primary community outcome of a healthy community.	Increase in people using the aquatic facilities in their community as measured by the number of swims per year.	Point of sale software package which records daily swims (Centaman).	77,020	Increase annually by 1,000 swims towards an ultimate target of 100,000 swims.	Increase annually by 1,000 swims towards an ultimate target of 100,000 swims.	Increase annually by 1,000 swims towards an ultimate target of 100,000 swims.	Increase annually by 1,000 swims towards an ultimate target of 100,000 swims.
	Having access to public swimming facilities enables the community to have a choice of things to do as stated in the intermediate outcome for lifestyle and culture, as well as being able to maintain a healthy lifestyle.	The pools are available for use as measured by the number of days the facilities are open each year.	Point of sale software package which records daily swims (Centaman).	360 days	Gore pool: 360 days	Gore pool: 360 days	Gore pool: 360 days	Gore pool: 360 days
		The pools are available for use as measured by the number of days the facilities are open each year.	Point of sale software package which records daily swims (Centaman).	205 days	Mataura pool 205 days	Mataura pool 205 days	Mataura pool 205 days	Mataura pool 205 days
	The community is proud of its aquatic facilities which contribute to the intermediate community outcome of the provision of quality places to visit.	People are satisfied with the provision of the aquatic facilities in their community as measured by the customer satisfaction survey.	Biennial customer satisfaction survey.	79%	80%	80%	80%	85%
Ensuring that the public's access to safe public swimming facilities helps create safe	ACC Poolsafe accreditation is achieved and maintained for Gore	Annual assessment by Poolsafe.	Accreditation achieved.	Maintain accreditation.	Maintain accreditation.	Maintain accreditation.	Maintain accreditation.	

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
	communities.	and Mataura pools.						
	Ensuring that the public's access to safe public swimming facilities helps create safe communities.	Number of health and safety incidents per year at the Council pool	Health and Safety Committee minutes and reports.	4	3	2	2	2
	Increased participation in swimming lessons contributes to a safer community and the educational intermediate outcome of having high quality learning opportunities available to meet community needs.	Increase in number of swim lessons per pool per year as measured by swim school participants.	Point of sale software package which records daily swims and swim lessons.	Gore 1732 Mataura 101	>1900 per year	>1900 per year	>1900 per year	>1900 per year

ASSETS

Mataura pool includes a 25 metre-6 lane pool, a teaching pool, and a toddler's pool. The building includes an office and male and female changing rooms. The Mataura pool has a depreciated replacement cost of \$537,000 (30 June 2008).

The Gore Multisport Complex comprises a 25 metre-8 lane swimming pool, a combined leisure and teaching pool, and a hydrotherapy pool. There are two main changing rooms, 3 disabled changing rooms, a meeting room, foyer toilets, café area, staff room, and 3 storage areas. There are also two major plant rooms which run both the swimming pool and ice rink operation. The complex has a depreciated replacement cost of \$5,014,000 (30 June 2008).

The Council's pools are recognised as a strategic asset and the construction of a formal asset management plan for these assets has been completed. The assets form part of the Reserves and Community Facilities Activity Management Plan.

Maintenance of the above assets is undertaken and managed by Council staff and the costs of maintenance, renewal or replacement are funded by a combination of rates contributions and user fees.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. It is therefore expected that no significant asset management implications in relation to changes in demand or changes in level of service.

SIGNIFICANT NEGATIVE EFFECTS

The swimming pools are primarily designed to have a positive impact on wellbeing and quality of life. However, the use of chemicals could cause a negative effect along with noise and traffic congestion, particularly when large events are being held.

These are currently managed by meeting the appropriate management standards when using chemicals and by meeting resource consent conditions with regards to noise and traffic congestion.

SUSTAINABLE DEVELOPMENT

The Gore Aquatic Centre was opened in 2002 and in conjunction with the adjoining ice skating rink operated by Ice Sports Southland provides a modern, high standard recreation experience for residents and visitors. The proposed indoor sports centre which will connect with the Aquatic Centre construction, for which is nearing completion, will add to the recreational opportunities available at the complex.

As stated in the previous section, the Council also owns and operates an indoor heated swimming pool in Mataura. This pool, which operates for approximately eight months of the year and closes over the winter months, is considerably older. Maintenance costs are high with significant expenditure being incurred in recent years to repair dilapidated piping and overhaul the boiler. A high level of maintenance expenditure will need to be committed on a regular basis to maintain the integrity of the Mataura pool and ensure its operational reliability.

High maintenance costs and falling patronage at the Mataura pool does draw attention to the question of whether operating two swimming pools at Gore and Mataura is sustainable in the future. At this juncture, the Council believes that the Mataura pool services the needs of a distinct community interest and any termination of a community swimming facility would be detrimental to social wellbeing and undermine the attainment of community outcomes. Further, the Mataura pool is recognised as a particularly valuable facility for young children to learn to swim. This needs to be considered alongside the economic costs of operating the facility. However, should patronage continue to decline, the Council may need to revisit the question of continuing to operate the Mataura swimming pool within the 10 year lifespan of this plan.



CLIMATE CHANGE

The Mataura swimming pool burns lignite as its means by which to heat the water. Burning of fossil fuels has an adverse impact on the atmosphere, increasing CO_2 emissions, which works against the nation's obligations to the Kyoto Treaty.

The consumption of lignite is expected to incur an annual charge of \$9,230 based upon a carbon tax rate of \$25 per tonne under the government's Emission Trading Scheme. The Council has no firm intention to change the fuel source of heating at the Mataura swimming pool, but in recognition of the impact of burning lignite has on the atmosphere, in the parks and reserves activity a commitment is being made to increase the number of trees planted on reserves and in streets from 2010.



AQUATIC SERVICES - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
213	Admissions	236	246	252	258	264	269	276	282	289	296
93	Other Revenue	95	99	101	104	106	108	111	113	116	119
306	TOTAL OPERATING REVENUE	331	345	353	362	370	378	386	395	405	415
	EXPENDITURE										
355	Staff Expenses	458	471	483	495	508	521	534	551	566	584
152	Interest: Public Debt	147	145	145	144	149	148	147	147	147	147
173	Depreciation	173	186	186	186	189	189	189	190	190	190
590	Other Expenses	473	450	450	460	492	481	496	510	520	553
1,270	TOTAL OPERATING EXPENDITURE	1,252	1,252	1,264	1,286	1,338	1,338	1,366	1,399	1,423	1,474
(965)	OPERATING SURPLUS/(DEFICIT)	(921)	(906)	(911)	(924)	(968)	(960)	(980)	(1,003)	(1,019)	(1,059)
-	CAPITAL	-	-	-	10	-	-	-	-	11	-
-	DEBT REPAYMENT	-	10	13	13	13	13	2	-	-	-
-	LOAN TO COMMUNITY GROUP	-	-	-	-	-	-	-	-	-	-
21	TRANSFER TO RESERVES	26	43	43	43	40	40	47	49	53	43
(986)	TOTAL FUNDING REQUIRED	(947)	(959)	(967)	(989)	(1,021)	(1,013)	(1,029)	(1,053)	(1,082)	(1,102)
	FUNDED BY										
329	General Rates	334	352	361	372	385	382	389	399	413	413
484	Targeted Rates	388	408	419	431	447	443	451	463	479	479
173	Depreciation	173	186	186	186	189	189	189	190	190	190
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	21
-	Loan Funding	52	12	-	-	-	-	-	-	-	-
986		946	958	965	988	1,021	1,013	1,029	1,053	1,082	1,102



PARKS AND RESERVES

INTRODUCTION

Under the Reserves Act 1977, the Council has responsibility for the provision, maintenance, and preservation of reserves on behalf of the community. The types of reserves administered by the Council include:

- premier parks;
- neighbourhood reserves and playgrounds;
- sports and facility parks;
- amenity reserves; and
- trees.

These recreational assets are part of the Council’s on-going support to the Southland Leisure Strategy and its objectives to increase public participation in sporting and more active leisure time pursuits. The provision of parks and reserves is also consistent with the Council’s commitment to continue its work with Sport Southland in implementing an “active community” programme in the Gore District.

WHY IS THE SERVICE PROVIDED?

The provision and maintenance of parks, reserves, sportsgrounds and street gardens creates a pleasant environment in which to live and work, and thereby promote the quality of life. The District’s network of safe, functional, and attractive parks and reserves has a positive effect on the community’s sense of place and provides it with a variety of locations to pursue outdoor activities. Providing and maintaining these areas also help to ensure that our environment is appreciated, protected and sustained for future generations.

Likewise, the development and maintenance of sports areas by the Council helps fulfil the community’s need for sports and recreational facilities.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the Council’s Parks and Reserves	Level of Service
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	The District’s well maintained parks and reserves, sports fields and other recreational areas contribute to the quality of life enjoyed by residents and visitors, and make the District a great place to live.	<ul style="list-style-type: none"> • To provide playgrounds and reserves that are accessible to the community. • Premier parks are accessible and meet the needs of users. • Playgrounds are accessible and meet the needs for users. • Provision of sports fields and reserve land for other recreation facilities that meet the needs of the major field based sports. • Play areas are safe.
<i>Environment</i> 'A treasured environment which we care for and that supports us now and into the future'	The District’s well maintained gardens beautify the urban environment, while its rural parks and reserves fulfil a conservation function through the planting of native plant species and other measures.	



FUTURE CHANGES AND STRATEGIC PRIORITIES

No significant changes in levels of service are anticipated in this activity given the exhaustive analysis and investigations undertaken by the Council's parks and reserves working party in 2006-2008.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

The goal of the parks and reserves activity is to provide the residents of the District with a range of safe, well maintained, parks, reserves and sportsgrounds, which is consistent with community outcomes identified above.

The table below provides a summary of the Council's present and planned levels of service over the 10 year life of this plan, together with targets and the means by which they will be measured. Further details on the full range of levels of service and performance measures can be found in the parks and reserves activity management plan.

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
To provide playgrounds and reserves that are accessible to the community.	Access to parks and reserves provides opportunities to promote healthy and active communities, with their abundance assisting in the creation of attractive, environmentally friendly urban areas.	Percentage of urban homes located within 500m of a playground or neighbourhood reserve.	Staff audit reports and New Zealand Recreation Association (Yardstick reports).	>75%	>75%	>75%	>75%	78.5% by 2016 subject to urban development.
Premier parks are accessible and meet the needs of users.	Parks and reserves provide a sense of place, active recreation spaces and opportunities for communities to interact and beautify urban environments. All of these positive attributes contribute to the attainment of community outcomes.	Percentage of the Community that is satisfied with the Parks and Reserves provided as measured in the biennial customer satisfaction survey.	Biennial customer satisfaction survey.	92%	>90%	>90%	>90%	>90%
Playgrounds are accessible and meet the needs for users.	Playgrounds provide a sense of place, active recreation spaces and opportunities for communities to interact	Percentage of the Community that is satisfied with the Playgrounds provided as measured in the	Biennial customer satisfaction survey.	94% neutral or satisfied. 6% dissatisfied.		>90%		>90%

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
	and beautify urban environments. All of these positive attributes contribute to the attainment of community outcomes.	biennial customer satisfaction survey.						
Provision of sports fields and reserve land for other recreation facilities that meet the needs of the major field based sports.	Residents have a choice of quality places to go and things to do, which contributes to the primary community outcome of Southland is a great place to live.	Complaints per field per season regarding the quality and availability of sports fields (unless due to abnormal weather events).	Customer services request.	Achieved. No complaints received.	<5 on quality <5 on availability	<5 on quality <5 on availability	<5 on quality <5 on availability	<5 on quality <5 on availability
Play areas are safe.	Playgrounds are safe for children and families which contributes to the primary community outcome of safe places in a caring community.	Percentage of playgrounds that meet the NZ playground standard.	Measured by staff audit reports	Unconfirmed audit is currently underway with results to be known by June 2009.	>75%	>75%	>75%	>80%

ASSETS

Assets maintained as part of the Parks and Reserves Activity are as follows:

Reserves Land	260ha
Individual parks	66
Playgrounds	26
Playground equipment	188 items
Shrub gardens	5.3ha
Annual bedding	1,542m ²
Grass mowed	129ha
Street trees	3,095

The Parks and Reserves assets have a replacement cost of \$5,264,000 and a land value of \$2,987,400. Refer to the Activity Management Plan for more information. Not all grass areas maintained by the Council are designated as recreation reserves, a significant portion of these areas are tended to as part of roadside maintenance.

Maintenance of the above assets is undertaken and managed by Council staff and the costs of maintenance, renewal or replacement are funded primarily by rates contributions, and user fees.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. It is therefore expected that there will be no significant asset management implications in relation to changes in demand or consumption of services or changes in level of service as a result of population change.

SUSTAINABLE DEVELOPMENT

The 2006-2016 Long Term Council Community Plan provided a commitment for the Council to critically examine the number of parks, reserves and recreation areas in the Gore District along levels of service. This commitment was given in light of concerns expressed in the community at that time about the cost of maintaining parks and recreation assets in the context of an anticipated static or small decline in population.

Since that time a working party has thoroughly investigated asset utilisation and service levels in respect of parks and reserves. The working party took over two years to complete its task and concluded that with a couple of minor exceptions, the number of parks, reserves, gardens, shrubberies and playgrounds is appropriate to meet the present and future economic, social, environmental and cultural needs of the community. The working party asserted that these assets needed to be viewed as a positive legacy from the past rather than a millstone on the District's future. This view was endorsed by the Council in November 2008.

The parks and reserves activity management plan therefore provides for a continuation of a high level of maintenance of parks and reserves over the next 10 years. It is expected that such an approach will enable the assets to be able to be utilised by a greater number of people should heavy industries currently being mooted (i.e. a new milk processing plant and extraction of lignite resource, south of Mataura), contribute to an increase in population.

CLIMATE CHANGE

The Council is aware of the need to combat the effects of climate change. In recognition of the need to show leadership in proactively fronting up to the risks and challenges posed by climate change the Council is proposing to increase its tree planting/purchase budget by 10%. This increase will commence in 2010 and will be maintained throughout the 10 years of this plan. The additional trees planted will promote greater absorption of carbon dioxide and thus help offset any increase in carbon dioxide emissions that may occur.

Another project being undertaken by the Council in pursuit of environmental wellbeing, sustainable development and mitigating the effects of climate change is the planting out of the former Gore landfill site. This project being undertaken in collaboration with local community groups will see a 4ha area of land being planted in native vegetation to create a habitat for wildlife close to the township of Gore.



SIGNIFICANT NEGATIVE EFFECTS

By their nature Parks and Community Facilities are provided to deliver positive effects to the community and in some instances to mitigate against negative effects that are created by an urban development and commercial/industrial activities.

Nevertheless, negative environmental effects may arise from the use of pesticides and fertilisers on flower displays and lawns. These negative effects are considered minor, and effectively mitigated through compliance with the NZS 8409:1999 Agrichemical Users Code of Practice.

Practices include:

- use of lowest toxicity chemical necessary to achieve an effective result;
- use of "Growsafe" certified applicators;
- timing of spraying when the public are least likely to be present; and
- placing notices at application sites during, and for the recommended period following application.

Activities on parks can at times disturb neighbouring properties. Trees and vegetation can cause shade and leaf fall into neighbouring properties. However these inconveniences are of a relatively minor nature.



PARKS & RESERVES - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
17	Rent Received	12	12	12	12	13	13	13	13	13	13
3	Other Revenue	20	5	5	5	5	5	5	5	6	6
735	Internal Recoveries	817	862	880	899	915	933	952	975	997	1,019
755	TOTAL OPERATING REVENUE	849	879	898	916	932	951	970	993	1,015	1,038
	EXPENDITURE										
697	Staff Expenses	732	751	772	791	811	831	853	880	904	932
-	Interest: Public Debt	-	5	7	6	4	2	1	-	-	-
165	Depreciation	175	176	176	176	174	174	174	171	171	171
799	Other Expenses	935	951	927	948	988	991	1,022	1,041	1,079	1,100
555	Internal Expenses	617	651	665	679	690	704	719	736	752	769
2,216	TOTAL OPERATING EXPENDITURE	2,458	2,535	2,547	2,599	2,667	2,702	2,767	2,828	2,906	2,973
(1,461)	OPERATING SURPLUS/(DEFICIT)	(1,609)	(1,655)	(1,650)	(1,683)	(1,735)	(1,751)	(1,797)	(1,834)	(1,891)	(1,934)
121	CAPITAL	178	246	162	250	229	272	474	234	365	189
-	DEBT REPAYMENT	-	15	26	26	26	26	11	-	-	-
-	TRANSFER TO RESERVES	1	58	14	(3)	7	17	7	12	24	12
(1,582)	TOTAL FUNDING REQUIRED	(1,788)	(1,974)	(1,852)	(1,956)	(1,997)	(2,067)	(2,290)	(2,081)	(2,280)	(2,135)
	FUNDED BY										
-	General Rates	-	-	-	-	-	-	-	-	-	-
1,479	Targeted Rates	1,557	1,651	1,703	1,767	1,859	1,812	2,005	1,974	2,014	1,984
116	Depreciation	175	176	176	176	174	174	174	171	171	171
(13)	Transfer from Reserves	(20)	93	(27)	13	(36)	81	111	(64)	95	(20)
-	Loan Funding	76	53	-	-	-	-	-	-	-	-
1,582		1,788	1,974	1,852	1,956	1,997	2,067	2,290	2,081	2,280	2,135



ROADING

INTRODUCTION

The Gore District roading network comprises of 341 kilometres of sealed roads and 553 kilometres of gravelled roads. Major work (including reseals, seal widening, shape correction and bridge renewals) is subject to competitive tendering. Design and supervision of major works are undertaken by consultants.

The Council supports the objectives of the Land Transport Strategy, Road Safety Strategy 2010 and the New Zealand Transport Agency to improve road safety and sustainable transport throughout the region. Council staff work with other Councils and transport stakeholders to further New Zealand Transport Agency initiatives – e.g. targeting excessive speed, drink driving campaigns, developing and promoting safety management systems.

The Council compiles a triennial land transport programme to give it access to Government partnership finance. The programme takes into consideration transport initiatives, strategy development and monitoring, travel demand assessments, road safety issues, stock truck effluent transfer sites, alternatives to roading options, regional development initiatives, and monitoring passenger and mobility services.

WHY IS THE SERVICE PROVIDED?

Roads, bridges, and footpaths are provided and maintained to ensure safe and efficient passage of people and goods throughout the community, contributing to the effective functioning of the community and economy. Public ownership of the roading network ensures appropriate property access and freedom of travel throughout the District for all residents and visitors. Well maintained roads, footpaths, and street lighting provide for the safe and efficient travel of motor vehicles, cyclists, and pedestrians.

As the Council is the road controlling authority under the Local Government Act 1974, it has responsibility for all of the roads (state highways excluded) in the Gore District.



CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcomes	Contribution of the Council's Rooding Activities	Level of Service
<i>Economy and Employment</i> 'A diverse economy built from our strengths for growth and prosperity'	Efficient and safe transportation networks (in addition to State Highways operated by the New Zealand Transport Agency NZTA) are part of the essential infrastructure for economic growth and development	<ul style="list-style-type: none"> • We will provide safe roads. • Road work construction areas are safe. • The average roughness of sealed roads is better than the target levels as measured by NAASRA roughness surveys. • Unsealed roads are maintained to specific requirements. • To provide a roading network that meets the needs of the community.
<i>Law & Order</i> (Public safety & security) 'We have safe roads'	Safe and well maintained roads, footpaths and road verges promote safety of all road users, including pedestrians	
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	We have a choice of quality places to go and things to do. Sufficient safe and well maintained walking and cycling facilities are provided. Appropriate parking is provided and maintained at destinations.	
<i>Health and Wellbeing</i> 'We are healthy people'	We are able to live healthy lifestyles. We live in a compassionate, caring society. Sufficient safe and well maintained walking and cycling facilities are provided. Appropriate parking is provided and maintained at destinations.	



FUTURE CHANGES AND STRATEGIC PRIORITIES

It is anticipated that the following Capex Renewal Projects (classed as capital works) will be undertaken during the next three financial years:

Description	Projects 2009/10		2010/11		2011/12	
	Urban	Rural	Urban	Rural	Urban	Rural
Renewal Projects						
Resealing (Sites Provisional)	Sections of these roads	Sections of these roads	Sections of these roads	Sections of these roads	Sections of these roads	Sections of these roads
	AVON ST	GLENDHU RD	ANDERSON PL	DIAMOND PEAK RD	ALBION ST - EAST	DIAMOND PEAK RD
	BRENNAN LANE	LANDSLIP VALLEY RD	ARAWA PL	DOLAMORE PARK RD	APARIMA ST	GREENVALE RD
	BROUGHTON ST	MAIN ST	BELMONT PL	GLENDHU RD	BROUGHTON ST	KENNEDY RD
	BURY ST	MCKINNON RD	COUTTS RD	KAIWERA RD	CAMBRIDGE TCE	KNAPDALE RD
	CANNING ST	OTAMA RD	CREWE ST	KINGDON RD	CHARLTON LN	LANDSLIP VALLEY RD
	COUTTS RD	PYRAMID WAIPARU RD	DOCTORS RD	MCKINNON RD	CHARLTON RD	PATERSON RD
	DEVON ST	TAILINGS STREET	FRANK ST	OTAMITA GORGE RD	CROMBIE ST	SANDY KNOWES RD
	HAMILTON ST	WAIKAKA RD	GEORGE ST	WAIKAKA RD	FAIRFIELD ST	WAIKAKA RD
	JOHNSTON ST	WHITERIG RD	HALTON ST	WAIMUMU RD	GORDON TCE	WAIMUMU RD
	MCQUEEN AVE		HAMILTON ST	WHITERIG RD	HAMILTON PL	WENDON VALLEY RD
	MILTON PL		HYDE ST		IRWELL ST - EAST	WHITERIG RD
	NORFOLK ST		JOHNSTON ST		JACOB ST	
	OAKLAND ST		KIWI ST		KAKA ST	
	OXFORD ST		MERSEY ST - EAST		KERWOOD PL	
	ROCK ST		MILFORD ST - NORTH		KOA ST	
	SURREY ST		MILFORD ST - SOUTH		MARGARET ST	
	TORONTO ST		MILTON ST		MCCONNELL ST	
	WENTWORTH ST		NORFOLK ST		MCDUGAL STSOUTH	
			ORETI ST		MILTON ST	
			PRESTON ST		NORTH TCE NORTH	
			RIVER ST - MATAURA		ONSLow ST	
			SEYMOUR ST		POMONA ST	
			SURREY ST		SPEDEn PL	



			TAMWORTH LANE		SWAN ST	
			TRAFORD ST - WEST		TAINUI ST	
			WILLIAM ST		TAKAHE TCE	
					TORONTO ST	
					VIKING PL	
					WALKER ST	
					WALLIS LN	
		Approximately 85000m2	Approximately 150,000m2	Approximately 85,000m2	Approximately 105,000m2	Approximately 85,000m2
	\$353,223	\$763,899	\$368,765	\$458,212	\$379,459	\$471,500
Footpath Rehabilitation	Focussed on programmed reseal streets	Nil	Focussed on programmed reseal streets	Nil	Focussed on programmed reseal streets	Nil
	\$283,500		\$292,856		\$301,348	
Maintenance Metalling	Various urban streets	Central Waikaka / Northern Waimumu areas	Various urban streets	South East Waikaka / Northern Kaiwera and Waimumu areas	Various urban streets	Southern Waimumu and Kaiwera areas
	\$2,586	\$249,115	\$2,700	\$260,076	\$2,778	\$267,618
Pavement Rehabilitation	Focussed on programmed reseal roads 2,000m2	Focussed on programmed reseal roads 14,500m2	Focussed on programmed reseal roads 2,000m2	Focussed on programmed reseal roads 14,500m2	Focussed on programmed reseal roads 2,000m2	Focussed on programmed reseal roads 14,500m2
	\$35,811	\$283,836	\$37,386	\$296,325	\$38,470	\$304,919
Drainage Improvements	Focussed on programmed reseal roads Various vehicle crossing, sump and kerbing replacements	Focussed on programmed reseal roads Culvert replacements. SWC upgrades	Focussed on programmed reseal roads Various vehicle crossing, sump and kerbing replacements	Focussed on programmed reseal roads Culvert replacements. SWC upgrades	Focussed on programmed reseal roads Various vehicle crossing, sump and kerbing replacements	Focussed on programmed reseal roads Culvert replacements. SWC upgrades
	\$186,159	\$93,351	\$194,350	\$97,458	\$199,986	\$100,284
Associated Improvements	Nil	Pavement Rehabilitation sites. Seal widening	Nil	Pavement Rehabilitation sites. Seal widening		Pavement Rehabilitation sites. Seal widening
		\$67,082		\$70,034		\$72,065
Traffic Services renewals	Pavement marking and street lights as required	As required	As required	As required	As required	As required
	\$32,833	\$50,527	\$34,278	\$74,674	\$35,272	\$62,039



The following new Capital Expenditure Projects are anticipated to be completed in the next three years:

New Capital Projects – 2009-2012						
Description	Projects 2009/10		2010/11		2011/12	
	Urban	Rural	Urban	Rural	Urban	Rural
New Footpaths (Provisional)	New footpaths are proposed on sections of the following streets. Margaret Ardwick Margaret St Ardwick St \$31,500	Nil	New footpaths are proposed on sections of the following streets. Margaret Ardwick Kakapo St \$32,886	Nil	New footpaths are proposed on sections of the following streets. Margaret Ardwick Ardwick St Preston St \$33,840	Nil
Minor Safety Improvements	Intersection Improvements \$39,187	Traction Seals Bridge approaches Intersections Seal Widening \$262,254	Various including intersection improvements \$38,337	Traction Seals Bridge approaches Intersections Seal Widening \$256,561	Various including intersection improvements \$39,001	Traction Seals Bridge approaches Intersections Seal Widening \$261,008

Other changes proposed in the next ten years, is the replacement of a number of bridges. Following a full inspection of the District's bridges, a replacement programme is planned, commencing in the 2012/13 financial year.

The Council is also aware that intensification of land use in the District, particularly in relation to the move to dairy farming, may place additional stress on the District's roading network. At this point in time there is no firm evidence that either dairying or forestry necessitates a higher degree of maintenance or rehabilitation of the roading network than what would normally be required. This situation will however be closely monitored and if necessary, measures will be introduced at the next three yearly review of the LTCCP in 2012.

LEVELS OF SERVICE – 2009/19

The rationale underlying the levels of service for the Council's roading activities is to provide the most effective (i.e. most value given the costs) roading network for residents and visitors to the Gore District. In line with this philosophy, the Council provides gravel roads for low traffic-volume routes and sealed roads for routes with high traffic volumes. Footpaths are provided where significant pedestrian numbers warrant them. Each road and footpath is inspected regularly to ensure that it continues to provide safe and efficient passage for all users.

An essential aspect of the Council's roading activities is the programming and execution of regular roads maintenance. By programming regular road inspections, the Council is able to take pre-emptive maintenance or repairs prior to a reduction in the required level of safety or efficiency on the Districts roads. The Roothing Activity Management Plan provides further detail in relation to how maintenance, renewal and replacement work is undertaken.

The Council is committed to ensure that faults observed on roads or footpaths, and which may potentially reduce the safety or efficiency below that required, are repaired in a timely manner. Improvements such as



seal extension, pavement widening and new footpaths are made as a result of forecast or actual needs, which arise within the community.

The Council also provides assistance in the event of emergencies occurring on roads or footpaths, and thereby contributes to the restoration of safe and effective passage of traffic. Appropriate signage and pavement markings are provided to ensure safety and accurate guidance to road users.

In light of the above, it is clear that the rationale underlying the Council's roading activities is consistent with the achievement of community outcomes, as inefficient and unsafe roading networks would be a barrier to economic growth and pose significant risks to public safety.

Specific features in regard to changes of levels of service that differ from those specified in the 2006-16 LTCCP, are as follows:

Rural Roading – Gravel Roads

The Council is aware that there is not wholesale satisfaction with the maintenance regime adopted in respect of gravel roads domiciled in the rural rating areas. This was borne out in the biennial survey on Council services and activities conducted in 2008.

In response to concerns expressed in some quarters, the Council has conducted a review of the criteria for the classification of rural gravel roads. This review has resulted in a lowering of the threshold of vehicle numbers per day from 80 to 50, in regard to the definition of a Group 7 rural road. The net effect of this is that more roads will be the subject of higher grading frequency and increased gravel application due to their change in classification. An additional \$66,000 per annum has been set aside by the Council from roading rates, as its local share to fund the increase in service, along with other increased costs.

Footpaths

In the 2006-16 LTCCP, acknowledgement was made in the commentary for the roading activity that there was some support for increasing the level of service in regard to the provision of additional footpaths in urban areas. However an increase in the amount of rehabilitation to existing footpaths and the establishment of new footpaths was not provided for in the plan.

In the 2008/09 annual plan the Council departed from this position and opted to increase its investment in both new footpaths and the amount of rehabilitation undertaken to the existing network. This approach will be maintained throughout the next ten years of this plan. The Council's total investment in rehabilitation work and new footpaths has risen from approximately \$160k per annum to \$300,000. This will allow approximately 2km of improved or new footpaths to be introduced to the urban areas of the District each year.

This increase in service is being aimed at the elderly and children in particular, who rely heavily on an even surface for walking. Additionally, an enhanced footpath network supports healthy, active lifestyles of residents, who may choose walking as a form of general fitness.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
We will provide safe roads.	Safe places in a caring society that is free from crime. We have safe roads.	Injury crashes per 100 million vehicle kilometres travelled over five years.	As reported by NZTA. Gore District Road Safety Report – Peer group crash rates.	Urban - 56 crashes per 100 million vehicle kilometres travelled Rural - 24 crashes per 100 million kilometres travelled	<43 urban <22 rural	<42 urban <21 rural	<41 urban <20 rural	<40 urban <19 rural
	Safe places in a caring society that is free from crime. We have a healthy, safe and accessible built environment.	The number of complaints relating to the condition of footpaths each year.	As measured by the customer services log.	25 complaints	<24	<23	<22	<21
	Safe places in a caring society that is free from crime. We have a healthy, safe and accessible built environment.	The number of complaints relating to unsafe parking facilities.	As measured by the customer services log.	New	6	5	4	4 or less
Road work construction areas are safe.	Safe places in a caring society that is free from crime. We have safe roads.	No crashes occur as a result of negligence substandard safety provision at road works sites.	TMP auditing (COPTTM and LRS standards).	New	100% of road work sites not contributing to a crash.	100% of road work sites not contributing to a crash.	100% of road work sites not contributing to a crash.	100% of road work sites not contributing to a crash.
The average roughness of sealed roads is better than the target levels as measured by NAASRA roughness surveys.	A treasured environment which we care for and which supports us now and into the future.	The average roughness of sealed roads is better than the target levels: *100 for rural roads with 1000-5000 vehicle movements per day	NAASRA roughness surveys.	<ul style="list-style-type: none"> Rural roads with 1000-5000 vehicle movements per day had an average count 58 Rural roads with 200-1000 vehicle 	Average <100	Average <100	Average <100	Average <100



Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
		<p>*110 for rural with 200-1000 and urban roads with 1000-5000 vehicle movements per day</p> <p>*120 for rural with 50-200 and urban roads with 200-1000 vehicle movements per day.</p>		<p>movements per day had an average count 58</p> <ul style="list-style-type: none"> Rural roads with 50-200 vehicle movements per day had an average count 61 Rural roads with less than 50 vehicle movements per day had an average count 70 Urban roads with 1000-5000 vehicle movements per day had an average count 100 Urban roads with 200-1000 vehicle movements per day had an average count 104 Urban roads with less than 200 vehicle movements per day had an average count 108 	Average <110	Average <110	Average <110	Average <110
					Average <120	Average <120	Average <120	Average <120
Unsealed roads are maintained to specific requirements.	A treasured environment which we care for and which supports us now and into the future.	The roading maintenance contractor maintains gravel roads, as per specifications in the network maintenance contract.	As measured by contract audits conducted by staff.	92% compliance	90%	90%	90%	90%

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
To provide a roading network that meets the needs of the community.	A treasured environment which we care for and which supports us now and into the future.	Communities in the Gore District are satisfied with the local gravel roads as measured in the customer satisfaction survey.	Community surveys are conducted every two years.	38%		50%		55%
	A treasured environment which we care for and which supports us now and into the future.	Communities in the Gore District are satisfied with the footpaths.	As measured in the customer satisfaction survey. Community surveys are conducted every two years.	74%		75%		80%
	A treasured environment which we care for and which supports us now and into the future.	The percentage of request for service and complaints (e.g. streetlight failures, pot holes, pavement markings) dealt with within the contractually specified response times.	Customer services request log.	New	>90%	>90%	>90%	>90%

ASSETS

		Optimised Replacement Cost*
Total road length	894km	\$300,340,000
Sealed road length	341km	\$136,713,060
Unsealed road length	553km	\$121,900,940
Footpath length	96km	\$8,397,000
Number of bridges (including stock underpasses)	113	\$14,105,000
Number of culverts	2594	\$17,171,000
Street Lights	1491	\$880,000
Signs	3577	\$1,173,000

* Opus Valuation 2007

A Rooding Activity Management Plan has been developed and may be referred to for further details. Asset maintenance, renewal and replacement for rooding activities are financed primarily through rates as well as, subsidy support from the New Zealand Transport Agency (at a base rate of 56%) for the majority of maintenance tasks and 66% for new capital and minor improvement projects. There is also some funding from the petrol tax.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. Therefore, there is expected to be no significant asset management or asset capacity implications in relation to changes in demand or consumption of services or changes in levels of service.

Significant Negative Effects

Despite the benefits the Council's rooding activities bring, in terms of providing transportation infrastructure that is needed to support the everyday lives and livelihoods of residents in the District, rooding activities are inevitably associated with a number of negative effects. The table below sets out the negative effects that are potentially relevant to the situation in Gore, as well as possible mitigation measures.



POTENTIAL NEGATIVE EFFECT	POSSIBLE MITIGATION MECHANISMS
a) Road deaths and injuries	<ul style="list-style-type: none"> • Prepare a minor safety projects plan each year • Prepare renewal and maintenance plans to address potentially unsafe road surfaces • Set appropriate speed limits • Maintain a road safety management system, road safety strategy and a road safety action plan • Work closely with the New Zealand Transport Agency, the NZ Police and Road Safety Southland on road user education and policing
b) Excessive noise	<ul style="list-style-type: none"> • Install noise barriers where appropriate • Set appropriate speed limits • Use appropriate surfacing on busy roads in residential areas
c) Contamination of waterways by run-off from road surfaces	<ul style="list-style-type: none"> • Construct settlement ponds • Ensure proper attention is paid to water run-off/sediment control management when carrying out work on the roads • 'Police' the discharge of effluent onto the roads from stock trucks (and encourage the provision of disposal facilities at appropriate locations)
d) Disruption or separation of communities by road corridors	<ul style="list-style-type: none"> • Ensure adequate public consultation and proper attention is given to the compatibility of main roads and the adjoining neighbourhood when carrying out future planning
e) Environmental damage due to road construction or up-grading works	<ul style="list-style-type: none"> • Ensure compliance with resource consents • Ensure proper attention is given to environmental aspects when designing, upgrading or building new road works
f) Travel delays caused by road construction or up-grading works	<ul style="list-style-type: none"> • Ensure proper attention is paid to the preparation of and implementation of traffic management plans when carrying out up-grading or constructing new roads
g) Damage or nuisance caused to vehicles by soil and cow droppings on the road	<ul style="list-style-type: none"> • Encourage the construction of underpasses in places where stock numbers regularly cross the road • Enforce removal of soil and other material dropped on roads

It is pertinent to note that the above mentioned negative effects are mostly caused by road users, and are not occasioned by the roading system itself. The Council's policy is to monitor and maintain an on-going awareness of the possible risks and to ensure that mitigation measures are implemented to the extent appropriate.

CLIMATE CHANGE

Climate change will have implications for transportation as a greater variation in weather patterns is predicted leading to disruptions due to flooding, landslides, fallen trees and lines, direct effects of wind exposure on heavy vehicles, softening of bitumen and changed maintenance needs for public transport (road rail) infrastructure. A wetter environment will affect the moisture content of roading materials which will lead to a more rapid degradation of the road pavement.

Whilst this plan does not provide any specific financial allocation to mitigate the effects of climate change in respect to roading, the Council will be monitoring the condition of its roading network closely. Should climate change emerge as a proven injurious influence on the Council's roading network, then specific measures with an appropriate financial allocation will be introduced into a future review of this plan.



ROADING - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
430	Administration	486	483	495	507	530	530	554	558	573	592
602	Urban	653	681	700	721	738	755	773	791	808	833
1,481	Rural	1,692	1,579	1,599	1,721	1,732	1,803	2,025	2,032	1,928	2,694
2,513	TOTAL OPERATING REVENUE	2,831	2,743	2,794	2,949	3,000	3,087	3,352	3,381	3,309	4,119
	EXPENDITURE										
470	Urban Road Maintenance	484	494	509	524	543	549	567	576	591	607
32	Urban Footpath Maintenance	37	42	49	55	60	64	68	71	73	75
831	Rural Road Maintenance	1,061	1,095	1,128	1,161	1,195	1,216	1,249	1,273	1,305	1,338
73	Rural Noxious Weed Control	73	77	79	81	83	85	87	89	91	93
420	Roading Administration	458	472	485	496	507	520	532	548	563	578
1,829	Depreciation	1,925	2,188	2,188	2,188	2,388	2,388	2,388	2,527	2,527	2,527
3,653	TOTAL OPERATING EXPENDITURE	4,038	4,368	4,437	4,504	4,776	4,822	4,891	5,084	5,150	5,218
(1,140)	OPERATING SURPLUS/(DEFICIT)	(1,207)	(1,626)	(1,643)	(1,555)	(1,776)	(1,735)	(1,538)	(1,703)	(1,841)	(1,099)
	CAPITAL EXPENDITURE										
955	Urban Roads	965	1,005	1,033	1,064	1,090	1,115	1,142	1,168	1,194	1,231
1,792	Rural Roads	1,865	1,617	1,618	1,776	1,773	1,864	2,180	2,171	1,989	2,886
-	Roading Admin	59	-	-	30	24	-	33	-	-	35
2,747	TOTAL CAPITAL WORKS	2,889	2,622	2,652	2,871	2,887	2,979	3,355	3,339	3,183	4,152
-	DEBT REPAYMENT	-	13	23	33	43	53	63	73	83	93
-	TRANSFER TO RESERVES	(170)	(160)	(160)	(170)	(170)	(160)	(170)	(160)	(160)	(170)
(3,887)	TOTAL FUNDING REQUIRED	(3,925)	(4,102)	(4,158)	(4,289)	(4,536)	(4,608)	(4,787)	(4,956)	(4,947)	(5,174)
	FUNDED BY										
1,936	Targeted Rates	2,039	1,984	2,041	2,152	2,217	2,290	2,458	2,498	2,490	2,696
1,829	Depreciation	1,925	2,188	2,188	2,188	2,388	2,388	2,388	2,527	2,527	2,527
(10)	Transfer from Reserves	(139)	(170)	(170)	(150)	(169)	(170)	(160)	(170)	(170)	(149)
133	Loan Funding	100	100	100	100	100	100	100	100	100	100
3,887		3,925	4,102	4,158	4,289	4,536	4,608	4,787	4,956	4,947	5,174



WATER SUPPLY

INTRODUCTION

The Council's water supply activity provides sustainable and safe water for domestic, commercial and industrial use, as well as for fire fighting purposes.

Drinking water is supplied to urban areas of the District through two Council operated schemes: the Gore and Mataura schemes. The Council also operates the Otama rural water scheme which supplies water for livestock.

While the Council is the primary supplier of water to communities in the District, water supply to some rural areas, for instance, Otikerama and Kaiwera have been privatised. Furthermore, rural communities in Arthurton, Greenvale, Maitland, Pukerau, and Waikaka are served by the Glenkenich rural water supply, operated by Clutha District Council, while Mandeville village is not served by a communal water supply system.

The Council regularly monitors the quality of water it supplies. The Council water supply currently complies with the New Zealand Drinking Water Standards 2005, in terms of the absence of E-coli in supplies. However, installation of ultraviolet treatment, planned for Gore in 2009, and Mataura in 2010, needs to occur to achieve full compliance. The drinking water supplied by the Gore and Mataura schemes is tested each week in compliance with the new standards and water supplied via the Otama scheme is tested on a monthly basis. Public Health Risk Management Plans have been reviewed for both the Gore and Mataura schemes. New capital works identified by the public health risk management plans are expected to reduce potential public health risks and raise the standard of water supplied to water users.

In addition to monitoring water quality, the Council's water supply services team also conducts routine maintenance and repairs on the water supply network, and is charged with the management of water resources and planning for the future water supply needs throughout the District.



**PUBLIC WATER SUPPLY SYSTEMS OWNED AND MANAGED BY THE
GORE DISTRICT COUNCIL**

Community	Water Supply Grading		Length of Reticulation (m)	Depreciated Replacement Value (\$000)	Replacement Value (\$000)	Number of Connections	Average Daily Consumption (m ³ /day)
	Now	Future Target					
Gore	Db	Cb	78,419	6,895	15,656	3,937	3,900
Mataura	Cb	Cb	23,142	2,029	4,888	829	1,100
Otama	-	-	221,073	780	1,531	240	740

For further details on the scope of the Council's water supply activity and its assets, please refer to the Water Supply Activity Management Plan.

WATER SUPPLY DEMAND TRENDS 2003-2019

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2019
GORE						
Population served (2006 projections)	7820	7820	7820	7480	7480	7140
Total water used (m ³)	1,460,510	1,389,900	1,476,059	2,157,268	2,040,340	2,394,400
Commercial use (m ³ –metered)	269,500	269,500	277,000	301,664	302,045	350,000
Per capita consumption - residential (m ³)	141	129	149	232	232	286
Per capita consumption – all users (m ³)	175	163	184	273	272	335
MATAURA						
Population served (2006 projections)	1800	1800	1800	1750	1750	1550
Total water used (m ³)	374,450	395,790	358,000	429,703	429,703	493,000
Commercial use (m ³ –metered)	64,000	64,000	46,000	39,188	39,188	64,000
Per capita consumption - residential (m ³)	172	184	173	223	223	276
Per capita consumption – all users (m ³)	208	220	199	245	245	318



WHY IS THE SERVICE PROVIDED?

Water supply activities undertaken by the Council are in keeping with its statutory obligations to protect public health and property, as well as the need to ensure efficient and sustainable management of water resources in the District. The Council's water supply activities are also crucial for economic well-being and the success of commercial and industrial activities in the District. The following table sets out the 'Community Outcomes' which are served through the Council's water supply activities.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution of water supply activities	Level of Service
<i>Health & Wellbeing</i> 'We are healthy people'	High quality drinking water safeguards public health and safety by minimising the risk of water-borne diseases. Adequate pressure and volume of water to enable effective fire-fighting is also essential for public safety and wellbeing.	<ul style="list-style-type: none"> • A potable (safe to drink) water supply in urban areas. • A potable (safe to drink) water supply in urban areas.
<i>Economy & Employment</i> 'A diverse economy built from our strengths for growth and prosperity'	An efficient water supply distribution network is a core component of the infrastructure needed to foster a diverse and vibrant economy.	<ul style="list-style-type: none"> • Adequate pressure and volume of water to permit effective fire fighting. • A reliable water supply service (disruption).
<i>Environment</i> 'A treasured environment which we care for and which supports us now and into the future'	The Council's management of the District's water resources include measures for water conservation and techniques for demand management, including the use of water restrictions to control water use during summer and dry periods. These measures help to ensure sustainable use and replenishment of water resources.	<ul style="list-style-type: none"> • A reliable water supply service (response). • A reliable water supply service (community).

LEVELS OF SERVICE 2009/2019

Levels of service for the Council's water supply activity from financial year 2009 through to 2019 is anticipated to expand beyond the current supply network. Details of this expansion can be found under the heading "Sustainable Development". The quality of water supplied by the Council is expected to improve over the next ten years.

Whilst the Council does not presently fully comply with the New Zealand Drinking Water Standards, the Council believes that its current plans for improving the quality of urban water supply to a level of Cc by July 2011 will not expose the Council to penalties. Responses to enquiries made by the Council (to Public Health South) on this matter indicate there is support for the Council's position.

Nevertheless, the Council has reviewed the new drinking water standards and believes that it will be able to comply with the new standards by implementing a relatively modest capital works programme.

The main challenge to be faced by the Council in meeting the new Standards concerns protozoal compliance, which requires systems to be introduced to protect drinking water supplies from contaminants such as *Cryptosporidium* and *Giardia*. More details on the current status of the Council's water supply plants and the improvements required to comply with the new Standards are provided below:

The Mataura plant is already close to meeting the compliance criteria established under the new Standards. Compliance with the new Standards should be achieved by the installation of ultra violet (UV) treatment equipment. These additional features are expected to be installed by June 2011.

An emerging issue with the Mataura water supply is the intensification of land use around the area in which the water is sourced. This is reducing the quality of the raw water obtained and may prompt the need in future to look at other options for securing a better quality of raw water.

The raw water supply for the East Gore water treatment plant is currently of a high quality and compliance with the new Standards should be achieved through the installation of UV treatment equipment. Installation of this additional equipment is expected to take place by 30 June 2010.

The raw water source for the Hilbre Avenue plant in Gore is of poorer quality than that extracted from East Gore. The raw water source for the Hilbre Avenue plant is prone to contamination by surface water, resulting in high turbidity levels. As a result, installation of UV treatment equipment may not be sufficient to ensure compliance with the new Standards. The Council will therefore be addressing the need to lower turbidity levels in the water supply before installing UV treatment equipment.

In summary, the Council's current plans to install UV treatment equipment at the Mataura, Hilbre Avenue and East Gore water treatment plants will most likely ensure that the new Drinking Water Standards can be complied within Gore and Mataura

In addition to taking steps to comply with the New Zealand Drinking Water Standards, the Council intends to improve the quality of its water supplies as rated by the Ministry of Health. The Gore supply currently has a rating of Db (D = treatment and b = reticulation) with Mataura also rated Db. It is intended that the Gore supply will attain a rating of Cb by 2011 upon completion of upgrading to water treatment processes and Mataura a Bb.

The specific levels of service, performance measures and target dates for the Council's water supply activities are listed below.

Funding of the Council's water supply activity comes primarily from targeted rates and about 20% from water volume user-charges.

FUTURE CHANGES AND STRATEGIC PRIORITIES

This plan provides for a new reservoir to be constructed at the Hilbre Avenue treatment plant site in 2012/13. A capital sum of \$576,920 has been set aside for this project.

The Council will also continue its investigations on the feasibility of rationalising its water treatment facilities. One of the options to be explored is the physical connection of the Gore and Mataura water supplies. This in turn would necessitate investigating the reduction of treatment plants and raw water procurement facilities. Any capital works that may emanate from these investigations have not been included in this plan.

The Council also intends to have in place by 2010, a Water Supply Bylaw which would give it better control over possible misuse.

The Council will continue with a progressive replacement of water mains where the condition of the pipe is affecting the quality and/or flow of the water. A schedule detailing the locality and lengths of water mains to be replaced over the next 10 years is attached.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
A potable (safe to drink) water supply in urban areas.	Providing a continuous, efficient, quality water supply to communities ensures the health of the community.	Compliance with the microbiological criteria of the NZ Drinking Water Standards: - No detectable E-coli in water leaving water treatment plant - No E-coli in 98% of the distribution sample Weekly complaints regarding smell, unusual taste or colour.	Water testing at frequency specified in Public Health Risk Management Plan (PHRMP). Customer Service Request.	98% 12 complaints over the entire year.	100% <2 complaints per week	100% <2 complaints per week	100% <2 complaints per week	100% <2 complaints per week
A potable (safe to drink) water supply in urban areas.	Providing a continuous, efficient, quality water supply to communities ensures the health of the community.	Compliance with resource consent conditions.	Monitoring results of Environment Southland.	100%	100%	100%	100%	100%
Adequate pressure and volume of water to permit effective fire fighting.	This allows communities to be safe.	Tested urban fire hydrant flows exceed 12.5 l/s.	In accordance with Fire Service Code of Practices measured through biennial surveys of a sample of hydrants.	85% Gore 47% Maitai		90% Gore 80% Maitai		95% Gore 90% Maitai
A reliable water supply service (disruption).	A reliable water supply assists the community to be healthy as well as providing an effective infrastructure for economic activity.	Compliance with the maximum duration of disruption to service: Urban areas maximum of 8 hours Rural areas maximum of 48 hours,	Customer services log.	100%	100%	100%	100%	



Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
		with 75% of disruptions being: Urban areas < 4 hours Rural areas <24 hours						
A reliable water supply service (response).	A reliable water supply assists the community to be healthy as well as providing an effective infrastructure for economic activity.	Compliance with the following response times for water reticulation faults and emergencies: 2 hours for emergency Major urban leak – 8 hours Major rural leak – 24 hours Minor leaks – within 21 days Compliance with the following response time for new connections: 5 working days	Customer services log.	100% for emergencies and major leaks. 98% for minor leaks.	100%	100%	100%	
A reliable water supply service (community).	A reliable water supply assists the community to be healthy as well as providing an effective infrastructure for economic activity.	The community agrees that it has good water supply according to the biennial customer satisfaction survey.	Biennial customer satisfaction survey.	76%		80%		85%

ASSETS

Assets maintained by the Council for its water supply activity include the District's water sources and reservoirs, the Gore, Mataura and Otama water supply schemes, as well as treatment plant, pump stations, water lines, valves, fire hydrants, meters and service lines.

The replacement value of these assets was estimated in July 2008 as being \$26,916,554. The majority of maintenance, asset renewals and new capital works are to be funded by rates.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. Therefore no significant asset management implications are expected in relation to changes in demand or consumption of services or changes in level of service.

Maintenance of the above assets is undertaken and managed by Council staff and the costs of maintenance, renewal or replacement and capital works are funded primarily by rates contributions, and supplemented by water usage charges.

SIGNIFICANT NEGATIVE EFFECTS

While the Council's water supply activities are intended to benefit all communities in the District, there is the possibility of significant negative impacts on the social, economic, environmental and cultural well-being of the community in the event that water supply activities are not performing at their desired levels.

These negative effects include risks to public health, diminished quality of life, economic and environmental costs, as well as adversely affect the *mauri* of natural water sources. In order to minimise/mitigate these risks, the Council undertakes regular monitoring of raw water quality and abstraction volume, and as mentioned previously has developed Public Health Risk Management Plans for its Gore and Mataura water supplies.

SUSTAINABLE DEVELOPMENT

The Council is presently contemplating its ability to supply water to a proposed milk powder processing plant to be established at McNab, near Gore. The Council is acutely aware that at present it does not have the ability to meet demand for water during dryer summer periods. This inability is caused by the wells in the Gore water supply reticulation not being able to extract sufficient water. The average daily peak demand for the Gore urban area of 5560m³ is considerably less than the resource consented limit of 8,000m³. The Council believes it can sustainably supply water to a proposed milk processing plant, on the basis that its existing wells are renovated. A study commissioned in 2008 revealed that renovation of the wells should enable the Council to extract its full water entitlement under its resource consent.

The development of a new milk processing plant is anything but certain, with the project being put on hold for 12 months. Should the project proceed, the Council will ensure that the capital cost of renovating its wells will be recovered by the developers of the new plant before any agreement to supply water is entered into.

The outcome anticipated by this work is an enhanced water capacity for the Gore urban area which should decrease demand restrictions in the summer months and the sale of up to 1500m³ of water per annum to the milk processing plant. The Council has commissioned independent analysis to ensure that the sale of up to 1,500m³ of water following the upgrade of its wells will have no impact on the ability to service the present and future needs of the Gore urban area.



URBAN CASTIRON WATER MAIN RENEWALS

Location	Length	Reason	Replace Cost	Total for Year	Year
Onslow Street	220	75 CI - poor fire flows	\$49,841	\$106,479	2010
Oldham Street	80	75 CI - poor fire flows	\$18,124		
Blampied Street	170	100 CI - poor fire flows	\$38,514		
Albion Street	350	100 CI - poor fire flows	\$81,708	\$108,554	2011
Brown Street	115	75 CI - poor fire flows	\$26,847		
Redmond Street	415	75 CI - poor water quality	\$100,223	\$100,223	2012
Hilbre Avenue/Norton Street	880	200A/C	\$180,000	\$180,000	2013
Norton to Well	1000	200A/C	\$216,000	\$216,000	2014
Main Street, Matura	620	100C/I	\$60,000		
Carteret Street	550	100A/C	\$55,000	\$115,000	2015
Coopers Well Main	770	250A/C	\$170,000	\$170,000	2016
Coopers Well Main	730	250A/C	\$166,000	\$166,000	2017
Coopers Well Main	800	300A/C	\$216,000	\$216,000	2018
Coopers Well Main	850	300A/C	\$235,000	\$235,000	2019



WATER - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
160	Water Charges	160	167	171	175	179	183	187	191	196	201
84	Other Revenue	93	97	99	101	103	106	108	111	113	116
244	TOTAL OPERATING REVENUE	253	264	270	276	282	288	295	302	309	317
	EXPENDITURE										
224	Staff Expenses	232	239	245	251	258	264	271	280	287	296
69	Interest: Public Debt	66	63	56	43	62	51	42	25	16	-
397	Depreciation	405	442	442	442	485	485	485	516	516	516
640	Other Expenses	669	708	717	741	754	774	798	818	843	871
1,330	TOTAL OPERATING EXPENDITURE	1,372	1,451	1,460	1,478	1,558	1,573	1,596	1,640	1,663	1,683
(1,086)	OPERATING SURPLUS/(DEFICIT)	(1,119)	(1,187)	(1,190)	(1,202)	(1,276)	(1,285)	(1,301)	(1,338)	(1,354)	(1,366)
448	CAPITAL	354	335	240	704	309	359	243	240	255	256
49	DEBT REPAYMENT	50	72	206	-	171	132	257	275	245	-
-	TRANSFER TO RESERVES	(17)	(13)	(10)	(9)	(8)	(7)	(6)	24	49	310
(1,583)	TOTAL FUNDING REQUIRED	(1,506)	(1,581)	(1,626)	(1,897)	(1,748)	(1,769)	(1,794)	(1,878)	(1,904)	(1,933)
	FUNDED BY										
-	General Rates	-	-	-	-	-	-	-	-	-	-
1,044	Targeted Rates	1,101	1,139	1,184	1,210	1,263	1,284	1,309	1,361	1,387	1,416
397	Depreciation	405	442	442	442	485	485	485	516	516	516
142	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
-	Loan Funding	-	-	-	245	-	-	-	-	-	-
1,583		1,506	1,581	1,626	1,897	1,748	1,769	1,794	1,878	1,904	1,933



WASTE WATER AND STORM WATER ACTIVITY

INTRODUCTION

The Council's waste and storm water drainage activities consist of the collection, treatment and disposal of waste water, storm water and sewerage in order to safeguard public health and safety, and protect property, while minimising to the extent possible, adverse environmental impacts arising from these activities.

The Gore, Mataura and Waikaka waste water schemes operated by the Council, serve communities located in these three townships. Rural areas and the villages of Mandeville and Pukerau are not served by the Council's waste water services. Instead waste water from these areas are collected and discharged into individual septic tanks.

A robust system for monitoring waste water quality and maintenance of waste water treatment, as well as storm water infrastructure, has been put in place by the Council. Waste water quality is monitored on a weekly basis, while the Council's waste and storm water team has a three-tiered maintenance regime for routine, planned and reactive maintenance of waste and storm water assets and infrastructure. Current maintenance standards conform to industry best practice and meet the appropriate New Zealand standards.

WHY IS THE SERVICE PROVIDED?

The collection, treatment and disposal of waste water is an essential service for the benefit of residents and businesses throughout the District. The Council's waste and storm water activity protects the health and physical environment of the community, and is indispensable to economic growth and development. The effective control of storm water is also necessary to safeguard public safety and minimise risks to property. The Local Government Act 2002 requires that Councils must continue to provide waste water services to their communities and maintain Council capacity to provide such services.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the Council's waste & storm water management activities	Level of Service
<i>Health and wellbeing</i> 'We are healthy people'	Robust processes for treatment and monitoring of waste water quality safeguards public health and safety by minimising the risk of water-borne diseases. Efficient storm water infrastructure is likewise essential for public safety and wellbeing	<ul style="list-style-type: none"> • A reliable service for removal of waste and stormwater is provided. • Waste and storm water systems that comply with environmental standards.
<i>Economy and employment</i> 'A diverse economy built from our strengths for growth and prosperity'	An efficient waste and storm water management infrastructure is a core component of the infrastructure needed to foster a diverse and vibrant economy	<ul style="list-style-type: none"> • Waste and storm water systems that are effective and comply with environmental standards.
<i>Environment</i> 'A treasured environment which we care for and which supports us now and into the future'	Weekly monitoring of effluent discharged from waste water treatment facilities mitigates negative environmental impacts on the District's water ways	<ul style="list-style-type: none"> • Waste and storm water systems that are effective and comply with environmental standards.



FUTURE CHANGES AND STRATEGIC PRIORITIES

With the completion of major capital works at the Gore and Mataura oxidation ponds in 2008/09, a stable platform for the next 10 years and beyond has been provided. The installation of an Actiflo Plant at the end of the treatment process at the Gore oxidation pond and the establishment of a wetland at the Mataura pond has enabled longer term resource consents to be secured. The consents to continue to discharge treated effluent into the Mataura River now run through to 31 December 2023 and 11 May 2021 for Gore and Mataura, respectively.

Capital expenditure is envisaged over the next ten years for the treatment and disposal of sludge from the Waste Water treatment plant. The most effective solution for this process will be determined when the study of disposal options is completed.

The Council will continue with a progressive replacement of sewer mains where condition assessment has revealed that certain sections should be replaced. A schedule detailing the locality and lengths of sewer mains to be replaced over the next 10 years is attached.

The Council is presently in the throes of obtaining resource consent to continue discharging storm water into the Mataura River. The success of this application process and the nature of any conditions imposed will determine the pace of any storm water separation works from the Council's waste water systems. Additional capital expenditure maybe required for storm water treatment dependent on the conditions imposed through the resource consent process.

In addition, the sludge from the Actiflo plant and the ponds will require processing for disposal.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
A reliable service for removal of waste and stormwater is provided.	Safeguards the health of the community and ensures that the environment is protected from the negative effects of human activities.	Compliance with the maximum response times of: 2 hours for emergency or pump station failure. 4 hours for sewer blockage. 12 hours for urban surface flooding.	Initial response recorded by telemetry system/pager for pump stations and in Customer Services Request for sewer blockage and flooding. Actual response time recorded in customer services log.	100%	100%	100%	100%	100%
Waste and storm water systems that comply with environmental standards.	Safeguards the health of the community and ensures that the environment is protected from the negative effects of human activities.	Annual complaints relating to smell from oxidation ponds. Trade waste discharges comply with the Trade Waste Bylaw 2008 based on a minimum sampling of 2 trade waste per discharge.	Customer Services Request. Actual trade waste discharges (quantity and quality) sampled and recorded in the Trade Waste sampling spreadsheet.	Nil complaints received. A minimum of 2 samples from each trade waste agreement per year.	< 10 per annum A minimum of 2 samples from each trade waste agreement per year.	< 8 per annum A minimum of 2 samples from each trade waste agreement per year.	< 6 per annum A minimum of 2 samples from each trade waste agreement per year.	< 5 per annum A minimum of 2 samples from each trade waste agreement per year.
Waste and storm water systems that are effective and comply with environmental standards.	Safeguards the health of the community and ensures that the environment is protected from the negative effects of human activities.	Biennial customer satisfaction survey shows the community is satisfied with the wastewater service.	Biennial Customer Satisfaction survey.	95% waste water 87% storm water		> 90% waste water > 85% storm water		> 95% waste water > 90% storm water
Waste and storm	Safeguards the	Percentage of	Monitoring results of	100%	100%	100%	100%	100%



Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
water systems that are effective and comply with environmental standards.	health of the community and ensures that the environment is protected from the negative effects of human activities.	resource consent conditions complied with.	Environment Southland.					

ASSETS

Assets maintained by the Council's waste and storm water activity include waste and storm water schemes in Gore, Mataura and Waikaka, drains, treatment plant, pump stations, valves, mud tanks, man-holes, and connections.

The depreciated replacement value of these assets is \$18,861,461 (as at June 2007). Renewal and replacement of these assets is expected to be funded through rates contributions. In terms of asset management, the Council has recently purchased asset management software to keep track of and document asset renewals.

On the whole the condition of the Council's waste and storm water assets is rated as being 'good', with relatively few complaints received about the state of the Council's drainage network. The remaining asset life for all waste and storm water drainage systems is in excess of 20 years.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. Therefore there is expected to be no significant asset management implications in relation to changes in demand or consumption of services or changes in level of service.

Maintenance of the above assets is undertaken and managed by Council staff and the costs of maintenance, renewal or replacement and capital works are funded primarily by rates contributions, and supplemented by trade waste charges.

SIGNIFICANT NEGATIVE EFFECTS

While the Council acknowledges its waste and storm water activity may have some adverse impacts, these relatively minimal impacts are outweighed by the public good that is served by the benefits of managing waste and storm water, and most notably, public health and safety.

To mitigate the potentially negative effects of discharging treated waste water into the Mataura River and the Waikaka Stream, the Council has established a robust system for monitoring discharges in accordance with the requirements of the Resource Management Act.

As treated waste water is discharged into rivers and waterways, the Council's waste and storm water activity potentially has negative effects on the socio-economic and cultural interests of tangata whenua. As part of the Council's measures to mitigate these effects and safeguard these socio-economic and cultural interests, consultations are held with tangata whenua during the resource consents process, as per the requirements of the Resource Management Act.



STORMWATER UPGRADE STRATEGY				
	Length	Reason	Replace Cost	Year
Upgrade Strategy			50,000	2009+
Remaining programme to follow on completion of strategy				

SEWER PIPE RENEWALS								
	Diameter	ID	Length	Reason	Replace Cost	Total	Year	Completed
Milton Street	150	2147-2148	67	condition rated 4	27,748			
Thistle Street	150	1653-1657	85	condition rated 4	34,074			
Garnet Street	150	1373-1568	140	condition rated 5	53,385			
Wigan Street	1000	1810-1805	45	condition rated 5	54,948	170,155	2010	
Wigan Street	1000	New MH-1804	110	condition rated 5	120,120			
Broughton Street	150	1645-1648	90	condition rated 4	38,693	158,813	2011	
Wigan Street	1000	1872-1836	85	condition rated 5	101,506			
Culling Terrace	225		25	condition rated 5	13,475			
Garnet Street	150	1504-1480	200	condition rated 5	78,733	193,714	2012	
Main Street/ Bury 1	225		355	condition rated 5	168,154			
Broughton Street (Camping ground)	150	2330-2145	65	condition rated 5	25,401			
Doctors Road	150	1034-1035	70	condition rated 5	27,355	220,910	2013	
Main Street / Bury 2	225		355	condition rated 5	173,367			
Mersey Street	225	1467-1468	10	condition rated 4	4,884			
Johnston Street	150	1643-1654	45	condition rated 4	18,130			
Arawa Street	150	1500-1507	65	Condition rated 4	26,188	222,569	2014	
Main Street (near Mersey Street)	225	1288-1255	380	condition rated 5	191,143			
Churchill Avenue	150	1770-1769	60	Condition rated 5	24,899			
Gore Fountain	150		35	condition rated 5	14,524			
Johnston Street	150	1644-1643	50	condition rated 5	20,749	251,315	2015	
Clyde Street	150	2314-2137	75	condition rated 5	32,057			
Wigan Street	1000	1804-1811	20	condition rated 5	32,900			
Mary Street	150	1474-1472	75	condition rated 5	32,057			



SEWER PIPE RENEWALS								
Argyle Street	150	1032-1031	150	condition rated 5	64,115			
Gorton Street	300	1929-1262	220	condition rated 5	125,380	286,509	2016	
Coutts Road	300	1266-1771	400	condition rated 5	234,574			
Main Street	225	1288-1254	65	condition rated 5	34,653			
Kitchener Street	150	2154-2155	30	condition rated 4	13,195	282,422	2017	
Robertson Street	150	1440-2251	365	condition rated 4	165,032			
Gordon Terrace	150	2071-2081	95	condition rated 4	42,953			
Ardwick Street	150	1475-1474	255	condition rated 4	115,296	323,281	2018	
Hyde Street	150	1035-1915	35	condition rated 5	15,825			
Huron Street	225	1968-1959	105	condition rated 4	57,545			
Norton Street	150	1556-1531	105	condition rated 4	47,475			
Crewe Street	225	1414-1477	75	condition rated 4	41,104			
Main Street	225	1250-1255	85	condition rated 4	46,584			
Hope Street	225	1032-1031	125	condition rated 4	68,506	277,039	2019	
Kana Street	225	1031-1028	540	condition rated 5	295,947			
Ashton Street	225	1879-New MH	115	condition rated 4	63,026	358,973	2020	
Main Street, Mataura	300	1126-1179	980	condition rated 4	590,798			
Rimu Street	225	1050-1862	125	Condition 4	68,506			
Rata Street	150	1863-1861	125	Condition 4	56,518			



WASTE WATER & STORM WATER - STATEMENT OF COST OF SERVICE

Annual Plan 2009 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
	REVENUE										
177	Fees & Charges	190	198	203	208	212	217	222	227	232	238
-	Other Revenue	-	-	-	-	-	-	-	-	-	-
177	TOTAL OPERATING REVENUE	190	198	203	208	212	217	222	227	232	238
	EXPENDITURE										
79	Staff Expenses	81	84	86	88	90	93	95	98	101	104
250	Interest: Public Debt	196	187	161	153	142	124	108	92	74	56
632	Depreciation	611	701	701	701	729	729	729	763	763	763
584	Other Expenses	628	663	674	696	710	728	752	772	795	821
1,545	TOTAL OPERATING EXPENDITURE	1,517	1,635	1,622	1,638	1,671	1,674	1,683	1,725	1,733	1,744
(1,367)	OPERATING SURPLUS/(DEFICIT)	(1,327)	(1,436)	(1,419)	(1,430)	(1,459)	(1,457)	(1,462)	(1,498)	(1,501)	(1,506)
265	CAPITAL	267	259	283	307	313	346	379	400	408	384
118	DEBT REPAYMENT	147	256	257	240	274	258	242	271	280	323
-	TRANSFER TO RESERVES	30	30	30	30	30	30	30	30	30	30
(1,750)	TOTAL FUNDING REQUIRED	(1,771)	(1,981)	(1,989)	(2,008)	(2,076)	(2,092)	(2,113)	(2,199)	(2,220)	(2,243)
	FUNDED BY										
-	General Rates	-	-	-	-	-	-	-	-	-	-
1,118	Targeted Rates	1,160	1,280	1,288	1,307	1,347	1,363	1,384	1,436	1,457	1,480
632	Depreciation	611	701	701	701	729	729	729	763	763	763
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
1,750		1,771	1,981	1,989	2,008	2,076	2,092	2,113	2,199	2,220	2,243



SOLID WASTE

INTRODUCTION

The Council operates a transfer station located in Gore and contracts out the provision of a household kerbside bag collection in Gore and Mataura. A skip bin service operates in Mataura on Sunday afternoons at the old landfill site and a private contractor offers a kerbside wheelie bin service throughout the District including the villages of Mandeville, Pukerau and Waikaka.

WHY IS THE SERVICE PROVIDED?

Solid waste management is necessary for the health and quality of life of the community, the local economy, and the environment. The Council's aim is to provide for the safest, most cost-effective and efficient disposal of the District's solid waste.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution of the Council's Solid Waste Activity	Level of Service
<i>Health and Wellbeing</i> 'We are healthy people'	The Council's solid waste services allow for efficient and hygienic disposal of solid waste generated in the District. Solid waste services discourage the proliferation of pests and thus safeguards public health and safety.	<ul style="list-style-type: none"> • A transfer station is provided to meet the needs of the community. • An effective kerbside refuse collection service is provided in urban areas.
<i>Economy and employment</i> 'A diverse economy built from our strengths for growth and prosperity'	Hygienic and cost-effective solid waste disposal is a core component of the infrastructure needed to foster a diverse and thriving economy	<ul style="list-style-type: none"> • Waste minimisation is promoted to improve the environment.

FUTURE CHANGES AND STRATEGIC PRIORITIES- Recycling

In the 2006-16 LTCCP the Council indicated it was giving further consideration to the introduction of recycling services in the District. At that time, the plan stated that preliminary indications were that kerbside recycling was too expensive for the District.

Since that time the Council has carried out the undertaking given in the plan to consult the community on a range of possible options from the status quo through to a three bin kerbside recycling service. The results of this consultation showed that the community had a preference, albeit slight, for kerbside recycling.

This trend continued in the Council's 2008 resident survey where 55% of respondents indicated they would use a kerbside recycling service if available. In November 2008, the Council resolved in principle to be part of a Southland wide recycling service, in association with the Invercargill City and Southland District Councils. However, at the same time the Council reserved the right to follow its own timeline.

The Council is still apprehensive about introducing a kerbside recycling service due principally to cost. At an estimated cost of \$160 per household per annum, the new service would force the total rates levied by the District by about 7%. However, this increase would be concentrated around the urban centres of Gore and Mataura and therefore the actual rates increases incurred by these ratepayers would be more in the vicinity of 12%.

The other concern about kerbside recycling is that it does not give urban ratepayers a choice. All urban residents would receive the service irrespective of need or desire. In the case of smaller households, which generate less waste, a three bin weekly recycling service may not be either welcome or practical.

Against these economic arguments are the environmental benefits secured by embracing recycling. A kerbside service is likely to cultivate an increase of participation in recycling than the likes of a communal recycling facility on a specific site.

This plan therefore provides for the introduction of a kerbside recycling service in 2012/13. This timeline has been chosen for the following reasons:

- The expiry of the existing refuse haulage contract from Gore to the regional landfill near Winton, which will be superseded by the new recycling service.
- Uncertainty with current international recycling markets.

The Council recognises that this is a contentious issue requiring the provision of accurate information to enable informed decision making.

Another factor which may have some bearing on the issue is the impact of the Waste Minimisation Act 2008 with the introduction of a \$10 + GST per tonne levy on all waste going to a landfill. This levy which commences on 1 July 2009 may provide further incentive for people to implement waste reduction strategies, including recycling at their own homes.

An opportunity currently exists for the Gore District Council to work together with Invercargill City and Southland District Council's (WasteNet) at a combined regional level, seeking proposals for Waste Management and Recycling Services through a public tender process. WasteNet is a joint committee of the three Southland territorial authorities working together for Solid Waste Management. It was developed for the regional landfill procurement for Southland.

By taking advantage of being involved at a regional level it is likely that there is potential for much lower costs for such services through the scale of activity at a regional level.

If the proposals prove to be economically attractive to the Council then the opinion of the ratepayers will be sought through public consultation on what services should be provided and the timing for their introduction.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
A transfer station is provided to meet the needs of the community.	A tidy, well maintained, odour free transfer station and waste collection and disposal system provides an environment that is protected from the negative effects of human activities.	Percentage of urgent requests responded to in one day. (Urgent requests being defined as rubbish bags not collected, being destroyed by dogs or streets not collected in error).	Customer service log.	New measure.	100%	100%	100%	100%
An effective kerbside refuse collection service is provided in urban areas.	Timely uplifting and removal of kerbside rubbish bags helps provide an urban environment that is protected from the negative effects of human activities.	Number of complaints received each year about the effectiveness of the kerbside refuse collection service.	Customer service log.	4 complaints received.	<5 pa	<5 pa	<5 pa	<5 pa
Waste minimisation is promoted to improve the environment.	The reduction of waste disposed of reduces costs to residents and places less pressure on the environment. This has a positive impact on economic and environmental outcomes.	Volume of waste per capita being disposed of at the regional landfill.	Regional landfill weighbridge records.	545 kg per capita.	Decreasing by 1%	Decreasing by 1%	Decreasing by 1%	Decreasing by 1%



ASSETS

The Council owns a transfer station in Gore and four closed landfill sites in Gore, Mataura, Waikaka and Pukerau.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. Therefore there is expected to be no significant asset management implications in relation to changes in demand or consumption of services or changes in level of service.

Maintenance of the above assets is undertaken and managed by Council staff and the costs of maintenance, renewal or replacement are funded primarily through user fees and charges, and supplemented by rates contributions.

SIGNIFICANT NEGATIVE EFFECTS

While there is a risk that effluent from closed landfills may leach into streams and the water table, such risks are mitigated by strict adherence to resource consent requirements pertaining to the landfills.

The Council also strives to minimise nuisances such as noise, dust and odour from transfer station operations by closely monitoring the operation of the transfer station. The nuisance caused by windblown litter from waste disposal areas is also mitigated by the installation of wind fencing.

With regard to the risk of vermin such as rats and/or seagulls, the Council conducts regular checks for vermin and lays bait to minimise colonisation of waste disposal areas or facilities by such vermin. Council staff also make an effort to keep solid waste disposal areas clean and tidy.



SOLID WASTE - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
570	Fees Collected	550	574	587			0		0	0	0
110	Other Revenue	110	115	117			0		0	0	0
680	TOTAL OPERATING REVENUE	660	689	705			0		0	0	0
	EXPENDITURE										
101	Staff Expenses	104	107	110	0						
90	Interest: Public Debt	92	92	92	92	96	96	96	96	96	96
38	Depreciation	38	38	38	38	38	38	38	38	38	38
845	Other Expenses	883	927	945	1,047	1,065	1,089	1,115	1,140	1,168	1,199
1,074	TOTAL OPERATING EXPENDITURE	1,117	1,164	1,184	1,176	1,199	1,223	1,249	1,274	1,302	1,332
(393)	OPERATING SURPLUS/(DEFICIT)	(457)	(475)	(480)	(1,176)	(1,199)	(1,223)	(1,249)	(1,274)	(1,302)	(1,332)
-	CAPITAL	-	-	-	-	-	-	-	-	-	-
-	DEBT REPAYMENT	-	-	-	-	-	-	-	-	-	-
-	TRANSFER TO RESERVES	-	-	-	-	-	-	-	-	-	-
(393)	TOTAL FUNDING REQUIRED	(457)	(475)	(480)	(1,176)	(1,199)	(1,223)	(1,249)	(1,274)	(1,302)	(1,332)
	FUNDED BY										
178	General Rates	210	219	221	239	241	247	250	255	263	269
178	Targeted Rates	210	219	221	899	921	937	960	981	1,001	1,025
38	Depreciation	38	38	38	38	38	38	38	38	38	38
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
393		457	475	480	1,176	1,199	1,223	1,249	1,274	1,302	1,332

With the proposed implementation of recycling in the 2012-13 financial year the complete solid waste activity will most likely be contracted to a stand alone service provider, and as such no ongoing revenue will accrue to the Gore District Council from that date.

CIVIL DEFENCE

INTRODUCTION

The Civil Defence activity is conducted under the Civil Defence Emergency Management Act 2002. The Gore District Council is a member of the Southland Civil Defence and Emergency Management Group.

The Forest and Rural Fires Act 1977 requires Councils to provide rural fire fighting services. In 2003 the Gore District joined with the Department of Conservation, Southern Plantations Rural Fire and the other local authorities in Southland to form the Southern Rural Fire District, which deals with all rural fire related issues in Southland.

WHY IS THE SERVICE PROVIDED?

Legislation requires councils to take a lead role in promoting community awareness, resilience, and preparedness to respond to an emergency situation.

The safety and welfare of the Districts residents are enhanced when the District has plans in place to ensure that natural disasters and civil emergencies have minimal negative effects on communities, and when there is well-trained group of individuals who can provide leadership in the event of an emergency.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the Council's Civil Defence Activities	Level of Service
<i>Health and Wellbeing</i> 'People are prepared for emergency situations'	The Council's civil defence activities enable timely preparation and an effective response to rural fires, natural disasters, civil emergencies and other untoward events	<ul style="list-style-type: none">• Emergency equipment is ready for use at all times.• To have a skilled and knowledgeable team ready to manage an emergency response when required.• People prepared for a civil defence emergency.

FUTURE CHANGES AND STRATEGIC PRIORITIES

No significant changes in levels of service are anticipated in this activity. The Council will continue to work on improving the local civil defence standard operating procedures. The Council will work with neighbouring councils to collectively enhance the regional delivery of civil defence through the ongoing excellent work being done in the study of the delivery structure in Southland. This could be done through a shared service agreement across councils to deliver co-ordination and management of resources, including staffing, professional development and training and the current moves in this direction are fully endorsed by the Council.

LEVELS OF SERVICE 2009 – 2019

The goal of the civil defence activity is to ensure that residents are prepared for an emergency so that the impact on the community is minimised and the people are safe, and is entirely consistent with the community outcome identified above. Funding of the Council's civil defence and rural fire activity is derived primarily from targeted rates.

LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Emergency equipment is ready for use at all times.	Equipment is ready for use to protect the health and wellbeing of the community.	Percentage of equipment available.	Staff report to Council verifies equipment availability.	100%	100%	100%	100%	100%
To have a skilled and knowledgeable team ready to manage an emergency response when required.	Knowledgeable leaders with ability to manage and ensure the safety of the community in an emergency.	Key response personnel receive at least one training opportunity each year.	Staff civil defence training records.	100%	100%	100%	100%	100%
People prepared for a civil defence emergency.	The Council has a direct role in ensuring communities are prepared for an emergency.	Percentage of residents that have personally taken steps to prepare for a civil defence emergency as per the biennial survey.	Gore District Council resident survey.	46%		50%		54%

ASSETS

The assets allocated to Civil Defence include computer equipment, office furniture, and some small items of plant. The value of these assets is not material to the cost of providing the activity or the overall cost of the council's activities. As a result no asset management plan has been prepared.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. Therefore there is expected to be no significant asset management implications in relation to changes in demand or consumption of services or changes in level of service.

Maintenance of the above assets is undertaken and managed by Council staff and the costs of maintenance, renewal or replacement are primarily funded by rates contributions as well as a small contribution from the Ministry of Civil Defence.

SUSTAINABLE DEVELOPMENT

The civil defence activity requires a number of trained volunteers to assist with the management of an emergency event. With a decline in volunteerism within the Gore District the recruiting of new volunteers for Civil Defence is a challenge. In order to maintain a level of readiness the Council has trained a number of the staff in roles that they can be utilised in should an emergency occur. This training will continue for the entire life of the plan.

CLIMATE CHANGE

The Council is aware of the climate changes occurring and the long term predictions that are being forecast. In interpreting these forecasts the increased likelihood of extreme weather events occurring more frequently highlights the need to have Civil Defence organised and ready to respond. The Council in conjunction with Southland District Council commenced a 'Lifelines' project in Nov 2006. Part of this study will examine the flood risks and other meteorological hazards that exist in both Southland and Gore Districts. In identifying the risks, any work required to mitigate the threats can be considered and planned for in the future.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant negative effects resulting from this activity.



CIVIL DEFENCE - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
3	Other Revenue	3	3	3	3	3	3	3	3	3	3
3	TOTAL OPERATING REVENUE	3	3	3	3	3	3	3	3	3	3
	EXPENDITURE										
31	Staff Expenses	32	32	33	34	35	36	37	38	39	40
-	Interest: Public Debt	-	-	-	-	-	-	-	-	-	-
1	Depreciation										
37	Other Expenses	43	39	40	41	42	43	44	45	46	47
68	TOTAL OPERATING EXPENDITURE	75	72	74	76	78	79	81	84	86	88
(66)	OPERATING SURPLUS/(DEFICIT)	(72)	(69)	(71)	(73)	(75)	(76)	(78)	(80)	(83)	(85)
-	CAPITAL	-	-	-	-	-	-	-	-	-	-
-	DEBT REPAYMENT	-	-	-	-	-	-	-	-	-	-
-	TRANSFER TO RESERVES	-	-	-	-	-	-	-	-	-	-
(66)	TOTAL FUNDING REQUIRED	(72)	(69)	(71)	(73)	(75)	(76)	(78)	(80)	(83)	(85)
	FUNDED BY										
66	General Rates	72	69	71	73	75	76	78	80	83	85
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Depreciation										
-	Transfer from Reserves	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
66		72	69	71	73	75	76	78	80	83	85



CEMETERIES

INTRODUCTION

The Gore District has five designated cemeteries. Four are operated by the Council: Gore, Mataura, Pukerau and Charlton Park. The Waikaka cemetery is operated by cemetery trustees and the Otaria cemetery has now been formally closed.

The Gore District cemeteries were established in the 1870s to serve the residents of the District. There is a total of 20.2766ha of designated cemetery within the Gore District, however only 10.1ha of that is currently in use.

The cemeteries have been recognised throughout New Zealand by industry peers for their high level of maintenance and design. Charlton Park cemetery holds a New Zealand monumental award for best design and placement in a cemetery. Families are encouraged to participate in the planting of roses, flowers, and shrubs to remember loved ones by.

In managing its cemeteries the Council strives to provide an efficient and sensitive burial service and to maintain an attractive setting for all families to visit.

WHY IS THE SERVICE PROVIDED?

The Burial and Cremation Act 1964 requires all local authorities to ensure that sufficient provision is made for the burial of bodies and to establish and maintain suitable cemeteries.

The cemeteries are regarded as a community asset in terms of public health, history, heritage, architecture, monumental artistry, open spaces, and recreational potential contained in them. They are also regarded as having educational potential by schools, churches and historical groups, as well as spiritual value.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution of the Council's cemeteries	Level of Service
<p><i>Health and wellbeing</i> 'We live in a compassionate caring society' 'People and communities provide for their own wellbeing'</p>	<p>The provision of well-maintained cemeteries is an essential service that contributes to the spiritual and mental well being of residents in the District. The Council's attractive cemeteries fulfil the community's need for peaceful settings in which they may bury/inter and remember their dead.</p>	<ul style="list-style-type: none"> • Cemeteries are provided that meet the needs of users.. • Cemeteries are provided that meet the needs of users.. • Safe facilities are provided.
<p><i>Environment</i> 'We have a healthy, safe and accessible built environment'</p>	<p>Cemeteries provided are of a high quality, accessible, healthy and safe.</p>	

FUTURE CHANGES AND STRATEGIC PRIORITIES

In 2008 the Council completed a project announced in the 2006-16 LTCCP, to have the cemetery records database accessible via the Council website.

Apart from upgrading the car park at the Charlton Park cemetery, which is scheduled to take place in 2013/14, there are no significant changes in levels of, or demands in service, with this activity over the next 10 years.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to out Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Cemeteries are provided that meet the needs of users..	Well maintained cemeteries provide a pleasing environment and reinforce the intermediate community outcome of a compassionate caring community.	Complaints received annually regarding the standard of the cemeteries.	Customer service request.	2 complaints	<3	<3	<3	<3
Cemeteries are provided that meet the needs of users..	Well maintained cemeteries provide a pleasing environment and reinforce the intermediate community outcome of a compassionate caring community.	Percentage of residents and ratepayers satisfied with cemeteries.	Biennial customer satisfaction survey.	95%	95%	95%	95%	95%
Safe facilities are provided.	Providing a safe environment for the public in our cemeteries is consistent with the intermediate community outcome of having public places that are safe for children and families.	Annual reported public safety incidents at a cemetery.	Customer service request.	0	0	0	0	0

ASSETS

Name	Total Area
Charlton Park Cemetery Open to all interments Operated and administered by the Council	8.116 ha
Gore Cemetery Closed for new burials but open for additions to existing plots and ashes. Operated and administered by the Council	3.553 ha
Mataura Cemetery Open to all interments Operated and administered by the Council	3.892 ha
Pukerau Cemetery Open to all interments Operated and administered by the Council	3.24 ha
Waikaka Cemetery Open to all interments Operated and administered by Waikaka Cemetery Trustees	1.214ha
Otaria Cemetery Closed Operated and administered by the Council	0.1366ha

The above assets have been incorporated into the Parks and Reserves asset management plan and have a depreciated replacement cost of \$335,500 with a land value of \$207,900 (Parks and Reserves Activity Management Plan 2008). Maintenance of the above assets is undertaken by Council staff and the cost of maintenance, renewal or replacement is funded by a combination of rates contributions and user fees.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. Therefore there is expected to be no significant asset management implications in relation to changes in demand or consumption of services or changes in level of service.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant negative effects resulting from this activity.

CEMETERIES - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
95	Fees	96	100	103	105	107	110	112	115	118	121
95	TOTAL OPERATING REVENUE	96	100	103	105	107	110	112	115	118	121
	EXPENDITURE										
91	Staff Expenses	94	96	99	102	104	107	109	113	116	120
-	Interest: Public Debt	-	-	-	-	-	-	-	-	-	-
14	Depreciation	13	13	13	13	13	13	13	13	13	13
86	Other Expenses	104	95	98	100	102	108	107	110	113	115
191	TOTAL OPERATING EXPENDITURE	211	205	211	215	220	228	230	236	243	248
(96)	OPERATING SURPLUS/(DEFICIT)	(115)	(105)	(108)	(110)	(112)	(118)	(118)	(121)	(125)	(128)
-	CAPITAL	55	4	86	57	71	2	9	41	34	31
-	DEBT REPAYMENT	-	-	-	-	-	-	-	-	-	-
-	TRANSFER TO RESERVES	(54)	9	(73)	(43)	(57)	11	5	(28)	(20)	(18)
(96)	TOTAL FUNDING REQUIRED	(116)	(118)	(121)	(123)	(126)	(132)	(131)	(135)	(138)	(141)
	FUNDED BY										
96	General Rates	103	125	128	130	132	138	138	141	145	148
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Depreciation	13	13	13	13	13	13	13	13	13	13
-	Transfer from Reserves	-	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
96		116	118	121	123	126	132	131	135	138	141



PUBLIC CONVENIENCES

INTRODUCTION

The Council provides 15 individual blocks of public toilets in high usage visitor areas throughout the District. In providing these facilities, the Council strives to provide clean conveniences to meet both user expectations as indicated by the community outcomes described below, and New Zealand standards.

WHY IS THE SERVICE PROVIDED?

Public toilets are essential for public hygiene. The strategic location of these facilities in the central business area and parks and reserves directly support economic and recreational activities, including tourism.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcomes	Contribution of Public Conveniences to Community Outcomes	Level of Service
<i>Health and Wellbeing</i> 'We are healthy people'	The Council's public conveniences are hygienic and well maintained,	<ul style="list-style-type: none"> • Public conveniences are provided that meet the needs of users.
<i>Economy and Employment</i> 'A diverse economy built from our strengths for growth and prosperity'	Hygienic and well maintained public conveniences are an important amenity for residents and visitors to the District, and thus support tourism and other economic activities.	
<i>Environment</i> 'We have a healthy, safe and accessible built environment'	Public toilets at appropriate locations which are attractive to use, maintained to a high standard of cleanliness, support the immediate environment in which they are located.	

FUTURE CHANGES AND STRATEGIC PRIORITIES

In the 2006-16 LTCCP the Council announced an intention to replace outmoded toilet facilities in Ordsal Street, Gore and the southern end of Main Street, Gore.

A three berth Novaloo was installed at Ordsal Street at the end of 2006, however the replacement of toilets at the southern end of Main Street, has proved to be more problematic. Following extensive investigations by a Council working party, in September 2008 the Council approved a strategy of replacing the existing toilet block with a three berth Novaloo facility.

At the time of writing the demolition of the existing toilet blocks and installation of the Novaloo facility was expected to occur by June 2009. Following the successful completion of this project no further changes in levels of service, numbers of toilets or quality of facilities are envisaged over the next 10 years.

LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

I	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Public conveniences are provided that meet the needs of users.	Clean, well maintained toilets contribute to a healthy, safe, built environment.	Number of complaints in any one week regarding cleanliness of the facilities (including graffiti).	Customer services log.	<1 per week	<3 per week	<3 per week	<3 per week	<3 per week
		Percentage of the community that is satisfied with public conveniences as measured by the biennial customer satisfaction survey.	Biennial customer satisfaction survey.	39%		>70%		>80%

ASSETS

A total of 15 public toilet facilities are provided. This equates to 1.2 public toilets per 1000 residents. This is higher than the national average of 0.86 public toilets per 1000 residents.

The population growth in the District is expected to be static or decline slightly over the 10 year planning period of this plan. Therefore there is expected to be no significant asset management implications in relation to changes in demand or consumption of services or changes in levels of services.

The main challenge facing the Council and community is the quality of public toilet facilities provided in the Gore central business District. Details of what the Council intends to do to improve the quality of facilities can be found in the section, entitled "Future Changes and Strategic Priorities".

Maintenance of toilet assets is undertaken and managed by Council staff. The costs of maintenance, renewal or replacement and capital works are funded by rates contributions.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant negative effects resulting from this activity.



PUBLIC CONVENIENCES - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
-	TOTAL OPERATING REVENUE	-	-	-	-	-	-	-	-	-	-
	EXPENDITURE										
1	Staff Expenses	-	-								
7	Interest: Public Debt	27	28	28	27	28	27	27	27	27	27
7	Depreciation	7	7	7	7	8	8	8	8	8	8
78	Other Expenses	93	85	91	104	93	92	96	100	99	103
4	Internal Expenses	4	4	4	4	5	5	5	5	5	5
97	TOTAL OPERATING EXPENDITURE	131	125	130	144	133	132	136	141	140	143
(97)	OPERATING SURPLUS/(DEFICIT)	(131)	(125)	(130)	(144)	(133)	(132)	(136)	(141)	(140)	(143)
-	CAPITAL	-	-	-	-	-	-	-	-	-	-
-	DEBT REPAYMENT	(13)	3	3	3	3	3	-	-	-	-
1	TRANSFER TO RESERVES	-	-	-	-	-	-	-	-	-	-
(97)	TOTAL FUNDING REQUIRED	(118)	(127)	(133)	(146)	(135)	(135)	(136)	(141)	(140)	(143)
	FUNDED BY										
27	General Rates	33	36	38	42	38	38	39	40	39	40
63	Targeted Rates	77	84	88	97	89	89	90	93	92	94
7	Depreciation	7	7	7	7	8	8	8	8	8	8
-	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
97		118	127	133	146	135	135	136	141	140	143

COMMUNITY AND CIVIC BUILDINGS

INTRODUCTION

The Gore District Council owns a number of properties within the District. Properties include the civic administration building and accompanying James Cumming Wing in Gore, the Gore library and Carnegie building, as well as community halls and rental housing in Canning Street, Gore.

WHY IS THE SERVICE PROVIDED?

Community buildings are provided to allow a diverse range of social, cultural and recreational activities to be pursued. The buildings provide meeting space for community organisations and gatherings, along with a venue for community events, recreation and cultural activities.

Civic buildings on the other hand are provided to meet the operational needs of the Gore District Council. This includes the provision of the Council chambers and meeting rooms to facilitate democratic and public debate, and decision making, offices to accommodate managerial, administration staff and customer services, and buildings that are dedicated for outside works staff, plant storage and workshops.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcome	Contribution from the Council's Property Activities	Level of Service
<i>Lifestyle and Culture</i> 'Southland is a great place to live'	Community halls provide places for meeting, socialising and recreation thus improving the quality of life.	<ul style="list-style-type: none"> • All buildings maintained in a healthy and safe condition over the life of the asset. • Provision of buildings that assist in meeting community demand for indoor meeting and recreation spaces.
<i>Health and Wellbeing</i> 'We have good quality and affordable housing'	The Council's residential properties provide an adequate standard of housing for people who may otherwise be unable to afford a reasonable quality of housing	
<i>Leadership</i> 'Citizens and communities are inspired, motivated and empowered'	Community halls provide the physical space for fostering community spirit, civic mindedness and community leadership. The Council's civic offices in Gore and Mataura allow for easy public access to local government services and elected Council members.	
<i>Environment</i> 'We have a healthy, safe and accessible built environment'	All community and civic buildings are maintained in a healthy and safe condition over the life of the asset to meet present and future community needs.	

FUTURE CHANGES AND STRATEGIC PRIORITIES

The only significant changes in levels of service anticipated in this activity, is the proposed expansion of the Council's Civic Administration building. This project is discussed under the heading "Sustainable Development".



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
All buildings maintained in a healthy and safe condition over the life of the asset.	Well maintained buildings assist the community in enjoying a safe built environment.	All buildings requiring a warrant of fitness are compliant and the certificates are displayed correctly.	Measured by building warrant of fitness.	100%	100%	100%	100%	100%
		Number of complaints received annually relating to Council owned buildings.	Customer services request log.	0 complaints.	<3 per year	<3 per year	<3 per year	
Provision of buildings that assist in meeting community demand for indoor meeting and recreation spaces.	The public having access to indoor meeting and recreation spaces helps achieve healthy, cohesive and supportive communities.	Percentage of the community that is satisfied with the provision of community buildings or halls as measured by the biennial customer satisfaction survey.	Biennial customer satisfaction survey.	84%		>80%		>80%

ASSETS

Assets in this activity consist of:

- 10 community and office buildings
- 11 reserve and cemetery buildings
- 20 sewer, water and stormwater pumping buildings
- The parks and reserves/essential services operational depot and associated ancillary buildings at Miro Street, Gore

Updated activity management plans for community and civic buildings have highlighted an urgent need to attend to a backlog of deferred maintenance. All buildings require repairs, painting and some minor improvements which will enhance their overall presentation, arrest major maintenance issues occurring in the future and prolonging the life of the buildings. The deferred maintenance works are programmed for completion by the end of the 2010/11 financial year.

Maintenance of the assets is undertaken and managed by Council staff. The costs of maintenance, renewal or replacement and capital works are funded primarily by rates contributions and supplemented by some user charges.

SUSTAINABLE DEVELOPMENT

The population growth in the District is expected to be static or decline slightly over the period covered by this plan. This would therefore tend to suggest that there will be no significant asset management implications in relation to consumption of services or changes in levels of service.

In the main, this line of reasoning is sound and has been adopted with most of the community and civic assets. However, there is a notable exception in the case of the Council's Civic Administration building in Gore. The Council's principal administrative building which houses the Council Chambers and is connected to community rooms, known as the James Cumming Wing, was erected in the 1960s. The building at that time was designed for and occupied by the Gore Borough Council. The size and gamut of operations of the Gore Borough Council compared to the Gore District Council is significantly different, yet apart from a modernisation project in 1994, which saw the creation of a new Council Chamber and new offices for the Mayor and Chief Executive, no additional space for office staff has been provided since the building was constructed over 40 years ago.

In 2008 the Council approved the relocation of the Information Technology Department to the adjoining James Cumming Wing to provide space to accommodate new staff. This decision was made in the interest of sustainable development and endeavouring to keep the Council's operations contained within the existing building footprint.

However the Council also has pressures on its record storage facilities, with the very important regulatory file room bursting at the seams. To provide the necessary relief and provide sufficient accommodation to meet future needs this plan provides for a single storey extension to be erected over the staff car park on the southern end of the Civic Administration building. The Council will however, explore the possibility of making alterations within the existing building. If this is feasible and can free up the required amount of additional space there will still be a considerable capital sum for the alterations. A capital cost of \$750,000 has therefore been allocated in the 2010/11 financial year for this project.

Whilst the additional space required could be achieved at a far less cost by occupying further areas in the James Cumming Wing, this would be at the expense of community social and cultural wellbeing. It is therefore not favoured.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant effects resulting from this activity.



PROPERTY - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
55	Rent Received	57	59	61	62	63	65	66	68	69	71
39	Room/Hall Hire	40	42	43	44	45	46	47	48	49	51
95	TOTAL OPERATING REVENUE	97	101	104	106	108	111	113	116	119	122
	EXPENDITURE										
56	Staff Expenses	58	60	61	63	64	66	68	70	72	74
83	Interest: Public Debt	72	80	129	125	120	116	111	108	106	103
125	Depreciation	151	149	149	149	148	148	148	146	146	146
286	Other Expenses	436	338	355	357	334	388	366	384	381	375
176	Internal Expenses	196	207	211	216	219	224	228	234	239	245
728	TOTAL OPERATING EXPENDITURE	913	834	906	910	886	941	921	942	943	943
(633)	OPERATING SURPLUS/(DEFICIT)	(816)	(733)	(802)	(804)	(777)	(830)	(808)	(826)	(825)	(821)
17	CAPITAL	124	750	-	27	-	-	-	-	-	-
-	DEBT REPAYMENT	-	26	70	70	70	70	44	38	38	38
39	TRANSFER TO RESERVES		45	-	-	-	-	-	4	7	9
(689)	TOTAL FUNDING REQUIRED	(940)	(1,553)	(872)	(901)	(847)	(900)	(852)	(868)	(869)	(868)
	FUNDED BY										
488	General Rates	527	569	670	697	643	697	649	665	651	664
76	Targeted Rates	65	53	53	54	56	56	55	57	72	58
125	Depreciation	151	149	149	149	148	148	148	146	146	146
-	Transfer from Reserves	68	-	-	-	-	-	-	-	-	-
-	Loan Funding	129	782	-	-	-	-	-	-	-	-
689		940	1,553	872	901	847	900	852	868	869	868



LEADERSHIP

Democracy

Central Administration



LEADERSHIP - STATEMENT OF COST OF SERVICE

Annual Plan 2009 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
REVENUE											
222	Central Administration	288	295	298	302	306	310	314	318	323	328
1,711	Internal Recoveries	1,763	1,819	1,864	1,909	1,955	2,003	2,047	2,108	2,168	2,220
1,933	TOTAL OPERATING REVENUE	2,050	2,114	2,162	2,211	2,261	2,313	2,361	2,426	2,491	2,547
EXPENDITURE											
557	Democracy	583	627	611	631	673	655	676	726	708	733
1,891	Central Administration	1,938	2,000	2,125	2,099	2,146	2,276	2,249	2,310	2,453	2,435
2,448	TOTAL OPERATING EXPENDITURE	2,521	2,628	2,735	2,730	2,819	2,931	2,925	3,036	3,162	3,168
(515)	OPERATING SURPLUS/(DEFICIT)	(471)	(514)	(573)	(518)	(559)	(618)	(564)	(609)	(671)	(621)
CAPITAL											
-	Democracy	-	-	17	18	-	-	-	20	20	-
31	Central Administration	-	98	16	-	126	18	-	113	-	23
31	TOTAL CAPITAL	-	98	34	18	126	18	-	132	20	23
-	DEBT REPAYMENT	-	-	-	-	-	-	-	-	-	-
(545)	NET COST OF THIS FUNCTION	(471)	(612)	(607)	(536)	(684)	(635)	(564)	(742)	(691)	(644)
FUNDED BY:											
557	Rates - General	575	619	602	622	665	646	667	716	699	723
80	Depreciation	83	83	83	83	83	83	83	83	83	83
(92)	Reserves	(188)	(90)	(78)	(169)	(63)	(94)	(186)	(58)	(91)	(162)
545		471	612	607	536	684	635	564	742	691	644

DEMOCRACY

INTRODUCTION

Democracy is the political arm of the Council's operations, comprising:

- the Mayor, elected at large over the District,
- three Councillors elected at large over the District,
- eight Councillors elected from wards within the District,
- the Chief Executive and support services provided by Council staff.

WHY IS THE SERVICE PROVIDED?

New Zealand law requires Councils to hold elections and provide the support services needed to enable elected representatives to hold regular meetings and deliberate on community issues in an informed and timely manner. The democratic function of the Council is provided in order to ensure that the aspirations, concerns, and initiatives of residents and ratepayers of Gore District are represented at the Council.

CONTRIBUTION TO COMMUNITY OUTCOMES

Community Outcomes	Contribution of the Council's Democracy activities	Level of Service
<p><i>Leadership</i> 'Strong and effective leadership taking us into the future '</p> <p>'Citizens and communities are inspired, motivated and empowered'</p> <p>'Leaders are accountable, available, communicative, enthusiastic, honest, inclusive, open, encouraging and pro-active'</p>	<p>The Mayor and Councillors maintain a close rapport with people living in their respective wards and elsewhere in the District; actively participate in Council and Committee meetings; take a keen interest in all issues affecting the District, and are accountable and transparent in their decision-making.</p> <p>The Council's Management team and Managers provide reports and technical advice to the Mayor and Councillors, to enable sound and effective decision-making by the elected representatives</p>	<ul style="list-style-type: none"> • An avenue is provided through which the community can have its views heard. • Direction is set to determine what activities the Council should engage in.
<p><i>Lifestyle and Culture</i> 'Southland is a great place to live'</p>	<p>Effective leadership and stewardship of the District and its resources contribute to the quality of life and overall well being of communities and make Gore District a great place to live</p>	

FUTURE CHANGES AND STRATEGIC PRIORITIES

Pursuant to Section 19 of the Local Electoral Amendment Act 2002, the Council is required to review its representation structure at six yearly intervals. The next review of the Council's representation arrangements is due to be completed by 2013.

No other significant changes are anticipated for the democracy activity over the next ten years.

LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2009-2019

Level of Service	How it Contributes to our Community Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 07/08	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
An avenue is provided through which the community can have its views heard.	An active, supportive community is achieved through the Council providing opportunities for residents and ratepayers to contribute to decision-making processes by providing their views.	Percentage of residents and ratepayers feel that they can contact a Council member to raise an issue or problem.	Biennial community satisfaction survey.	New		85%		85%
Direction is set to determine what activities the Council should engage in.	Strong community leadership is achieved through setting direction to provide clear guidelines for achievement of community outcomes.	Percentage of residents and ratepayers satisfied with the Council's decisions and actions.	Biennial community satisfaction survey.	New		70%		72%

ASSETS

The assets allocated to the democracy function include computer equipment, office furniture, and two vehicles. It is pertinent to note that the vehicles are provided for the use of doctors at the Gore Hospital under the Hospital Incentives Scheme. The significance and value of these assets are not material to the cost of providing the activity or the overall cost of council activities. As a result no asset management plan has been prepared. However, the two vehicles have been included in the Reserves and Community Facilities Asset Management Plan.

Maintenance, renewal and replacement of these assets will be financed by a combination of sale proceeds and rates.

The population growth in the District is expected to be static or decline slightly over the period covered by the Long Term Council Community Plan. No significant asset management implications are expected to arise from any changes in demand or consumption of services or changes to the levels of service.

SIGNIFICANT NEGATIVE EFFECTS

The Council has not identified any significant negative effects resulting from this activity.



DEMOCRACY - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
-	Election Fees & Recoveries	-	-	-	-	-	-	-	-	-	-
-	TOTAL OPERATING REVENUE	-	-	-	-	-	-	-	-	-	-
	EXPENDITURE										
9	Staff Expenses	9	9	9	10	10	10	10	11	11	11
210	Elected Members	215	221	227	232	238	244	250	258	265	274
-	Election Expenses	5	31	-	5	33	-	6	36	-	6
16	Depreciation	16	16	16	16	16	16	16	16	16	16
322	Administration Expenses	338	350	359	367	376	385	393	405	416	426
-	Community Halls Expenses	-	-	-	-	-	-	-	-	-	-
557	TOTAL OPERATING EXPENDITURE	583	627	611	631	673	655	676	726	708	733
(557)	OPERATING SURPLUS/(DEFICIT)	(583)	(627)	(611)	(631)	(673)	(655)	(676)	(726)	(708)	(733)
-	CAPITAL	-	-	17	18	-	-	-	20	20	-
-	TRANSFER TO RESERVES	8	8	(10)	(10)	7	7	7	(13)	(14)	6
<u>(557)</u>	TOTAL FUNDING REQUIRED	<u>(591)</u>	<u>(635)</u>	<u>(618)</u>	<u>(638)</u>	<u>(681)</u>	<u>(662)</u>	<u>(683)</u>	<u>(732)</u>	<u>(715)</u>	<u>(739)</u>
	FUNDED BY										
557	General Rates	575	619	602	622	665	646	667	716	699	723
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
16	Depreciation	16	16	16	16	16	16	16	16	16	16
(16)	Transfer from Reserves	-	-	-	-	-	-	-	-	-	-
<u>557</u>		<u>591</u>	<u>635</u>	<u>618</u>	<u>638</u>	<u>681</u>	<u>662</u>	<u>683</u>	<u>732</u>	<u>715</u>	<u>739</u>



CENTRAL ADMINISTRATION

The administrative activities of Council include customer service functions for Council services, accounting and finance, information technology, and senior management functions.

The operational costs for this activity have been allocated across the other activities performed by the Council. The forecast information included in relation to Central Administration is therefore provided to maximise transparency.

FUTURE CHANGES AND STRATEGIC PRIORITIES

The only significant change expected over the next 10 years is the conduction of a comprehensive review of the rating boundaries of the District. This review will be facilitated by the Council's finance and rating staff. The existing rating boundaries were set at the time of the establishment of the Gore District Council in 1989. These boundaries were based around what existed with the former local authorities (i.e. Gore Borough, Mataura Borough and Southland County) before amalgamation.

Since that time there has been considerable expansion in respect of residential development across the urban rating boundary in Gore into the rural rating area.

This has led to a perception held in some quarters that the rating boundaries used by the Council need to be revised if they are to reflect urban and rural areas.

No firm timeline has been set for the review, but it is expected that it will be completed before the next review of the LTCCP in 2012.



CENTRAL ADMINISTRATION - STATEMENT OF COST OF SERVICE

Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
2009		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
87	Interest & Dividends	130	130	130	130	130	130	130	130	130	130
15	Other Income	23	24	24	25	25	26	26	27	28	28
120	Rates Penalties	135	141	144	148	151	154	158	161	165	169
1,711	Internal Recoveries	1,763	1,819	1,864	1,909	1,955	2,003	2,047	2,108	2,168	2,220
1,933	TOTAL OPERATING REVENUE	2,050	2,114	2,162	2,211	2,261	2,313	2,361	2,426	2,491	2,547
	EXPENDITURE										
1,027	Staff Expenses	1,136	1,166	1,198	1,228	1,259	1,290	1,324	1,366	1,403	1,446
64	Depreciation	67	67	67	67	67	67	67	67	67	67
800	Administration Expenses	735	767	860	804	820	919	858	877	984	922
1,891	TOTAL OPERATING EXPENDITURE	1,938	2,000	2,125	2,099	2,146	2,276	2,249	2,310	2,453	2,435
42	OPERATING SURPLUS/(DEFICIT)	112	113	37	112	115	37	112	116	37	112
31	CAPITAL	-	98	16	-	126	18	-	113	-	23
76	TRANSFER TO RESERVES	179	120	138	179	120	137	179	120	154	156
(64)	TOTAL FUNDING REQUIRED	(67)	(105)	(117)	(67)	(131)	(117)	(67)	(117)	(117)	(67)
	FUNDED BY										
64	Depreciation	67	67	67	67	67	67	67	67	67	67
-	Transfer from Reserves	-	38	50	-	64	50	-	50	50	-
64		67	105	117	67	131	117	67	117	117	67

PROSPECTIVE FINANCIAL STATEMENTS



STATEMENT OF ACCOUNTING POLICIES

Reporting Entity

The Gore District Council ("the Council") is a territorial local authority governed by the Local Government Act 2002.

The primary objective of the Council is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, the Council has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

Statement of Compliance

The prospective financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002: Part 6, Section 98 and Part 3 of Schedule 10, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The prospective financial statements comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) as appropriate for public benefit entities.

All available public benefit entity reporting exemptions under NZ IFRS have been adopted.

Basis of Preparation

The preparation of financial statements in conformity with NZ IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and in future periods if the revision affects both current and future periods.

The financial statements have been prepared on the basis of historical cost, except for the revaluation of certain non-current assets and financial instruments. Cost is based on the fair values of the consideration given in exchange for assets.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The financial statements are presented in thousands of New Zealand dollars. New Zealand dollars are the Council's functional currency.

The following accounting policies which materially affect the measurement of results and financial position have been applied:

SIGNIFICANT ACCOUNTING POLICIES

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and GST.

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as revenue. Assets vested in the Council are recognised as revenue when control over the asset is obtained.



Rates Revenue

Rates revenue is recognised when it is levied.

Other Revenue

Revenue from services rendered is recognised when it is probable that the economic benefits associated with the transaction will flow to the entity. The stage of completion at balance date is assessed based on the value of services performed to date as a percentage of the total services to be performed.

Licence and fees are recognised as income when supplies and services have been rendered.

Government grants are recognised when eligibility is established. The Council receives government grants from NZ Transport Agency, which subsidises part of the Council's costs in maintaining the local roading infrastructure. The NZ Transport Agency roading subsidies are recognised as conditions pertaining to eligible expenditure have been fulfilled.

Other grants and bequests are recognised when control over the asset is obtained.

Dividends are recognised when the entitlement to the dividends is established.

Interest revenue is recognised on a time proportionate basis using the effective interest method.

Other Gains and Losses

Net gains or losses on the sale of property plant and equipment, property intended for sale and financial assets are recognised when an unconditional contract is in place and it is probable that the Council will receive the consideration due.

Grant Expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when a successful applicant has been notified of the Council's decision.

Leasing

Leases which effectively transfer to the lessee substantially all the risks and benefits incidental to ownership of the leased item are classified as finance leases.

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items are classified as operating leases.

(a) The Council as Lessor

Amounts due from lessees under finance leases are recorded as receivables at the amount of the Council's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Council's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease.

(b) The Council as Lessee

Assets held under finance leases are recognised as assets of the Council at their fair value or, if lower, at the present value of the minimum lease payments, each determined at the inception of the lease. The corresponding liability to the lessor is included in the Statement of Financial Position as a finance lease obligation.



Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability.

Rentals payable under operating leases are charged to income on a straight line basis over the term of the relevant lease.

(c) Lease Incentives

Benefits received and receivable as an incentive to enter into an operating lease are also spread on a straight line basis over the lease term.

Borrowing Costs

All borrowing costs are recognised in the Statement of Financial Performance in the period in which they are incurred.

Taxation

The Council is exempt from Income Tax in accordance with the Income Tax Act 2004, Section CW32.

Goods and Services Tax

Revenues, expenses, assets and liabilities are recognised net of the amount of goods and services tax (GST), except for receivables and payables which are recognised inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand, cash in banks and other short-term highly liquid investments that are readily convertible to a known amount of cash.

Financial Instruments

Financial assets and financial liabilities are recognised on the Council's Statement of Financial Position when the Council becomes a party to contractual provisions of the instrument. The Council is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents (including bank overdraft), trade and other receivables, other financial assets, trade and other payables and borrowings. The relevant accounting policies are stated under separate headings.

Investments are recognised and derecognised on trade date where purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs, except for those financial assets classified as fair value through profit or loss which are initially valued at fair value.

(i) Financial Assets

Financial Assets are classified into the following specified categories: financial assets 'at fair value through profit or loss', 'held-to-maturity' investments, 'available-for-sale' financial assets, and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. The effective interest method, referred to below, is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the interest rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

- Financial Assets at Fair Value Through Profit or Loss

Financial assets are classified as financial assets at fair value through profit or loss where the financial asset:

- Has been acquired principally for the purpose of selling in the near future;



- Is a part of an identified portfolio of financial instruments that the Council manages together and has a recent actual pattern of short-term profit-taking; or
- Is a derivative that is not designated and effective as a hedging instrument.

Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in the Statement of Financial Performance. The net gain or loss is recognised in the Statement of Financial Performance and incorporates any dividend or interest earned on the financial asset. Fair value is determined in the manner described later in this note.

- Held-to-Maturity Investments

Investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis. The Council does not hold any financial assets in this category.

- Available-for-Sale Financial Assets

Equity securities held by the Council are classified as being available-for-sale and are stated at fair value. Fair value is determined in the manner described later in this note. Gains and losses arising from changes in fair value are recognised directly in the available-for-sale revaluation reserve, with the exception of interest calculated using the effective interest method and impairment losses which are recognised directly in the Statement of Financial Performance. Where the investment is disposed of or is determined to be impaired, the cumulative gain or loss previously recognised in the available-for-sale revaluation reserve is included in the Statement of Financial Performance for the period.

Dividends on available-for-sale equity instruments are recognised in the Statement of Financial Performance when the Council's right to receive payments is established.

- Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. An allowance for doubtful debts is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the allowance is expensed in the Statement of Financial Performance.

Loans, including loans to community organisations made by the Council at nil, or below-market interest rates are initially recognised at the present value of their expected future cash flows and discounted at the current market rate of return for a similar asset/investment. They are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of expected future cash flows of the loan is recognised in the Statement of Financial Performance as a grant.

Short term deposits are included within this classification.

- Impairment of Financial Assets

Financial assets, other than those at fair value through profit or loss, are assessed for indicators of impairment at each balance sheet date. Financial assets are impaired where there is objective evidence that as a result of one or more events that occurred after the initial recognition of the financial asset the estimated future cash flows of the investment have been impacted. For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables where the carrying amount is reduced through the use of an allowance account. When a trade receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of

amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in the Statement of Financial Performance.

With the exception of available-for-sale equity instruments, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through the Statement of Financial Performance to the extent the carrying amount of the investment at the date of impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

(ii) Financial Liabilities

- Trade and Other Payables

Trade payables and other accounts payable are recognised when the Council becomes obliged to make future payments resulting from the purchase of goods and services.

Trade and other payables are initially recognised at fair value and are subsequently measured at amortised cost, using the effective interest method.

- Borrowings

Borrowings are recorded initially at fair value, net of transaction costs. Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in the Statement of Financial Performance over the period of the borrowing using the effective interest method.

(iii) Derivative Financial Instruments

The Council enters into certain derivative financial instruments to manage its exposure to interest rate risk, including interest rate swaps.

The Council does not hold derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each balance date. The resulting gain or loss is recognised in the Statement of Financial Performance immediately unless the derivative is designated and effective as a hedging instrument, in which the timing of the recognition in the Statement of Financial Performance depends on the nature of the hedge relationship. The Council has designated certain derivatives as cash flow hedges.

The effective portion of changes in fair value of derivatives that are designated and qualify as cash flow hedges are defined in equity. Any gain or loss on the ineffective portion is recognised immediately in profit or loss.

Amounts defined in equity are recycled in the Statement of Financial Performance in the periods when the hedged item is recognised in the Statement of Financial Performance.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss defined in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Statement of Financial Performance.

Fair Value Estimation

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance date. The quoted market price used for financial assets held by the Council is the current bid price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term investment and debt instruments held. The fair value of interest rate swaps is the estimated amount that the Council would receive or pay to terminate the swap at the reporting date, taking into account current interest rates.



Embedded Derivatives

Derivatives embedded in other financial instruments or other host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of host contracts and the host contracts are not measured at fair value with changes in fair value recognised in the Statement of Financial Performance.

Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined on a weighted average basis with an appropriate allowance for obsolescence and deterioration.

Property, Plant and Equipment

The Council has the following classes of property, plant and equipment:

(a) Operational Assets

Operational assets include land, buildings, plant and equipment, motor vehicles, office furniture and equipment, recreation and cultural and library books.

(b) Infrastructural Assets

Infrastructural assets are the fixed utility systems owned by the Council. Each asset type includes all items that are required for the network to function:

- Water reticulation
- Sewerage reticulation
- Stormwater reticulation
- Roads, bridges and lighting
- Land under roads
- Refuse

The nature of land under roads are considered equivalent to land improvements and as such they do not incur a loss of service potential over time. Accordingly land under roads assets are not depreciated.

• Cost/Valuation

Property, plant and equipment is recorded at cost or valuation (as appropriate) less accumulated depreciation and any accumulated impairment losses.

• Additions

Cost includes expenditure that is directly attributable to the acquisition of the assets. Where an asset is acquired for no cost, or for a nominal cost, it is recognised at fair value at the date of acquisition.

Costs incurred in obtaining any resource consents are capitalised as part of the asset to which they relate. If a resource consent application is declined then all capitalised costs are written off.

• Revaluation

All assets are valued at historical cost, except for the following:

- Land and buildings were valued by Quotable Value New Zealand (Registered Valuers) at market value or depreciated replacement cost at 30 June 2007. Land and buildings have been valued by Council staff at market value or depreciated replacement cost as at 30 June 2010. Subsequent additions are valued at cost. Land and buildings are revalued every 3 years by Council staff (These valuations have not been subject to independent review).
- Infrastructural assets have been valued at depreciated replacement cost by Opus International Consultants at 30 June 2007. Infrastructural assets have all been valued at depreciated replacement cost by Council staff as at 30 June 2010. In the case of land value for roads, an average of adjacent "underdeveloped land value" has been applied. Subsequent additions are valued at cost. Infrastructural assets are revalued every 3 years by Council staff (These valuations have not been subject to independent review).



Valuations will be undertaken more regularly if necessary to ensure that no individual item within a class is included at a valuation that is materially different for its fair value.

The Council accounts for revaluations of property, plant and equipment on a class of asset basis.

The results of revaluing are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the Statement of Financial Performance.

Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the Statement of Financial Performance will be recognised first in the Statement of Financial Performance up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset.

- Depreciation

Depreciation is provided on a straight line basis on all property, plant and equipment other than land and library books. Rates are calculated to allocate the cost (or valuation) less estimated realisable value over their estimated useful life.

Expenditure incurred to maintain these assets at full operating capability is charged to the Statement of Financial Performance in the year incurred.

The following estimated useful lives are used in the calculation of depreciation:

	Life (years)
Land Under Roads	N/A
Refuse	100
 Operational Assets	
Land	N/A
Buildings	20-50
Plant and Equipment	4-25
Motor Vehicles	4-8
Office Furniture and Equipment	4-10
Recreation and Cultural	5-20
Library Books	N/A
 Infrastructural Assets	
Water Reticulation	10-100
Sewerage Reticulation	15-60
Stormwater Reticulation	60
Roads – Formation	N/A
Roads – Pavement (non depreciable)	N/A
Roads – Pavement (depreciable)	7-60
Roads – Footpaths, Kerbs, Bridges and Culverts	50-100
Roads – Signs, Roadmarkings and Streetlighting	20-100

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period.

- Disposal

An item of property, plant and equipment is derecognised upon disposal or recognised as impaired when no future economic benefits are expected to arise from the continued use of the asset.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Financial Performance in the period the asset is derecognised.

Impairment of Non-Financial Assets

At each reporting date, the Council reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Council estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace it's remaining future economic benefits or service potential. In assessing value in use for cash-generating assets, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately, unless the relevant asset is carried at fair value, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised in the Statement of Financial Performance immediately, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase.

Superannuation Schemes

- Defined Contribution Schemes

Contributions to defined contribution superannuation schemes are expensed when incurred.

Provisions

Provisions are recognised when the Council has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

- Landfill Post-Closure Costs

The Council, as operator of the District's landfills, has a legal obligation under the resource consent to provide ongoing maintenance and monitoring services at the landfill site after closure. A provision for post closure costs is recognised as a liability when the obligation for post-closure care arises.

The provision is measured based on the future cash flows expected to be incurred, taking into account future events including new legal requirements and known improvements in technology. The provision includes all costs associated with the landfill closure.

Amounts provided for landfill post-closure are capitalised to the landfill asset. Components of this are depreciated over their useful lives.



The discount rate used is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the Council.

- Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the Council to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value. If a financial guarantee contract was issued in a stand-alone arm's length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received a provision is recognised based on the probability the Council will be required to reimburse a holder for a loss incurred discounted to present value. The portion of the guarantee that remains unrecognised, prior to discounting to fair value, is disclosed as a contingent liability.

Financial guarantees are subsequently measured at the initial recognition amount less any amortisation, however if the Council assesses that it is probable that expenditure will be required to settle a guarantee, then the provision for the guarantee is measured at the present value of the future expenditure.

Employee Entitlements

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, long service leave, and sick leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Council in respect of services provided by employees up to reporting date.

Cash Flow Statement

Cash means cash balances on hand, held in bank accounts and demand deposits the Council invests in as part of its day to day cash management.

Operating activities include cash received from all income sources of Council and record the cash payments made for the supply of goods and services.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in equity and debt structure of the Council.

Equity

Equity is the community's interest in the Council and is measured as total assets less total liabilities. Equity is disaggregated and classified into a number of reserves.

Reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by Council.

The components of equity are:

- Retained Earnings
- Available-for Sale Revaluation Reserve
- Asset Revaluation Reserve
- Restricted Reserves
- Council Created Reserves

Reserves

Reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by Council.

Restricted reserves are subject to specific conditions which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes.

Council created reserves are reserves established by Council decision. The Council may alter them without reference to third party. Transfers to and from these reserves are at the discretion of the Council.

Allocation of Overheads

Corporate overheads for central and engineering administration have been allocated to the other significant activities in the Cost of Services Statements and Statement of Financial Performance. The allocation is calculated on the basis of estimated administration staff hours provided to each activity



PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE											
Annual Plan		Year	Year	Year	Year	Year	Year	Year	Year	Year	
30 June 09		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	REVENUE										
3,310	General Rates	3,486	3,690	3,840	3,948	3,987	4,103	4,016	4,164	4,240	4,302
6,776	Targeted Rates	6,989	7,224	7,418	8,344	8,636	8,719	9,168	9,334	9,474	9,724
2,130	Government Assistance	2,379	2,291	2,330	2,474	2,503	2,592	2,833	2,859	2,773	3,406
1,748	Fees & Charges	1,723	1,804	1,845	1,288	1,315	1,344	1,375	1,411	1,445	1,481
87	Interest & Dividends	130	130	130	130	130	130	130	130	130	130
960	Other Revenue	1,317	1,379	1,410	1,323	1,329	1,357	1,388	1,419	1,453	1,648
(79)	Net Change in Value of Derivative Instrument	(76)	(76)	(76)	(76)	-	-	-	-	-	-
14,931	TOTAL OPERATING REVENUE	15,948	16,442	16,898	17,433	17,900	18,245	18,910	19,317	19,515	20,690
	EXPENDITURE										
2,675	Community Services	3,000	3,118	3,159	3,254	3,314	3,407	3,666	3,580	3,689	3,783
11,218	District Assets	12,000	12,521	12,690	12,857	13,320	13,497	13,667	14,076	14,283	14,506
737	Leadership	760	810	873	822	865	928	878	928	993	948
14,630	TOTAL OPERATING EXPENDITURE	15,761	16,449	16,723	16,933	17,499	17,831	18,211	18,583	18,965	19,237
302	OPERATING SURPLUS/(DEFICIT)	187	(6)	176	500	401	414	700	734	549	1,453
											<i>(i)</i>

(i) Included in the 2018-19 prospective revenue is \$714,000 of contributions from the NZ Transport Agency for the replacement of rural bridges.

Total Operating Expenditure is made up of:											
769	Interest	688	684	707	676	699	681	650	615	587	552
3,605	Depreciation	3,718	4,127	4,127	4,127	4,397	4,397	4,397	4,599	4,599	4,599
10,255	Other Expenses	11,354	11,637	11,888	12,130	12,402	12,753	13,164	13,369	13,779	14,086
14,630	Total	15,761	16,449	16,723	16,933	17,499	17,831	18,211	18,583	18,965	19,237

PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

STATEMENT OF MOVEMENTS IN EQUITY		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
Annual Plan		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
30 June 09		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
302,450	Opening Equity	302,752	344,235	344,229	344,404	381,026	381,427	381,841	411,054	411,789	412,338
302	Net Surplus/(Deficit)	187	(6)	176	500	401	414	700	734	549	1,453
302	Total Recognised Revenues and Expenses	187	(6)	176	500	401	414	700	734	549	1,453
-	Asset Revaluation	41,296			36,122			28,514			31,807
-	Reserves										
302,752	TOTAL EQUITY AT END OF YEAR	344,235	344,229	344,404	381,026	381,427	381,841	411,054	411,789	412,338	445,599

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION

Annual Plan 30 June 09 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
	EQUITY										
138,197	Accumulated funds	138,311	138,145	138,269	138,553	138,746	138,909	139,564	140,036	140,393	141,183
1,052	Special Reserves	1,125	1,285	1,337	1,552	1,760	2,011	2,056	2,318	2,511	3,175
163,503	Asset Revaluation Reserve	204,799	204,799	204,799	240,921	240,921	240,921	269,434	269,434	269,434	301,241
302,752	TOTAL EQUITY	344,235	344,229	344,404	381,026	381,427	381,841	411,054	411,789	412,338	445,599
	ASSETS										
	Current Assets										
17	Bank Account	17	17	17	17	17	17	17	17	17	17
900	Debtors	900	900	900	900	900	900	900	900	900	900
1,060	Other Financial Assets	1,134	1,294	1,345	1,560	1,769	2,020	2,065	2,327	2,520	3,183
302	Derivative Instruments	227	151	76	-	-	-	-	-	-	-
2,279	Total Current Assets	2,277	2,362	2,338	2,477	2,686	2,937	2,982	3,244	3,437	4,100
	Non Current Assets										
68	Investments	68	68	68	68	68	68	68	68	68	68
312,930	Fixed Assets	354,481	354,904	354,475	391,061	390,972	390,648	419,283	419,198	419,009	451,252
312,998	Total Non Current Assets	354,549	354,972	354,543	391,129	391,040	390,716	419,351	419,266	419,077	451,320
315,277	TOTAL ASSETS	356,826	357,333	356,881	393,606	393,725	393,653	422,333	422,511	422,514	455,420
	LIABILITIES										
	Current Liabilities										
1,525	Creditors	1,525	1,525	1,525	1,525	1,525	1,525	1,525	1,525	1,525	1,525
1,525	Total Current Liabilities	1,525	1,525	1,525	1,525	1,525	1,525	1,525	1,525	1,525	1,525
	Non Current Liabilities										
10,862	Term Liabilities	10,928	11,441	10,814	10,917	10,636	10,149	9,616	9,059	8,512	8,158
138	Landfill Aftercare Provision	138	138	138	138	138	138	138	138	138	138
11,000	Total Non Current Liabilities	11,066	11,579	10,952	11,055	10,774	10,287	9,754	9,197	8,650	8,296
12,525	TOTAL LIABILITIES	12,591	13,104	12,477	12,580	12,299	11,812	11,279	10,722	10,175	9,821
302,752	NET ASSETS	344,235	344,229	344,404	381,026	381,427	381,841	411,054	411,789	412,338	445,599

PROSPECTIVE STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS											
Annual Plan 30 June 09 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
	CASHFLOW FROM OPERATING ACTIVITIES										
	Cash was provided from:										
14,910	Operating Revenue	15,894	16,388	16,844	17,378	17,770	18,115	18,780	19,187	19,385	20,560
87	Interest	130	130	130	130	130	130	130	130	130	130
14,997		16,024	16,518	16,974	17,508	17,900	18,245	18,910	19,317	19,515	20,690
	Cash was disbursed to:										
10,319	Supplies and Employees	11,354	11,637	11,888	12,130	12,402	12,753	13,164	13,369	13,779	14,086
763	Interest	688	684	707	676	699	681	650	615	587	552
11,082		12,043	12,321	12,596	12,806	13,101	13,434	13,813	13,984	14,366	14,638
3,916	NET CASHFLOW FROM OPERATING ACTIVITIES	3,981	4,196	4,378	4,702	4,798	4,812	5,097	5,333	5,148	6,052
	CASHFLOW FROM INVESTING ACTIVITIES										
	Cash was disbursed to:										
3,736	Purchase of Fixed Assets	3,973	4,550	3,699	4,591	4,308	4,074	4,518	4,515	4,409	5,035
(3,736)	NET CASHFLOW FROM INVESTING ACTIVITIES	(3,973)	(4,550)	(3,699)	(4,591)	(4,308)	(4,074)	(4,518)	(4,515)	(4,409)	(5,035)
	CASHFLOW FROM FINANCING ACTIVITIES										
	Cash was provided from:										
133	Loan Funds Applied	366	1,032	100	625	380	100	100	100	100	100
	Cash was disbursed to:										
274	Repayment of Debt	300	519	728	521	662	587	633	657	646	454
(142)	NET CASHFLOW FROM FINANCING ACTIVITIES	65	514	(628)	104	(282)	(487)	(533)	(557)	(546)	(354)
38	INCREASE / (DECREASE) IN CASH HELD	74	160	52	215	208	251	45	262	192	664
1,039	OPENING CASH BROUGHT FORWARD	1,077	1,151	1,311	1,362	1,577	1,786	2,037	2,082	2,344	2,537
1,077	ENDING CASH BALANCES	1,151	1,311	1,362	1,577	1,786	2,037	2,082	2,344	2,537	3,200
	Represented By:										
1,060	Short Term Deposits	1,134	1,294	1,345	1,560	1,769	2,020	2,065	2,327	2,520	3,183
17	Current Account	17	17	17	17	17	17	17	17	17	17
1,077		1,151	1,311	1,362	1,577	1,786	2,037	2,082	2,344	2,537	3,200



RECONCILIATION BETWEEN STATEMENT OF FINANCIAL PERFORMANCE AND ACTIVITY STATEMENTS

Annual Plan 30 June 09 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
	REVENUE										
4,133	District Assets	4,492	4,481	4,572	4,047	4,120	4,232	4,522	4,578	4,534	5,374
789	Community Services	1,036	1,086	1,111	1,138	1,140	1,165	1,192	1,224	1,253	1,285
1,933	Leadership	2,062	2,126	2,174	2,224	2,261	2,313	2,361	2,426	2,491	2,547
(79)	Net Change in Value of Derivative Instruments	(76)	(76)	(76)	(76)	-	-	-	-	-	-
6,855	TOTAL REVENUE	7,590	7,693	7,857	7,408	7,521	7,710	8,075	8,228	8,278	9,206
	LESS:										
1,930	Internally Charged Overheads	2,042	2,090	2,142	2,193	2,244	2,287	2,349	2,409	2,478	2,541
	ADD:										
7,560	Rates - District Assets	7,877	8,188	8,484	9,470	9,712	9,851	10,255	10,444	10,586	10,851
1,969	Rates - Community Services	2,021	2,105	2,170	2,199	2,246	2,325	2,262	2,338	2,429	2,451
557	Rates - Leadership	577	621	604	624	665	646	667	716	699	723
10,086	TOTAL RATES	10,475	10,914	11,258	12,293	12,623	12,823	13,184	13,498	13,714	14,025
14,931	Total Per Statement of Financial Performance	15,948	16,442	16,898	17,433	17,900	18,245	18,910	19,317	19,515	20,690
	EXPENDITURE										
11,437	District Assets	12,267	12,779	12,956	13,129	13,610	13,781	13,969	14,376	14,593	14,827
2,675	Community Services	3,000	3,118	3,159	3,254	3,314	3,407	3,666	3,580	3,689	3,783
2,448	Leadership	2,535	2,642	2,749	2,744	2,819	2,931	2,925	3,036	3,162	3,168
16,560	TOTAL EXPENDITURE	17,802	18,538	18,864	19,126	19,743	20,118	20,560	20,992	21,443	21,778
	LESS:										
1,930	Internally Charged Overheads	2,042	2,090	2,142	2,193	2,244	2,287	2,349	2,409	2,478	2,541
14,630	Total Per Statement of Financial Performance	15,761	16,449	16,723	16,933	17,499	17,831	18,211	18,583	18,965	19,237
302	OPERATING SURPLUS/(DEFICIT)	187	(6)	176	500	401	414	700	734	549	1,453



SIGNIFICANT FORECASTING ASSUMPTIONS

Schedule 10 (section 11) of the Local Government Act 2002 contains provisions relating to 'significant forecasting assumptions'. The Act requires that Council identifies the significant forecasting assumptions and risks underlying the financial estimates. Where there is a high level of uncertainty, Council is required to state the reason for that level of uncertainty and provide an estimate of the potential effects on the financial assumptions.

The Council has made a number of assumptions in preparing this LTCCP. These assumptions are necessary as the planning term for the LTCCP is 10 years and the assumptions ensure that all estimates and forecasts are made on the same basis.

If these assumptions are not accurate they may lead to a material departure from the information in the prospective financial statements.



Significant Forecasting Assumptions and Risks

Forecasting Assumption	Risk	Likelihood of occurrence	Financial materiality	Reasons and financial effect of uncertainty
Population growth – The population of the District will remain relatively static or decline slightly during the period of the plan	That population growth is higher than projected, putting increased pressure on Council to provide additional infrastructure and services.	Low	Medium	Small increases in population can be included within the present level of Council infrastructure. Where growth requires extra infrastructure, Council will require development contributions. Costs over this amount will likely be funded by a loan.
	That population growth is lower than projected, putting pressure on Council to maintain existing infrastructure and services.	Low	Low	Small decreases in population may not necessarily result in a lower number of ratepayers as on average the number of people per house is decreasing. A consistent decline in population would adversely affect the ability of the Council to set rates at a level that was affordable to the community.
Inflation – The prospective financial information is based on the following adjustments for inflation. Council has used the BERL forecasts of price level changes to calculate the inflation rate for each year of the plan. Note - the rate differs slightly for each core activity within the following ranges: Year 1 2.1% - 3.8% Year 2 2.3% - 3.3% Year 3 2.3% - 2.9% Year 4 2.4% - 3.0% Year 5 2.1% - 3.3% Year 6 2.2% - 3.3% Year 7 2.3% - 3.5% Year 8 2.3% - 3.3% Year 9 2.4% - 3.4% Year 10 2.2% - 3.5%	That actual inflation will be significantly different from assumed inflation.	Low Years (1-3) Medium Years (4-10)	Low Years (1-3) Medium Years (4-10)	Inflation is affected by external economic factors. Council's costs and the income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made. While individual cost indices will at times vary from what has been included in this plan, the Council has relied on the Reserve Bank use of monetary controls to keep inflation within the 1.5 to 3% range.
Emissions Trading Scheme – The prospective financial information is based on an assessed adjustment of 1.1% (in-line with the BERL best estimate) in the 2010/11 year across expenditures to allow for the expected increase in compliance components of the Emissions Trading Scheme coming into force.	That the scheme will be amended in some form prior to enforcement.	Medium Years (1-3)	Low	Uncertainty generated by change of Government as to the breadth and timing of any changes.
Interest Expense – Interest on term debt is calculated at 6.5% per annum.	That interest rates will change from those used in the calculations.	High	Low	Interest rates on borrowed funds are largely influenced by factors external to the New Zealand economy. The financial materiality is assessed as "Low" due to interest and principal payments being calculated in unison i.e. if one component increases the other decreases accordingly. The Council is projecting a significant decrease in debt over the 10 year period.
Interest Received – Interest received has been factored into the plan as investments covering funds for selected special reserves. No other investments are anticipated with debt repayment the main priority.	That the banking institutions holding the investments do not maintain their liquidity.	High	Low	Investments are held with reputable financial institutions which Council staff monitors regularly. The financial materiality is assessed as "Low" as the interest earned is retained with the core Special Reserve and is not



Forecasting Assumption	Risk	Likelihood of occurrence	Financial materiality	Reasons and financial effect of uncertainty
				used to fund ongoing operations. Funds are not locked in for long periods of time which allows greater flexibility to move funds across various institutions. Failure of a financial institution may result in Council having to raise the funds to keep the special reserve funds in tact.
Debt Repayment – Debt for infrastructure assets will be repaid from surplus depreciation funds. For the District Plan debt repayments will be made over a ten year period to match the expected life of the plan.	That the surpluses in depreciation funding do not occur as forecast to repay debt.	Low	Medium	If debt is not able to be repaid as forecast then the impact will be higher interest costs.
Revaluation - These projections include a three yearly estimate to reflect the change in asset valuations. This estimate is based on the assumption that asset values will increase at the rate of inflation. Council has assumed that the revaluations incorporate all items of capital expenditure applicable to that class of asset since the previous revaluation. In other words no distinction has been made, for the purposes of calculating the revaluation, in relation to the renewal component of the capital expenditure (being that component which replaces an existing asset) and the improved capacity component (being that component which adds to the asset network or increases the level of service)	Land and building, infrastructure assets are revalued at 30 June 2010, 2013, 2016 and 2019.	Medium	Medium	Variation in values can differ significantly for each valuation. Revaluations affect the carrying value of Council assets and the depreciation charge in the year subsequent to the revaluation which must be funded from rates.
Depreciation on planned asset acquisitions – Depreciation rates are based on professional advice and calculated based on its useful life. Refer to Accounting Policies Depreciation at page 136.	That more detailed analysis of planned capital works once complete may alter the depreciation expense.	Low	Low	Asset lives are based upon estimates of engineers and valuers. Asset replacements - Capital projects could be brought forward in event of early expiration of assets affecting interest costs. (Depreciation expense would also increase). The negative impacts may be at least partially offset by other assets lasting longer than estimated. Council rate for depreciation.
	That assets wear out earlier than estimated.	Low	Low	
New Zealand Transport Agency (LTNZ) requirements and specifications for the performance of subsidised work will not alter to the extent that they impact adversely on operating costs. The LTNZ subsidy Council has used in the LTCCP is 56% for all years of the plan.	Changes in subsidy rate and variation in criteria for inclusion in subsidised works programme.	Low	Medium	LTNZ funding priorities may change as a result of the Land Transport Management Act 2003. Variations in subsidy are possible given the new Government priority given to Auckland roads. A 1% decrease in subsidy will increase Council's cost by \$30,000 to \$40,000.
Resource consents - Conditions of resource consents held by Council will not be altered significantly.	Conditions of resource consent are altered significantly and without sufficient warning.	Low	Low	Failure to develop the Actiflo Treatment Plant and Mataura oxidation ponds projects within the conditions and timing as set down in the consent could result in significant delays and extra cost to the project. It is possible that an extension of time to the consent will not be given.
	Work is not performed in accordance with the conditions of the consent.	Low	Medium	



Other Information

<p>Governance – The structure of the elected representation on Council will not change from that adopted for the 2007 elections.</p>	<p>Council is currently in the process of a representation review.</p>	<p>High</p>	<p>Low</p>	<p>Council is required to review the number of elected members by November 2012.</p>
<p>New assets – The construction of new assets increases level of service and/or capacity, unless otherwise stated in the text.</p>	<p>That the construction of new assets does not meet the agreed level of service and/or does not provide adequate capacity.</p>	<p>Low</p>	<p>Low</p>	<p>For most new assets there are relatively long project planning and design phases. Wherever possible asset managers design and construct new assets with future levels of service and capacity in mind.</p>
<p>Contracts – There will be no significant variations in terms of price from the re-tendering of operation and maintenance contracts and renewal of service level agreements, other than those variations recognised in this plan.</p>	<p>There is a significant variation in price from re-tendering contracts and renewal of service level agreements.</p>	<p>Low (Years 1-3) Medium (Years 4-10)</p>	<p>Low Medium</p>	<p>A buoyant economy has led to surplus work for contractors leading to less competition between tenderers, in turn leading to higher prices. If contract prices were to increase significantly then Council would review the amount of work programmed and undertaken. Adjustment for known and projected increases in contracts have been included</p>
<p>External factors – There will be no unexpected changes to legislation or other external factors that alter the nature of services provided by Council.</p>	<p>There are unexpected changes that alter the services provided by Council.</p>	<p>Medium</p>	<p>Low</p>	<p>Most changes to legislation are programmed and known about in advance. Only in extraordinary circumstances (such as public outcry over a particular incident) would unexpected changes to legislation be promoted. Central government is likely to share part of any cost associated with major legislative changes.</p>
<p>Natural disasters – There will be no natural disaster requiring emergency work that cannot be funded out of the budgetary provisions.</p>	<p>That a natural disaster event(s) requiring emergency work cannot be funded out of normal budgetary provisions.</p>	<p>Medium</p>	<p>High</p>	<p>The potential effect of a natural disaster on Council's financial position is dependent upon the scale, duration and location of the event. Central government assistance and insurance contracts would reduce some of the Council's financial risk.</p>



STATEMENT CONCERNING BALANCING OF THE BUDGET

In accordance with Section 100 and Schedule 10, part 1, clause 9 of the Local Government Act 2002, the following information is provided:

A local authority must ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses.

The key indicator to note is the estimate of financial performance net surplus (deficit) value remains positive, when revenue from vested asset acquisition and one-off external capital revenue is excluded.

The Council wide Long Term Council Community Plan (LTCCP) meets this test.

Where it is possible surpluses are used to repay debt. There are circumstances where surpluses can not be used to repay debt. If a surplus is generated in an activity that does not have a debt it can not be used to repay debt for another activity. The surplus must be carried to special reserves where it will be available to fund future capital projects in that activity. The build up of those reserves and the corresponding short term investments can be seen over the 10 year period in the prospective financial statements.

Additional Information

Prospective Information

The Long Term Council Community Plan is prospective information. The prospective financial statements comply with the requirements of Financial Reporting Standard No. 42 (FRS 42) 'Prospective Financial Statements'. It is prepared on the basis of best-estimate assumptions as to future events which the Council expects to take place as of March 2009.

The figures produced in the prospective financial statements are based on a number of assumptions at the time of preparation. Information on these assumptions is contained in the section 'significant assumptions'. The degree of certainty that the assumptions will remain valid is likely to decrease with the length of the future period covered in the plan.

It is likely the actual financial results achieved for the period covered in the plan will vary from the information presented in the prospective financial statements, and that the variations may be material

The period covered by the Long Term Council Community Plan contains no actual operating results, but the estimate statement of financial position is extrapolated from the audited financial position included in the Gore District Council Annual Report as at 30 June 2008.

The prospective financial information contained in the Long Term Council Community Plan is prepared in accordance with the Local Government Act 2002 and may not be appropriate for any other purpose.

The capital expenditure and maintenance figures for roading, parks and reserves, water, drainage and solid waste are derived from the activity management plans of those respective areas.

The prospective financial statements do not take into account any actual events and transactions.

The Gore District Council on 2 April 2009 authorised the issue of the prospective financial statements.

The Gore District Council is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

The prospective financial statements will be updated in the future through the Annual Plan process and the next LTCCP round in 3 years time.



Statement of Non-Financial Accounting Policies

The reporting entity, the Gore District Council, is a Territorial Local Authority governed by the Local Government Act 2002.

The reporting scope of the non-financial measures is that required under Schedule 10, part 1, clause 2 of the Local Government Act 2002.

The reporting period covered corresponds to the financial reporting period 1 July 2009 to 30 June 2019.



FUNDING IMPACT STATEMENT

Revenue and Financing Mechanisms

Council is required to prepare a funding impact statement in accordance with the Local Government (Rating) Act 2002 and the Local Government Act 2002.

The statement below sets out the revenue and financing mechanisms that the council intends to use in the first year of the plan.

Operating expenses for each of the major Council activities will be funded from the following sources:

- ✓✓✓ Only funding source
- ✓✓ Major funding source (Greater than 25%)
- ✓ Minor funding source (Less than 25%)

Significant Activity	General Rates	Targeted Rates	Subsidies	Fees & Charges
Community Services				
Arts & Heritage	✓✓✓			
District Promotions	✓✓			✓
Grants	✓✓	✓		
Libraries	✓✓	✓✓		✓
Regulatory Services	✓			✓✓
District Assets				
Aquatic Facilities	✓✓	✓✓		✓✓
Cemeteries	✓✓			✓✓
Civil Defence		✓✓✓		
Drainage		✓✓		✓
Parks and Reserves	✓	✓✓		✓
Property	✓✓	✓		✓
Public Toilets	✓✓	✓✓		
Roading		✓✓	✓✓	
Solid Waste	✓	✓		✓✓
Water		✓✓		✓
Leadership				
Democracy	✓✓✓			

The funding source proportions shown above are fairly representative of that the Council hopes to achieve for each year of the plan.



The capital expenditure projects that Council proposes to carry out in the next financial year will be funded as follows:

Significant Activity Activities	Rates	Depreciation	Borrowing	Reserves	Grants & Subsidies
Community Services					
District Promotions		✓			
Libraries		✓			
Regulatory		✓		✓	
District Assets					
Cemeteries		✓		✓	
Drainage	✓	✓		✓	
Parks and Reserves		✓		✓	
Property		✓		✓	
Public Toilets			✓		
Roading	✓	✓		✓	✓
Solid Waste	✓	✓		✓	
Water	✓	✓		✓	
Leadership					
Democracy		✓		✓	
Central Administration	✓	✓			

The funding source proportions shown above are fairly representative of that the Council hopes to achieve for each year of the plan, except for significant capital expenditure where the funding source will be from borrowings. Refer to each Significant Activity Statement for further details.

Introduction

Rates are levied under the Local Government (Rating) Act 2002 on all rateable rating units.

The objective of the council's rate setting is to:

- spread the incidence of rates as fairly as possible;
- be consistent in charging rates;
- ensure all ratepayers pay their fair share for council services; and
- provide the income needed to meet the council's goals.

To fund its activities in the 2009/10 financial year, the Gore District Council proposes to raise \$11,819,402 from the rating of properties in the District. This represents an overall increase of 3.75% over the rates struck in the 2008/09 financial year.

Total rates per Forecast Statement of Financial Performance	\$10,474,905
Add GST	1,309,313
Add remissions provided for	35,184
Total Rates	\$11,819,402

The rates will be set across the wards using a mixture of general and targeted rating and will result in a spread of the rating liability as shown below:

	Urban	Rural	Industrial	Total
Total Collected	8,241,590	3,376,056	201,756	11,819,402

Each property's liability for targeted rates will be assessed based on its capital value as at 30 June 2008.

The Council proposes the following rating system:

General Rates

Fixed General Rate (Uniform Annual Charge)

The Council proposes to set a uniform annual general charge under section 15 of the Local Government (Rating) Act 2002 of \$531.20 on each separately used or inhabited part of a rating unit. (A separately used and inhabited part of a rating unit is any portion that can be occupied or used separately from any other parts e.g. multiple dwellings/flats/commercial buildings. The Council will assess and rate separately used or inhabited parts of a rating unit based on the information in the rating database). Of the total rates, 30% will be collected through the uniform annual general charge, which is the maximum allowable under the act.

It is levied:

- to ensure a minimum rate on all properties;
- in recognition that valuation-based rating is not a perfect reflection of ability to pay;
- as a charge for services which have an equal element of private benefit but where it is not practicable to apply specific user charges.

This charge will raise \$3,315,204 and will be used to finance the following activities:

- Democracy
- A&P Showgrounds
- 50% Solid Waste
- District Promotions
- 46.29% Aquatic facilities
- 30% Public Toilets
- Grants
- Civic Buildings
- Cemeteries
- Arts and Heritage
- 46.29% District Libraries

The Council proposes to set a Southland Regional Heritage Trust rate of \$28.32 on each separately used and inhabited part of a rating unit (a separately used and inhabited part of a rating unit is any portion that can be occupied or used separately from any other parts e.g. multiple dwellings/flats/commercial buildings. The Council will assess and rate separately used or inhabited parts of a rating unit based on the information in the rating database).

This charge will raise \$176,745 and will fund the Council's contribution to the Southland Regional Heritage Trust.

Valuation based General Rate

The Council proposes to set a general rate under section 13 of the Local Government (Rating) Act 2002 on each rating unit in the District based on the capital value.

The rate will be charged on all rating units in the District at a rate of 0.000158 cents for each \$ of capital value.

This charge will raise \$350,618 and will be used to finance the following activities:

- Regulatory
- District Plan

Targeted Rates

The Council proposes to collect 68.3% of its rates income from targeted rates. It has chosen this method of funding as it believes that targeting reflects the location, usage, and accessibility of the activities involved. This results in a fair allocation of the rating liability to users and beneficiaries of the activities.

The Council proposes to set targeted rates as follows:

Valuation based Ward Rates

This charge will raise \$3,430,187 and will be used to finance the following activities:

- Rooding
- 70% Public toilets
- Property
- Civil Defence

The costs of the above activities are targeted to each of the main rating areas (Gore, Mataura, Rural, Industrial) based on the location of the facility/service provided.

It will also be used to finance:

- 53.71% of District pools
- 53.71% of District Libraries

The target for these activities is based on the following premises:

- any one rating area will not fund a disproportionate share of the costs of these activities, and
- the ability to pay i.e. higher value properties in each rating area will pay a greater share of the costs of these activities.

The rate will be charged on all rating units in each area. The rates of cents for each \$ of capital value in each of the areas are set out below:

Gore	
	Per \$ Capital Value
Residential	0.001504
Commercial	0.004189

Mataura	
	Per \$ Capital Value
Residential	0.001091
Commercial	0.007731

Rural	
	Per \$ Capital Value
All properties	0.001263

Heavy Industrial	
	Per \$ Capital Value
All properties	
Capital Value under \$550,000	0.028995
Capital Value between \$550,000 and \$1,000,000	0.009533
Capital Value over \$1,000,000	0.004607

Fixed Targeted Ward Rate

This charge will raise \$1,751,480 and will be used to finance Parks and Reserves.

The target for these activities is based on the following premises:

- District parks and reserves add prestige and quality of life to the entire District;
- every ratepayer and resident in the District has the opportunity to receive equal benefit from this service.

The rate will be charged on each separately used or inhabited part of a rating unit. The rates for each of the areas are set out below:

Gore	
	Fixed Charge
Residential	\$213.79
Commercial	
Capital Value under \$75,000	\$355.70
Capital Value between \$75,001 and \$147,000	\$638.85
Capital Value between \$147,001 and \$356,000	\$1,100.10
Capital Value between \$356,001 and \$685,000	\$1,976.61
Capital Value between \$685,001 and \$1,575,000	\$2,515.80
Capital Value \$1,575,001 and above	\$3,019.22

Mataura	
	Fixed Charge
Residential	\$201.34
Commercial	
Capital Value under \$62,000	\$699.24
Capital Value between \$62,001 and \$125,000	\$966.43
Capital Value between \$125,001 and \$145,000	\$1,966.96
Capital Value between \$145,001 and \$340,000	\$2,686.09
Capital Value \$340,001 and above	\$3,019.22

Rural	
	Fixed Charge
Capital Value under \$100,000	\$171.14
Capital Value \$100,000 and above	\$263.30

Water, Stormwater, Drainage, and Solid Waste

This charge will raise \$2,591,411 and will be used to finance the provision of water, stormwater, drainage and solid waste services.

The costs of these services are targeted to each area (Gore, Mataura, Pukerau, and Waikaka) based on the location of the facility/service provided.

Gore and Mataura

\$211.84 on each separately used or inhabited part of a rating unit that is connected to either the Gore or Mataura water schemes.

\$105.92 on each separately used or inhabited part of a rating unit that is not connected, but has the ability to be serviced by the Gore or Mataura water schemes.

\$222.37 on each separately used or inhabited part of a rating unit that is connected to either the Gore or Mataura drainage schemes.

\$111.18 on each separately used or inhabited part of a rating unit that is not connected, but has the ability to be serviced by the Gore or Mataura drainage schemes.

Pukerau

\$67.21 on each rating unit serviced by the Pukerau drainage scheme.

Waikaka

\$89.61 on each rating unit serviced by the Waikaka drainage scheme.

\$44.80 on each rating unit not connected but has the ability to be serviced by the Waikaka drainage scheme.

Water closets

\$222.37 for the second and every additional water closet and urinal on all non-residential rating units (with the exception of educational institutions and designated short term accommodation premises as determined by the Council) in Gore and Mataura.

A per pan fee of \$222.37 for education institutions (as defined in clause 6 of Part 1 of Schedule 1 of the Local Government (Rating) Act 2002). The number of pans will be assessed on the basis of 6.25% of the total number of staff and pupils at each establishment.

A per pan fee of \$111.18 for short term accommodation premises (as determined by the Council) for the second and subsequent urinals in Gore and Mataura.

\$44.80 for the second and every additional water closet and urinal on all non-residential rating units in Waikaka.

Solid Waste

\$48.88 on each separately used or inhabited part of a rating unit in Gore and Mataura.

Otama Water Scheme

This charge will raise \$188,551 to fund the operation and maintenance of the Otama water scheme. Each rating unit serviced by the scheme will be charged a fixed charge as indicated below:

\$200.00 per water unit

\$215.00 per water connection

Water Supply charges

All commercial premises in Mataura and Gore, as well as all users of the Otama Water scheme will be invoiced separately for actual water usage.

Community Halls

To fund the maintenance of the Districts community halls, Council proposes to raise \$15,206.

Each rating unit in the following communities will be charged a fixed charge as indicated below:

Brydone	22.50
Mandeville	22.50
Otama	56.25
Pukerau	27.00
Tuturau	22.50
Waikaka	35.00
Knapdale	\$56.25



DISTRICT STATISTICS

POPULATION	
	Census 2006
Gore	7,497
Mataura	1,560
Rural	<u>3,051</u>
	<u>12,108</u>

	<u>Capital Value</u> \$	<u>No. of</u> <u>Rating</u> <u>Units</u>	<u>No. of</u> <u>UAGC's</u>	<u>No. of Water</u> <u>Connections</u>	<u>No. of Drainage</u>
Gore	725,311,650	3,786	3,907	4,155	4,947
Mataura	80,532,640	801	851	902	948
Rural	1,383,436,990	1,308	1,476	0	0
Heavy Industry	30,136,000	6	6	8	163
	2,219,417,280	5,901	6,240	5,065	6,058



POLICIES



SIGNIFICANCE POLICY

1. Introduction

The Council's Significance Policy sets out the Council's approach to determining the relative weight or significance of proposals before the Council and the decisions it may wish to make. The policy includes procedures to be followed, the criteria and some of the thresholds the Council will use in determining the significance of issues, proposals, decisions and other matters before the Council.

1.1 Section 90 of the Local Government Act 2002 requires every local authority to adopt a policy on significance.

1.2 Section 5 of the Act defines significance and significant as:

"significance, in relation to any issue, proposal, decision or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision or matter as assessed by the local authority, in terms of its likely impact on, and likely consequences for –

- (a) the current and future social, economic, environmental or cultural well-being of the District or region;*
- (b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision or matter;*
- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.*

Significant, in relation to any issue, proposal, decision or other matter, means that the issue, decision or other matter has a high degree of significance."

2. General Approach to Determining Which Proposals are Significant [Section 290(1)(A)]

2.1 When determining the question of the significance of proposals and decisions in relation to issues, assets or other matters, the Council will determine the extent to which:

- The consequences or impacts of the issue, assets or other matters, on a large number of residents and ratepayers to a moderate or greater extent;
- The consequences or impacts of the issue, assets or other matters on a small number of residents and ratepayers to a large extent; and
- The issue, asset or other matters have a history of generating wide public interest within the Gore District, the Southland Region or New Zealand generally.

2.2 Significant issues, proposals, decisions or other matters will be included in the Long Term Council Community Plan wherever possible. Where this is not practical they will be included wherever possible in the Annual Plan produced in the years between the Long Term Council Community Plan or where required by the Act in an amendment to the Long Term Council Community Plan.

2.3 Significant decisions will only be made outside the above processes where there are compelling reasons for it not being practical for them to be included in the Long Term Council Community Plan or Annual Plan.

2.4 The Council will not proceed with a decision that is considered significant without consideration of a detailed statement evidencing compliance with s77, 78, 80, 81 and 82.

For the sake of clarity, it should be noted that the Council's significance policy does not apply to matters that have been included in the Long Term Council Community Plans and Annual Plans that have been adopted by the Council. The exception to this rule is where the Council is seeking to make



a significant change to what has been described in the previous Long Term Council Community Plan and/or Annual Plan.

3. Thresholds, Criteria and Processes for Determining which Proposals and Decisions are Significant [Section 90(1)(B)]

3.1 When undertaking a process to determine the extent to which issues, proposals, decisions or other matters are significant, the Council will use the following thresholds, criteria and procedures:

Thresholds

- Issues, assets or other matters that incur more than \$1,000,000 of expenditure;
- Any transfer of ownership or control, or the construction, replacement of abandonment, of a strategic asset as defined by the Act or listed in this policy;
- A decision that will, directly or indirectly, significantly affect the capacity of the Council to carry out any activity identified in the Long Term Council Community Plan (Long Term Financial Strategy until 30 June 2004); and
- Entry into any partnership with the private sector to carry out a significant activity.

Criteria

- Whether the asset is a strategic asset within the meantime of the Act or listed in this policy.
- The extent to which there is, or is likely to be, a change in the level of service in carrying out any significant activity.
- The extent to which there is, or is likely to be, a change in the way in which any significant activity is carried out.
- The extent to which there is, or is likely to be, a change in the capacity of the Council to provide any significant service or carry out any significant activity.

Procedure

Every report to the Council must include a statement:

- (i) indicating that the issue of significance has been considered;
- (ii) including a recommendation where necessary, assessing the significance of an issue, a proposal, decisions or other matter.

If a decision to be made is considered to be significant, the report will also include a statement:

- (iii) addressing what has been done to ensure compliance with s77, 78, 80, 81 and 82 of the Local Government Act 2002 as applicable.

4. Strategic Assets and Groups of Strategic Assets

4.1 As set out in the Local Government Act 2002 (s5), strategic asset means:

"strategic asset, in relation to the assets held by a local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community, and includes –

- (a) *any asset or group of assets listed in accordance with Section 90(2) by the local authority; and*
- (b) *any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and*



- (c) *any equity securities held by the local authority in –*
- (i) *a port company within the meaning of the Port Companies Act 1988;*
 - (ii) *an airport company within the meaning of the Airport Authorities Act 1966.*

4.2 The Council is required pursuant to s90 (2) of the Local Government Act to list all strategic assets as defined in Section 5 of the Act. The strategic assets register set out below is not exhaustive but include those which are considered significant in ensuring the Council's capacity to achieve or promote any important outcome.

4.3 It is important to note that the Council manages a number of strategic assets as a whole. This is because the asset class as a whole delivers the service. Strategic decisions therefore, only concern the whole asset class and not the individual components, unless that component substantially affects the ability of the Council to deliver the service. It is the principle of the provision of the services, not the individual roads, individual toilet blocks, individual halls etc that makes these asset groups strategic.

ACTIVITY OR GROUP OF ACTIVITIES	ASSET	STRATEGIC ISSUES			
		ECONOMIC District	SOCIAL Quality of Life	CULTURAL	ENVIRONMENT
Water Supply	The water supply network as a whole including reservoirs, treatment plants, pump stations and reticulation	✓	✓		✓
Community Services	The Library network as a whole including the District Library and the Communities Libraries		✓	✓	
	The reserves lands as a whole including land held under the Reserves Act and land used for parks, domains, village greens, cemeteries, sports fields and recreational areas	✓	✓	✓	✓
	The lands and buildings as a whole used for the administration of the District	✓			
	The lands, buildings and commercial operations as a whole at the Gore Heritage Precinct.	✓	✓	✓	
	The Gore and Mataura aquatic facilities		✓	✓	
	The land and buildings comprising community halls, civic centres and community centres.	✓	✓	✓	
Roading	The Gore District roading network as a whole	✓	✓		✓



ACTIVITY OR GROUP OF ACTIVITIES	ASSET	STRATEGIC ISSUES			
		ECONOMIC District	SOCIAL Quality of Life	CULTURAL	ENVIRONMENT
Land Drainage	The land drainage system as a whole including storm water pipe network, the open river system, waterways, wetlands and retention basins	✓	✓	✓	✓
Waste water	The waste water collection, treatment and disposal system as a whole including the sewers, pump stations and the treatment works	✓	✓	✓	✓



CONSULTATION POLICY

The Local Government Act sets out certain consultation principles, including a special consultative procedure that local authorities must follow when making certain decisions. The special consultative procedure is regarded as a minimum process, and must be used in the following instances:

- When a Council is adopting its Long Term Council Community Plan and its Annual Plan, or is seeking to make amendments to the said plans
- When it wishes to make a decision on any matter that is 'significant' to residents in the District.

It is pertinent to note that consultation undertaken by the Council is not limited to matters requiring the application of a special consultative procedure. In fact, the Council can and does, frequently consult with community user-groups and other stakeholders outside of the special consultative procedure. At such consultation meetings, the Council will seek views on the matters the Council considers to be important and identify issues of concern to the community. The consultations conducted by the Council on the formulation of the District Plan, are an illustration of the above mentioned process.

The Special Consultative Procedure

The special consultative procedure consists of the following steps:

Step 1

Preparation of a statement of proposal and a summary. The Council must prepare a description of the proposed decision or course of action. The statement must be available for distribution throughout the community and must be available for inspection at the Council office and may be made available elsewhere. The Council also has to prepare a full and fair summary of the proposal which must be distributed as widely as the Council considers to be reasonably practicable. That statement must be included on an agenda for a Council meeting.

Step 2

Public notice. The Council must publish a notice in one or more daily newspapers, or in other newspapers of equivalent circulation, of the proposal and of the consultation being undertaken.

Step 3

Receive submissions. The Council must acknowledge all written submissions and offer submitters a reasonable opportunity to make an oral submission. The Council must allow at least one month (from the date of the notice) for submissions.

Step 4

Deliberate in public. All meetings where the Council deliberates on the proposal or hears submissions must be open to the public (unless there is some reason to exclude the public under LGOIMA). All submissions must be made available unless there is reason to withhold them under LGOIMA.

Step 5

Follow up. A copy of the decision and a summary of the reasons must be provided to submitters. There is no prescribed format for such a summary.

By law, the Council must follow the special consultative procedure before it:

- Adopts a Long Term Council Community Plan (LTCCP) or Annual Plan,
- Amends an LTCCP,
- Adopts, revokes, reviews or amends a Bylaw.
- Makes a significant decision as defined in its "Significance Policy."
- Changes the mode of delivery for a significant activity if that is not provided for in an LTCCP.

The Council may be required to use the special consultative procedure under other legislation, and it may use this procedure in other circumstances, should it consider that the issue under consideration is of sufficient public interest.



MAORI CAPACITY TO CONTRIBUTE TO DECISION-MAKING PROCESSES

Under the Local Government Act 2002, the Council has an obligation to encourage and support Maori participation in decision-making.

Ngai Tahu are the tangata whenua of the Gore District and hold customary tribal authority over an area (rohe) that includes all of Gore District.

The Council along with other local authorities in Southland has a formal charter of understanding with Te Ao Marama Inc. (representing the four Ngai Tahu Papatipu Runanga o Murihiku), an agency in respect of consultation with the local iwi on resource management and other issues that the Council may be contemplating, which may have an impact on local iwi. Te Ao Marama is jointly funded by all the local authorities in Southland.

The effectiveness of this consultation structure is evaluated regularly at meetings with Te Roopu Taiao, attended by the four councils elected representatives with representatives from the four Papatipu Runanga, as well as matawaka (non-Ngai Tahu Maori resident in Murihiku) in compliance with the Local Government Act, reference to Maori as distinct from Tangata whenua as referenced in the Resource Management Act.

This continuing relationship between the Council and Maori not only gives effect to the partnership principles of the Treaty of Waitangi but ensures a harmonious relationship supporting the outcome of community health and wellbeing. Council staff also have a working relationship with Hokonui Runanga.



REVENUE AND FINANCING POLICY

Introduction

The Local Government Act 2002 requires all councils to adopt a Revenue and Financing Policy as part of its Long Term Community Council Plan. This policy is used to demonstrate how the council proposes to fund its operating and capital expenditures in respect of its various activities. More importantly it will show who will pay these costs and why.

The use of a formal process to determine funding arrangements is not new. Since 1996, councils have been required to examine their activities and to arrange the funding between the community as a whole and the users or beneficiaries of the various services that council provides. These two funding streams were referred to as "public" i.e. the community as a whole, and "private" i.e. the individuals that use the service.

The 2002 Act takes this public/private funding split to another stage. Councils now need to show how these activities link to the community outcomes, who benefits from them, the time period over which these benefits are expected to occur and whether the actions or inactions of particular groups have given rise to the need for the activity. Where an activity is separately funded, the council needs to show the benefits from maintaining this separate funding.

Lastly the council has to demonstrate that in making its overall funding decisions; it has given consideration to the impact on the community and in particular the affect on its current and future wellbeing.

Philosophy

The council will manage its financial affairs prudently and in a manner that promotes the current and future interests of the community. The aim of the policy is to promote consistent, prudent, effective and sustainable financial management of the council and to fund its activities from the most appropriate source after consideration of who benefits from each activity. As a general rule, operating activities will be funded from operating revenue.

In considering the sources of its funding, consideration is given to the following in relation to each activity:

- the community outcome to which the activity primarily contributes
- the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals
- the period in or over which those benefits are expected to occur
- the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
- the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities

Council must also consider "the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community."

Gore District Council's funding policy is to treat both operating and capital expenditure in the same way. That is to say, the extent to which the provision of a service by the Council is a public or private good will largely determine the extent to which rates or fees and charges fund both operating and capital expenditure. For example, if the revenue funding policy for libraries is 95% public good and 5% private benefit, we would expect to fund operating and capital expenditure the same way.

While debt may sometimes be used to provide the immediate funding needed to acquire an asset, its repayment will be made from the same sources in the same ratio as for operating expenditure.



Options for funding Council Services

The Council uses the following sources of funding:

General Rates

This is used to fund public goods where it is not possible to clearly identify customers or users. The general rate is also used to fund activities where, for reasons of fairness and equity, consideration of the wider community good indicate that this is the most appropriate way to fund an activity.

Around a third of the total rates collected come from the general rate mainly through a fixed charge to each rating unit.

Targeted Rates

This form of rate is used where an activity benefits an easily identifiable group of ratepayers and where appropriate that only this group be targeted to pay for some or all of a particular service. For example, water and drainage.

Around two thirds of the rates collected come from the targeted rate.

Fees and Charges

User charges are direct charges to identifiable users or groups of users who use certain Council services such as dog control, swimming pools and building inspection. In these instances an identifiable benefit exists to clearly identifiable people and they are required to pay all or part of the cost of that service.

Development Contributions

Development contributions may be required for developments if the effect of the development is to require new or additional reserves, network infrastructure and community infrastructure of increased capacity, and as a consequence, the Council incurs capital expenditure.

Grants and Subsidies

Grants and subsidies apply to some activities when income from external agencies is received to support an activity. This is mostly made up from government subsidies such as NZ Transport Agency subsidies for roading services.

Other Sources of Funding

The Council also receives revenue from property rentals, interest and dividends to help offset the general rate requirement.

While borrowing may be used from time to time, usually to give effect to the principles of intergenerational equity, the repayment and servicing of the debt is funded by rates, fees and charges and other sources. In other words the actual borrowing is a mechanism only and the revenue and financing policy applies to its repayment and servicing.

Summary of Funding Options

	Operating Expenditure	Capital Expenditure
General Rates	☐	☐
Targeted Rates	☐	☐
Revenue	☐	☐
NZ Transport Agency Income	☐	☐
Investment Income	☐	☐
Debt		☐
Proceeds from Asset Sales		☐
Development Contributions		☐
Financial Contributions		☐
Grants and Subsidies	☐	☐
Working Capital		☐
Investments		☐

Prospective Funding Report

Annual Plan 30 June 09 \$000		Year 2010 \$000	Year 2011 \$000	Year 2012 \$000	Year 2013 \$000	Year 2014 \$000	Year 2015 \$000	Year 2016 \$000	Year 2017 \$000	Year 2018 \$000	Year 2019 \$000
14,630	Operating Expenditure	15,761	16,449	16,723	16,933	17,499	17,831	18,211	18,583	18,965	19,237
3,736	Capital Expenditure	3,973	4,550	3,699	4,591	4,308	4,074	4,518	4,515	4,409	5,035
274	Debt Repayment	300	519	728	521	662	587	633	657	646	454
38	Transfer to Special Reserves	74	160	52	215	208	251	45	262	192	664
18,678	TOTAL OUTGOINGS	20,108	21,677	21,201	22,261	22,677	22,743	23,407	24,016	24,214	25,389
	FUNDED BY:										
10,086	Rates	10,475	10,914	11,258	12,293	12,623	12,823	13,184	13,498	13,714	14,025
2,130	Government Subsidies	2,379	2,291	2,330	2,474	2,503	2,592	2,833	2,859	2,773	3,406
2,795	Fees & Other Income	3,170	3,313	3,386	2,741	2,774	2,831	2,893	2,961	3,028	3,259
3,535	Depreciation	3,718	4,127	4,127	4,127	4,397	4,397	4,397	4,599	4,599	4,599
133	Loans	366	1,032	100	625	380	100	100	100	100	100
18,678	TOTAL OPERATING EXPENDITURE	20,108	21,677	21,201	22,261	22,677	22,743	23,407	24,016	24,214	25,389



Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<ul style="list-style-type: none"> Aquatic Facilities 	<ul style="list-style-type: none"> Lifestyle & Culture Health & Wellbeing Education & Training 	<ul style="list-style-type: none"> The entire community benefits from choice of recreational activities and a healthy active community Specific benefits to the users of aquatic facilities 	<ul style="list-style-type: none"> Ongoing benefits during life of the facilities 	<ul style="list-style-type: none"> Need is created by entire community for recreational facilities and choice 	<ul style="list-style-type: none"> General Rates Targeted Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Med/High Private – Med/Low Other - Low
<ul style="list-style-type: none"> Arts & Heritage 	<ul style="list-style-type: none"> Lifestyle & Culture Education & Training 	<ul style="list-style-type: none"> The entire community benefits from choice of arts and cultural activities and a caring community The entire community benefits from educational opportunities provided by this activity Specific benefit to those that attend activities 	<ul style="list-style-type: none"> Ongoing benefits from an informed, creative population 	<ul style="list-style-type: none"> Need is created by entire community for access to cultural heritage and creative media 	<ul style="list-style-type: none"> General Rates 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> Cemeteries 	<ul style="list-style-type: none"> Health & Wellbeing 	<ul style="list-style-type: none"> The entire community benefits from respect for, and provision for the historical significance of those who have passed away Individual users 	<ul style="list-style-type: none"> Benefits are ongoing 	<ul style="list-style-type: none"> Need is created by entire community for cemeteries and related services 	<ul style="list-style-type: none"> General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Med Private – Med Other – Low
<ul style="list-style-type: none"> Civic Buildings 	<ul style="list-style-type: none"> Lifestyle & Culture Leadership 	<ul style="list-style-type: none"> The entire community benefits from civic amenities allowing easy access to local government services and elected Council members 	<ul style="list-style-type: none"> Benefits are ongoing 	<ul style="list-style-type: none"> Need is created by entire community for access to local government services and elected Council members 	<ul style="list-style-type: none"> General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<ul style="list-style-type: none"> Civil Defence 	<ul style="list-style-type: none"> Health & Wellbeing 	<ul style="list-style-type: none"> The entire community benefits from having appropriate planning and resources in place to deal with natural disasters and civil emergencies 	<ul style="list-style-type: none"> Benefits are ongoing 	<ul style="list-style-type: none"> Need is created by entire community to ensure there are minimal negative effects from natural disasters and civil emergencies 	<ul style="list-style-type: none"> General Rates Targeted Rates 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> Democracy 	<ul style="list-style-type: none"> Lifestyle & Culture Leadership 	<ul style="list-style-type: none"> The entire community benefits from the ability to influence Council decisions Council benefits from clarity of community needs and wants 	<ul style="list-style-type: none"> Benefits are ongoing with a council/public partnership 	<ul style="list-style-type: none"> Need is created by entire community for knowledge of and involvement in Council decisions Need is created by Council for guidance from the public in decision-making 	<ul style="list-style-type: none"> General Rates 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> District Promotions 	<ul style="list-style-type: none"> Lifestyle & Culture Economy & Employment 	<ul style="list-style-type: none"> The entire community benefits from the District's vibrant image and attraction of visitors The entire community benefits from improved economic activity and positive outlook/attitudes Individual businesses will benefit directly from various initiatives 	<ul style="list-style-type: none"> Ongoing benefit of District image, promotion, and diversity 	<ul style="list-style-type: none"> Need is created by entire community to promote the District as a place to visit, live, work and do business 	<ul style="list-style-type: none"> General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<ul style="list-style-type: none"> Drainage (Waste and Storm Water) 	<ul style="list-style-type: none"> Health & Wellbeing Economy & Employment Environment 	<ul style="list-style-type: none"> The entire community benefits from safe and efficient discharge of waste and storm water Commercial and industrial businesses benefit specifically from wastewater services Direct benefit to owners of property receiving services 	<ul style="list-style-type: none"> Ongoing benefits during the life of the assets 	<ul style="list-style-type: none"> Need is created by entire community for a safe urban environment where waste and storm water discharges are adequately dealt with Commercial and industrial enterprise create need for wastewater services applicable to their business Property owners 	<ul style="list-style-type: none"> Targeted Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Low Private – High Other - Low
<ul style="list-style-type: none"> Grants 	<ul style="list-style-type: none"> Health & Wellbeing Economy & Employment Lifestyle & Culture 	<ul style="list-style-type: none"> The entire community benefits from enrichment that the different community groups bring The entire community benefits from Venture Southland through its promotion of the District 	<ul style="list-style-type: none"> Ongoing benefits through having diverse community groups helping make the District a great place to live Ongoing benefits from Venture Southland to promote economic growth 	<ul style="list-style-type: none"> Need is created by entire community to enhance the overall cultural, social and economic wellbeing of the District 	<ul style="list-style-type: none"> General Rates Targeted Rates 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> Libraries 	<ul style="list-style-type: none"> Lifestyle & Culture Education & Training 	<ul style="list-style-type: none"> The entire community benefits from choice of recreational activities and a caring community The entire community benefits from educational opportunities provided by this activity Specific benefit to borrowers 	<ul style="list-style-type: none"> Ongoing benefits from an informed, creative population 	<ul style="list-style-type: none"> Need is created by entire community for library facilities and access to information sources 	<ul style="list-style-type: none"> General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<ul style="list-style-type: none"> Property 	<ul style="list-style-type: none"> Lifestyle & Culture 	<ul style="list-style-type: none"> The entire community benefits from the availability of community halls and buildings to provide places for meeting and socialising 	<ul style="list-style-type: none"> Ongoing benefits to users of the halls and buildings 	<ul style="list-style-type: none"> Need is created by entire community to have access to halls and buildings 	<ul style="list-style-type: none"> Targeted Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> Community Housing 	<ul style="list-style-type: none"> Health & Wellbeing 	<ul style="list-style-type: none"> People who may otherwise be unable to afford a reasonable quality of housing 	<ul style="list-style-type: none"> Benefits to individuals last as long as accommodation is used 	<ul style="list-style-type: none"> Need is created by entire community to ensure there is reasonable quality housing available for those who need it 	<ul style="list-style-type: none"> General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Low Private – High Other - Low
<ul style="list-style-type: none"> Parks and Reserves 	<ul style="list-style-type: none"> Lifestyle & Culture Environment 	<ul style="list-style-type: none"> The entire community benefits from the availability of parks and reserves to create a pleasant environment in which to live and work 	<ul style="list-style-type: none"> Ongoing benefits as long as the parks and reserves are maintained 	<ul style="list-style-type: none"> Need is created by entire community to live and work in a pleasant environment 	<ul style="list-style-type: none"> Targeted Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> Sports fields 	<ul style="list-style-type: none"> Lifestyle & Culture 	<ul style="list-style-type: none"> The entire community benefits from the availability of sports fields and a healthy active community 	<ul style="list-style-type: none"> Ongoing benefits as long as the sports fields are maintained 	<ul style="list-style-type: none"> Need is created by entire community for recreational and sports facilities 	<ul style="list-style-type: none"> General Rates Targeted Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<ul style="list-style-type: none"> Public Conveniences 	<ul style="list-style-type: none"> Health & Wellbeing Economy & Employment 	<ul style="list-style-type: none"> The entire community benefits from the availability of hygienic and well maintained public conveniences Visitors benefit from these facilities 	<ul style="list-style-type: none"> Ongoing benefits as long as the public conveniences are maintained 	<ul style="list-style-type: none"> Need is created by entire community Need is created by visitors 	<ul style="list-style-type: none"> General Rates Targeted Rates 	<ul style="list-style-type: none"> Public – Low Private – High Other - Low

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<ul style="list-style-type: none"> Regulatory Services 	<ul style="list-style-type: none"> Law & Order Economy & Employment Environment 	<ul style="list-style-type: none"> The entire community benefits from safe, reliable infrastructure and resources and consistent Council procedures Council benefits from the existence of a transparent framework to follow 	<ul style="list-style-type: none"> Benefits of regulation in general are ongoing even though the specific regulations may change over time 	<ul style="list-style-type: none"> Need is created by entire community for structure, consistency and certainty Need is created by Council for rules to protect its position and manage its risk exposure 	<ul style="list-style-type: none"> General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Med Private – Med Other - Low
<ul style="list-style-type: none"> Roading 	<ul style="list-style-type: none"> Law & Order Economy & Employment 	<ul style="list-style-type: none"> The entire community benefits from accessibility of District Specific benefit to road users 	<ul style="list-style-type: none"> Ongoing benefits during the life of the assets 	<ul style="list-style-type: none"> Need is created by entire community for an accessible District where roading links are readily available for both business and public use 	<ul style="list-style-type: none"> Target Rates Central Government - NZ Transport Agency 	<ul style="list-style-type: none"> Public – Med Private – Low Other – Med
<ul style="list-style-type: none"> Solid Waste 	<ul style="list-style-type: none"> Health & Wellbeing Economy & Employment 	<ul style="list-style-type: none"> The entire community benefits from safe and efficient disposal of solid waste Direct household benefit from refuse collection 	<ul style="list-style-type: none"> Ongoing benefits during the life of the assets 	<ul style="list-style-type: none"> Need is created by entire community for a safe environment where solid waste is adequately dealt with Individuals and householders 	<ul style="list-style-type: none"> General Rates Target Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Med/Low Private – Med/High Other – Low

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<ul style="list-style-type: none"> Water 	<ul style="list-style-type: none"> Health & Wellbeing Economy & Employment Environment 	<ul style="list-style-type: none"> The entire community benefits from safe and efficient provision of drinking water Commercial, farming and industrial businesses benefit specifically from the provision of water services Entire community benefits from provision of water services to fire fighting to maintain community safety services Direct benefit to owners of property receiving services 	<ul style="list-style-type: none"> Ongoing benefits during the life of the assets 	<ul style="list-style-type: none"> Need is created by entire community for a safe environment where water services are adequately provided and health standards maintained Commercial, farming and industrial enterprise create need for water services applicable to their business Fire fighting services create need for water services to carry out their job Property owners 	<ul style="list-style-type: none"> Targeted Rates Fees & Charges 	<ul style="list-style-type: none"> Public – Low Private – High Other - Low



Revenue and Financing Policy Summary

Key:	High	80-100%
	Med/High	60-79%
	Med	40-59%
	Med/Low	20-39%
	Low	0-19%

Activity	Public	Private	Other
A & P Showgrounds	High	Low	Low
Aquatic Facilities	Med/High	Med/Low	Low
Arts & Heritage	High	Low	Low
Cemeteries	Med	Med	Low
Civic Buildings	High	Low	Low
Civil Defence	High	Low	Low
Community Halls	Low	High	Low
Democracy	High	Low	Low
District Promotions	High	Low	Low
Drainage	Low	High	Low
Grants	High	Low	Low
Libraries	High	Low	Low
Other Property	High	Low	Low
Community Housing	Low	High	Low
Parks and Reserves	High	Low	Low
Dolamore Park	High	Low	Low
Sports fields	High	Low	Low
Public Toilets	Low	High	Low
Regulatory Services			
Resource Management	Med	Med	Low
Building & Drainage Control	Low	High	Low
Health Inspections	Med/High	Med/Low	Low
General Inspections	Med/High	Med/Low	Low
Liquor Licensing	High	Low	Low
Roading	Med	Low	Med
Rural Fire	High	Low	Low
Solid Waste	Med/Low	Med/High	Low
Water	Low	High	Low

The funding proportions outlined in this table represent the Council's desired consolidation intention over the 10 year forecasting period



INVESTMENT POLICY

1. Purpose

Council manages funds for the following purposes:

- day to day working capital management
- part of an investment strategy
- debt mitigation
- to meet Debt Repayments
- to fund short term and long term commitments identified in the Council's annual plan and long-term financial strategy or LTCCP.

This investment policy details how these investments are to be managed.

2. Local Government Act 2002 Requirements

Section 105 of the Local Government Act 2002 requires each local authority to have an investment policy that includes:

- the objectives under which investments are to be managed.
- the mix of investments
- the acquisition of new investments.
- an outline of the procedures by which investments are to be managed and reported to the Council.
- an outline of how risks associated with investments is to be assessed and managed.

3. Objectives

The objectives of this investment policy are consistent with corporate best practice and will take into account the requirements of Council's annual and strategic plans and its long-term financial strategy or LTCCP.

The key objectives of Council's investment policy are to:

- ensure that Council has appropriate working capital funds available to carry out its strategic plans as outlined in the Annual Plan and the long term financial plan.
- ensure that sufficient funds are accessible in the event of a disaster or unexpected failure of infrastructural assets.
- Ensure the protection of ratepayers capital takes precedence over income generation
- Ensure that Council has funds available to meets its liabilities as they fall due.
- Maintain operational controls and procedures to protect Council against financial loss, opportunity cost and other inefficiencies.

4. Investments Defined

Council's investments may include:

- cash
- company shares
- property
- financial assets held in or on behalf of Trusts or reserve funds
- investment portfolios as part of an investment strategy, or for Debt Repayment or debt mitigation purposes
- shareholdings in Council Controlled Organisations,

Loans to community organisations have social considerations and are not considered investments for the purposes of this policy.



5. Concurrent Policies

This Investment Policy should be read in conjunction with Council's Liability Management Policy.

6. Investment Mix

Council holds fixed interest investments sufficient to match the funds of selected Trusts and reserves accounts. Fixed interest investments may also be set up for working capital management.

Council may also hold fixed interest investments in investment portfolios as part of an investment strategy or for Debt Repayment or debt mitigation purposes.

Property and shares may be held as primary functions of Council contributing to the achievement of Council's annual and strategic plans. Council may hold property and shares in perpetual or externally managed investment portfolios as part of an investment strategy.

The mix of investments may vary from time to time to meet Council's functional and expenditure and investment management requirements.

7. Investment Revenue

Interest on funds invested on behalf of Trusts and selected reserves is credited to the relevant Trust/reserve. Interest on other funds is taken into the consolidated revenue of the Council.

Where deposits have been set up to offset actual debt, interest earned on the deposit is applied to the interest incurred on that debt.

Other revenues must be used to meet the objectives of the function from which the revenue was derived, unless otherwise authorised by Council.

8. Asset Sale Proceeds

Funds released on the maturity of an investment or as the proceeds of an asset sale may be used as follows:

- debt reduction
- reinvested
- as per the terms of the relevant Trust deeds
- to the function from which they were derived
- any other purpose approved by Council.

9. Investment Risk

The specific risks associated with each investment will be identified and assessed against the benefits available. Where Council is able to, investment risk will be managed in accordance with the overall objectives of this policy.

10. Delegations

The delegated authority in respect of investment activities is as follows:

Approvals required from Council

- Adoption of the Investment Policy.
- Sale of individual investment properties, except investment property which forms part of a Perpetual Investment Portfolio.
- Amendments to the Investment Policy in case of identification of any material error or proposed changes that are significant rather than of a technical or typographical nature

The day to day management of this policy is delegated as per Councils Delegation Register.



11. Reporting

Council will regularly review the Investment Policy. The maximum time between reviews will be three years.

12. Share Investments

12.1 Definition

This includes any shareholding where Council is a minority owner (i.e. no more than 50%), including council organisations in which Council has less than a controlling interest.

12.2 Investment in Shares

Acquisition, Retention or Divestment of Shares

Will be governed by the following principles:

- Council's annual and strategic plans and long-term financial strategy
- The legal obligations arising from deeds, wills, Acts or Parliament and other founding documents that give rise to Trusts
- The relevant legislation governing the investment of funds, particularly the Local Government Act and the Trustee Act
- The risks and benefits associated with share investments
- The ongoing ability to influence or control the company in which Council has invested
- The financing of such investments

Where a decision has been made to divest any shareholding, Council will adopt a divestment process to maximise the value to Council.

Financial Performance

The financial performance of share investments and/or the companies concerned will be monitored and benchmarked against comparative industry or enterprise results.

Dividends

Council will monitor dividend/distribution policies in order to ensure that, in the absence of planned future capital expenditure or other compelling reason for retention, any excess profits are returned to the shareholders.

Council will require an adequate return on their investment in the absence of other significant strategic outcomes.

Voting Rights

Council will determine the use of any voting rights by a resolution of Council.

13. Investment Properties

This section of the Investment Policy sets out the general policy of the Council in respect of investment property. It

- (i) Defines (in broad terms) what properties are regarded as investment properties, and
- (ii) Sets out how such properties are to be managed

13.1 Heritage Property

Heritage property is property subject to heritage classification in terms of the District Plan or Reserves Act, or otherwise recognised as having heritage value.



Heritage property will be held for its intrinsic value for as long as it retains its heritage status. Heritage property is **not** regarded as investment property.

13.2 Property Held for Council Purposes

Property owned for the primary objective of facilitating the operations of the Council, or the delivery of goods and services supplied by the Council is **not** regarded as investment property. Where returns are an objective for property held for Council Purposes, they are of a secondary nature.

13.3 Property No Longer Required For Council Purposes

Property no longer required for Council purposes is regarded as investment property. In most cases, property no longer required for Council purposes will be sold. Exceptions to this general policy include situations where:

- the property in question may be re-developed for another Council purpose in the foreseeable future;
- a better return will result by retaining the property for the time being rather than proceeding to immediate sale;

In situations where these exceptions apply, the relevant property will be managed by the Property Manager in accordance with Council strategy and policies.

13.4 Property That Forms Part of an Investment Portfolio

Property that forms part of an investment portfolio is regarded as investment property. These investments are generally created by an Act of Parliament, a will, or a Trust deed (collectively these documents are referred to as "Founding Documents" in this policy). Council's general policy in respect of these property investments is that they are subject to:

- the legal obligations placed on the Council by the relevant Founding document,
- the general obligations imposed on the Council by the Local Government Act and the Trustee Act, and
- the Investment Policy of the Council generally.

14. CCO Investments

This policy applies to Council Controlled Organisations (CCO) and Council Controlled Trading Organisations (CCTO). Please note that at the present time, the Council does not have any Council Controlled Organisation.

14.1 Governance of CCOs

The degree of Council's influence over a CCOs corporate governance and operational management will be balanced against the need, if any, of CCOs to have independent commercial *modus operandi*.

Council will ensure that Council's ownership; interest, or involvement in any CCO is aligned to or otherwise integrated with Council's overall annual and strategic plans and long-term financial strategy.

14.2 Statement of Intent

The Statement of Intent of each CCO will be reviewed by Council and will serve as an important mechanism of influence over each CCO.

Council will require that, for every financial year, draft and then final Statement of Intent's be provided to Council within the time frames established by the Local Government Act and Council's planning process.

14.3. Voting Rights

Council will determine the use of any voting rights by a resolution of the Council delegated to the Finance and Policy Committee.

14.4 Appointment of Directors

Council will retain the ability to appoint a Director or Directors to each CCO.

14.5 Financial Management of CCOs

Ownership Structure

The ownership structure of every CCO will be monitored and reviewed periodically. Efficient financing and taxation structures are to be maintained to the benefit of the Council.

Financial Statements

Council will require sufficient financial information from each CCO to enable Council to complete all annual, strategic and financial plans.

The financial results of each CCO are required within one month of the end of each quarter for the purposes of consolidation. Audited annual reports are required within three months of the end of each financial year. At every reporting date, Council will be supplied with:

- A statement of Financial Performance disclosing revenue and expenditure and comparative figures for previous financial periods;
- A Statement of Financial Position;
- A Statement of Cashflows;
- A Statement of Movements in Equity

The format and supporting detail for these reports will be determined by Council's General Manager Customer Services. All financial statements will be prepared in accordance with generally accepted accounting practice (GAAP).

Financial Performance

The financial performance of each CCO will be monitored and benchmarked against comparative industry or enterprise results. Council will also specify or negotiate target levels of performance and calculate the required risk adjusted returns in order to evaluate performance. The finance information to be monitored and benchmarked will include:

- Debt/equity ratio
- Interest cover
- Other lending or funding covenants
- Return on assets
- Return on equity
- Solvency

Other information to be monitored should include:

- FTE's/consultants
- Disposal/Purchase of assets

Dividend/Distribution Policy

Profit retention and level of dividends/distribution to be paid, if any, will be recommended each year by the Directors of each CCO in accordance with results and circumstances prevailing. Council will monitor any dividend/distribution policy in order to ensure that in the absence of planned future capital expenditure or other compelling reason for retention either policies are changed to reduce user charges or any excess profits in CCOs are returned to Council.



LIABILITY MANAGEMENT POLICY

1. Local Government Act 2002 Requirements

Section 104 of the Local Government Act 2002 requires each local authority to have a liability management policy that includes policies for:

- interest rate exposure
- liquidity
- credit exposure
- Debt Repayment
- specific borrowing limits
- giving of securities

2. Objectives

The objectives of the Liability Management Policy are consistent with corporate best practice and will take into account Council's annual and strategic plans and its long-term financial strategy.

The key objectives of Council's Liability Management policy are to:

- prudently manage the Council's borrowing activities.
- borrow only under Council approved facilities and as permitted by this policy.
- minimise borrowing costs.
- maintain market confidence in the credit worthiness and integrity of the Council as a borrower.
- maintain operational controls and procedures to protect the Council against financial loss, opportunity cost and other inefficiencies.

3. Concurrent Policies

The Council has an Investment Policy, and a funding policy for capital expenditure which should be read in conjunction with this policy.

4. Borrowing Management

The Council raises loans for the following primary purposes:

- Specific debt associated with projects and capital expenditure.
- Finance leases for fixed asset purchases.
- To fund assets with intergenerational qualities.
- General debt to help fund working capital.

When evaluating new borrowings (in relation to source, term, size, and pricing) the following factors will be considered:

- the size and the economic life of the project.
- earnings, if any, flowing from the project.
- the impact of the new debt on the borrowing limits
- relevant margins under each borrowing source.
- the overall cashflow requirements of the Council.
- the Council's overall debt maturity profile.
- prevailing interest rates relative to term for both stock issue and bank borrowing and management's view of future interest rate movements.
- available terms from bank and stock issue.
- legal documentation and financial covenants.



4.1 Borrowing Authority

It is intended that all borrowings will be identified in the LTCCP or annual plan. The authority to carry out such borrowings may be exercised by any person with the delegated authority to do so.

Borrowings not in accordance with the LTCCP or annual plan must be authorised by resolution of the full Council.

Borrowings raised on behalf of Council Controlled Organisations and for commercial activities will be assessed on the individual case basis. These borrowings must be authorised by the relevant Board (if applicable) and by Council.

4.2 Borrowing Facilities

The Council may borrow from any New Zealand registered bank with a Standard and Poors short term rating of A- and a minimum long term rating of A. There will be no limit set on the amount of funds which any of the authorised banks may lend the Council.

Council may also authorise the issue of local authority bonds.

All borrowing facilities will be in New Zealand dollars.

The method of borrowing will be authorised by specific Council resolution at the time new loans are approved.

4.3 Borrowing Limits

Council will adhere to the following limits (based on the Council's latest core financial statements):

- The maximum level of term debt will not exceed 20% of total assets.
- The gross interest expense of all borrowings will not exceed 10% of total operating revenues.
- Pre-tax funds from operations exceed gross annual interest expense by 2.5 times. (Funds from operations is defined as operating surplus before depreciation and interest).

5. Debt Repayment Policy

Council's policy on Debt Repayment is to ensure that the Council is able to repay debt on maturity with minimum impact on the Council's operations.

Repayment of debt (interest and principal) is governed by the:

- Affordability of debt servicing costs.
- Sustainability of debt over the long term.
- Maintenance of prudent levels of debt at all times.
- Preservation of flexibility in borrowing capacity to deal with community and Infrastructural needs which will arise in the future.
- Intergenerational equity principles (past, present and future).

The application of surplus cash will have the following priority:

1. Repayment of debt
2. Priority projects
3. Investment

6. Security Policy

The Council policy on security is to ensure that the Council is able to provide suitable security to investors, whilst retaining maximum flexibility and control over assets.

The security for most Council debt will be the ability to levy rates. The Council may offer assets or rates as security for its borrowing.

The Local Government Act requires this security to be registered under the Companies Act. This registration is available for public inspection.

7. Interest Rate Exposure

7.1 Objectives

The key objectives of interest rate management are to:

- Prudently manage Council's interest rate exposures.
- Maintain interest rate profiles as required by this policy.

7.2 Interest Rate Management

The Council's borrowing gives rise to direct exposure to interest rate movements. Given the long term nature of the Council's assets, projects, inter-generational factors, and the Council's preference to avoid an adverse impact on rates, there is a general tendency to have a high percentage of long term fixed rate or hedged borrowing.

Management implements an interest rate risk management strategy through the use of the following:

- Adjusting the average maturity of its borrowings, thereby managing interest rate risk within the confines of liquidity management.
- Maintaining cashflow forecasts.
- Interest rate risk management products to convert fixed rate borrowing into floating rate, floating rate borrowing into fixed or hedged borrowing, and to manage maturity mismatches between its borrowings and investments.

The following interest rate risk management instruments may be used:

- Forward rate agreements
- Interest rate swaps
- Purchase of interest rate option products including caps, bond options and swaptions.

Selling interest rate options for the primary purpose of generating premium income is not permitted because of its speculative nature.

The use of futures contracts is not permitted.

The debt portfolio will comprise a mix of fixed-rate and floating-rate borrowings, subject to:

- net floating-rate borrowings of no more than 20% of the total debt portfolio, and
- a balanced maturity profile is maintained in accordance with Council policy.

8. Liquidity

8.1 Objectives

The key Liquidity Management objectives are to:

- Manage short-term cash flows in an efficient and prudent manner.
- Maintain a level of liquidity sufficient to meet both planned and unforeseen cash requirements.
- Maintain accurate cash flow forecasts to increase efficiency in the Council's investment and borrowing decision making.
- Maintain operational control and procedures to protect Council against financial loss, opportunity cost and other inefficiencies.



8.2 Managing Liquidity

The Chief Financial Officer is responsible for monitoring and managing liquidity by:

- Forecasting, monitoring and managing daily cash activities.
- Ensuring liquidity to meet unexpected cash expenditure or revenue shortfalls.
- Arranging debt facilities and/or maintaining financial assets which can be readily converted to cash within a suitable time period.
- Having in place contingency plans to meet worst case scenarios.

All investments and borrowings arranged for liquidity management purposes are:

- Short term, having a maturity of 180 days or less.
- Are excluded from Council's Interest Rate Exposure Policy.
- Managed using interest rate contracts as appropriate and as detailed in the Interest Rate Exposure Policy.

9 Credit Exposure

9.1 Objectives

The key credit management objectives are to:

- Prudently manage Council's credit exposures.
- Only borrow, invest and otherwise transact with approved parties with pre-determined limits as permitted by this policy.

9.2 Credit Management

Prudent credit management can reduce the risk of loss due to a party failing to meet its obligations.

- Council will only place investments with parties who have, at a minimum, a Standard and Poors A-rating.
- Financial derivative contracts will only be held with registered banks with a minimum Standard and Poors rating of A-.
- All parties with whom Council intends to conclude major contracts will be subject to credit checks and formal credit approval.

10. Other Liabilities

10.1 Current Liabilities

Current liabilities reflect those obligations, expressed in monetary terms, which the Council has to meet within the next twelve months. For day to day obligations for its operational and capital expenditure, the Council's policy is to pay such in full (or to the full extent of any contractual obligations) by due date. This eliminates any credit exposure or risk.

10.2 Contingent Liabilities

Council does not provide financial guarantees. However, other contingent liabilities may arise due to legal processes. These will be reported to Council as soon as they become apparent. Provision for the likely financial implications of these liabilities will be made in accordance with Council policy.



11. Delegations

The delegated authority in respect of Liability Management Policies is as follows:

Approvals required from Council

- Adoption of policies
- Amendments to policies in the case of identification of any material error or proposed changes that are significant rather than of a technical or typographical nature.

Day to day management of the policy is delegated as per councils Delegation Register.

12. Reporting

Council will regularly review the Liability Management Policy. The maximum time between reviews will be three years.



POLICY ON PARTNERSHIPS WITH THE PRIVATE SECTOR

Introduction

The Local Government Act 2002 requires the Council to adopt a policy on Partnerships with the Private Sector (PPP).

This draft document provides the framework for entering into partnerships with the private sector, and includes the following:

- The circumstances in which the Council may provide funding and/or other resources.
- The consultation to be undertaken with respect to any proposal to provide funding and/or resources.
- What conditions are to be met before funding and/or resources will be provided.
- An outline of how the risks associated with the provision of funding and/or resources will be assessed and managed.
- An outline of the procedures for monitoring and reporting to the Council.
- An outline of how the Council will assess, monitor and report on the extent to which community outcomes are furthered by provision of funding and/or resources.

In accordance with the Local Government Act 2002, this draft policy has been prepared as part of the Annual Plan process, and following consultation, will be adopted to become effective for the year commencing 1 July 2003.

Meaning of Partnerships with the Private Sector

Section 107 (2) of the Local Government Act 2002 states the following:

In this section, partnership with the private sector means any arrangement or agreement that is entered into between 1 or more local authorities and 1 or more persons engaged in business; but does not include—

- (a) any such arrangement or agreement to which the only parties are —
 - (i) local authorities; or
 - (ii) 1 or more local authorities and 1 or more council organisations; or
- (b) a contract for the supply of any goods or services to, or on behalf of, a local authority.

Conditions

The Council will enter into a partnership only where it expects that the partnership will help achieve the community outcomes or objectives in the LTCCP. However, nothing in this policy commits the Council to entering into such a partnership even if it will help achieve community outcomes or objectives.

Before entering into a PPP, the Council must be satisfied that:

- The partnership will help achieve the community outcomes or objectives identified in the Strategic Plan or Long Term Council Community Plan.
- The benefit from the partnership is greater than the costs and risks.
- The partner has demonstrated an ability to meet the terms of any agreement between the Council and private partner.
- All necessary consents, licenses or other approvals have been obtained prior to any financial commitment by the Council.
- The partnership and its proposed business are lawful.
- A clear exit/termination strategy is agreed.
- Roles, responsibilities and liabilities of each partner are clearly defined.



Limitations

The Council will not enter into a Public Private Partnership where:

- The activity is primarily speculative in nature.
- Insurance cover cannot be obtained that is considered adequate to meet foreseeable risks.
- The cost or risk of the PPP is judged to be greater to the community than the benefits that would accrue from the PPP.

Scope

This policy does not apply to:

1. Contracts between the Council and its ordinary suppliers of goods and service;
2. Contracts for the supply of goods and services between the Council and its agents for undertaking activities of the Council (such as building or maintaining roads);
3. Borrowing by the Council and the investment of Council funds as these transactions are subject to the Council's Liability Management and Investment Policies respectively;
4. Agreements with or grants to community organisations, charitable trusts and other community groups, Government departments, not-for-profit organisations, other local authorities and Council controlled organisations.

Types of Involvement

The Council will consider the following types of involvement in implementing a PPP:

- **Grants** – where there is a justified benefit to the community, it is a Council priority and funds are available for the activity.
- **Loans** – where the benefit to the community is significant, but it is assessed that income or other funding can in time be assessed.
- **Investments** – where there are deemed to be significant public benefits, and the community has been consulted, either during an LTCCP or Annual Plan consultation or separately using the special consultative procedure.
- **Acting as a guarantor for assets being constructed on Council-owned land**
- **Acting as a guarantor in extraordinary circumstances** may be considered by the Council following community consultation, and where there are appropriate safeguards in place to ensure budgets are not exceeded and where limitations are specified as to the total amount the Council is guarantor for.

Nothing in this policy commits the Council to entering into such a partnership even if it will help achieve community outcomes or objectives.

Consultation

Unless the proposed partnership and provision of funding and/or resources is deemed to be significant in accordance with the Council's Policy on Significance, then the Council will determine on a case by case basis, what, if any, consultation should be undertaken.

Risk Management

When considering a public private partnership, the potential risks to the Council will be outlined and considered.

Risk will be assessed by calculating the probability of an adverse outcome multiplied by the cost/impact of that adverse outcome, while taking into account mitigating strategies and associated costs. Risks which may be considered are:

- Design and construction risk
- Commissioning and operating risk



- Service and under-performance risk
- Maintenance risk
- Risk of change to the legal or regulatory environment
- Risk of legal challenge
- Technology obsolescence risk
- Planning risk
- Price risk
- Occupation safety and health risk
- The relative investment of the private sector partner
- The level of experience/track record of the partner, particularly in that activity
- Risk to the reputation of the Gore District Council and the Gore District generally
- Insurance coverage and limitations
- Risk to the capacity of the Council to carry out its activities, now and in the future
- Risk to property and
- Protection or any intellectual property.

Monitoring and Reporting

A private sector partner will be expected to report using GAAP (generally accepted accounting principles) appropriate to their type of financial entity and to allow auditing of financial and non-financial records as and when reasonably requested by the Council or a representative of the Council.

Monitoring and reporting requirements will vary, depending on the level of resources the Council is expending/investing/protecting and the nature of the partnership.

The following points may be considered:

- Measurable and auditable performance standards should be included where appropriate in partnership documents.
- Progress on agreed outcomes and objectives should be reported to the Council on a six-monthly basis.
- Quarterly or annual financial reports may be required.
- Transparency in the conduct and reporting of PPP activities should be emphasised, acknowledging the need to protect commercial confidentiality where appropriate.

Assessing, Monitoring and Reporting on Achievement of Community Outcomes

The Council's monitoring and reporting requirements in relation to any particular partnership will be tailored to reflect the significance of the proposal and the significance of resource allocated to the partnership.

The Council's monitoring and reporting requirements will be included in the written agreement with the private sector partner, and may include the following, as appropriate:

- A requirement for regular financial reports on the partnership project;
- A requirement for regular performance reports on the achievement by the partnership of the relevant community outcomes and any impacts on the social, economic, cultural and environmental well-being of the community; and
- A requirement to report on specifically agreed outcomes and objectives.



FINANCIAL CONTRIBUTION POLICY

1. Introduction

- 1.1. Section 106 of the Local Government Act 2002 requires a local authority to adopt a development contributions or financial contributions policy.
- 1.2. "Financial contributions" has the meaning given to it by section 109(a) of the Resource Management Act 1991 (RMA), i.e.
 - (a) *Money; or*
 - (b) *Land, including an esplanade reserve or esplanade strip (other than in relation to a subdivision consent), but excluding Maori land within the meaning of the Maori Land Act 1993 unless that Act provides otherwise; or*
 - (c) *A combination of money and land".*
- 1.3. Development contributions may take the same form as above, but they are only available to fund additional infrastructure costs that occur as a direct result of growth. They are a tool to allocate the cost of growth to those who cause the need for the additional infrastructure.

2. Development Contributions

- 2.1 Gore District Council's policy in relation to development contributions is to not assess development contributions under the Local Government Act 2002 but to take financial contributions, pursuant to Section 109 of the RMA.

3. Financial Contributions

- 3.1 The objective of this policy is to require financial contributions, in appropriate circumstances, for the purpose of offsetting adverse effects of subdivision and development.
- 3.2 Section 9.4 of the Gore District Plan provides that financial contributions may be required as a condition of use or subdivision consent:
 - a. to connect to, upgrade or install public network utilities inclusive of sewerage, water, stormwater, and lighting systems;
 - b. to connect to, upgrade or develop roading systems; and
 - c. to provide, relocate or upgrade public utilities and public roads.
- 3.3 A financial contribution may be required to offset the adverse effects of large scale commercial or industrial development.
- 3.4 Financial contributions shall be assessed on a case by case basis of a proportion that is fair and reasonable, taking into account:
 - a. the nature and extent of adverse effects being generated;
 - b. the extent the design avoids, remedies or mitigates the adverse effects;
 - c. private agreements between resource user and affected parties;
 - d. the positive effects on the environment;
 - e. the adverse effects on public utilities and roading systems;
 - f. other funding sources available that reduce the cost of any works to the community, for example, grants or subsidies;
 - g. the benefit to the general public from the upgrading or construction of the particular public utility or infrastructure;
 - h. any payments or financial contributions previously paid in relation to that property;
 - i. the timing in allocating and spending of any financial contribution received; and
 - j. in instances where there are adverse effects on public roads:



- (i) the percentage increase in traffic volumes along the affected portion of the road;
- (ii) the cost of rectifying any existing deficiencies in the roading network;
- (iii) the opportunity cost of undertaking works earlier than otherwise anticipated;
- k. any costs incurred in the taking, holding and allocating the financial contribution.

3.5 To provide an esplanade strip of 10 metres in width adjacent to the Mataura River when land is subdivided.

3.6 The regime for the payment of financial contributions shall be determined prior to exercising any land use activity or consent.

4. Implementation of Policy

4.1 Rules setting out formulae and maximum levels for financial contributions to avoid, remedy or mitigate the adverse effects of activities on the quality of the environment, are contained in Section 9.9 of the Gore District Plan.

5. Policy Review

This policy shall be reviewed by September 2009. This review shall specifically consider whether the Council will continue to take contributions under the RMA or whether it should consider taking development contributions under the Local Government Act 2002.



REMISSION OF RATES

Remission Policy

This policy is prepared pursuant to section 109 of the Local Government Act 2002.

All land detailed in Part 1 of Schedule 1 of the Local Government (Rating) Act 2002 will be treated as non rateable.

A 50% remission of general rates will applied to all land qualifying under Part 2 of Schedule 1 of the Local Government (Rating) Act 2002

In addition to these, the Gore District Council has remission policies for:

1. Community and Sporting organisations
2. Economic Development
3. Penalties

Remissions for Community and Sporting Organisations

Objectives of the Policy

- To facilitate the ongoing provision of non-commercial (non-business) community services that meet the needs of Gore District residents.
- To facilitate the ongoing provision of non-commercial (non-business) recreational opportunities for Gore District residents.
- Assist the organisation's survival; and
- Make membership of the organisation more accessible to the general public, particularly disadvantaged groups. These include children, youth, young families, aged people, and economically disadvantaged people.

Conditions and Criteria

The council may remit rates where the applications meet the following criteria:

1. The policy will apply to land owned by the Council or owned and occupied by a charitable organisation, which is used exclusively or principally for sporting, recreation, or community purposes.
2. The policy will not apply to organisations operated for private pecuniary profit, or which charge commercial tuition fees.
3. The policy will not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting, or community services as a secondary purpose only.
4. No remission of rates will be granted to organisations that receive a grant from the Council, nor will a remission be granted for premises that hold either a liquor or gambling licence.
5. The application for rate remission must be made to the Council prior to the commencement of each rating year; applications received and approved during a rating year will be applicable from the commencement of the following rating year. No approvals will be backdated.
6. Organisations making application should include the following documents in support of their application:
 - a. Statement of objectives;



- b. Full financial accounts;
 - c. Information on activities and programmes;
 - d. Details of membership or clients
7. Organisations that meet the criteria will be entitled to a 50% remission of general rates. Any remission will apply to general rates only, not UAGC or target rates for water, sewerage, and waste.
 8. Decisions on remission of penalties will be delegated to officers as set out in the Council's delegation manual.
 9. This policy will be reviewed at least every three years.



ECONOMIC DEVELOPMENT RATING INCENTIVE

Objectives of the Policy

The Gore District Council offers a rate remission as an encouragement for business development and growth.

Conditions and Criteria

- The incentive will be made available, on application, for new business initiatives and for expansion of existing businesses that meet the following criteria.
- The Council must be sure that it is not providing an advantage to one business over another when there is competition between two or more business enterprises.
- Council support will only be given to well-planned developments from applicants who can show a good track record of success.
- No incentives will be given as a subsidy to 'stay alive.'
- Incentives will be relative to employment opportunity and the creation of full time positions or full time equivalent positions (fte). Each fte is required to have a value of \$10,000 or more and must be resident within the Gore District.
- The scale of incentives will be –
 - 10 ftes = general rate reduction of 10.0%
 - 20 ftes = general rate reduction of 10.0%
 - 50 ftes = general rate reduction of 10.0%
 - 100 ftes = general rate reduction of 20.0%
 - 150+ ftes = general rate reduction of 25.0%
- Rates reductions will be paid retrospectively upon receipt of evidence that the employment opportunities have been created.
- The rate reductions will be available for up to three years
- All applications must comply with relevant legislation.
- The Council may apply additional conditions as it sees fit from time to time.
- The Council may cancel any remission granted in respect of the rating year in the event of non-compliance with any conditions imposed and if it does so, it may require full rates to be paid.
- The application of this policy will be at the sole discretion of the Council.

Remissions Policy

Objective

- The objective of the remission policy is to enable the Council to act fairly and reasonably in its consideration of rates which have not been received by the Council by the penalty date due to circumstances outside the ratepayer's control.



Conditions and Criteria

The Council may remit the penalty rates where the applications meet the following criteria:

1. Remission of one penalty will be considered in any one rating year where payment has been late due to significant family disruption. Remission will be considered in the case of death, illness, or accident of a family member, as at the due date.
2. Remission of the penalty will be granted if the ratepayer is able to provide evidence that their payment has gone astray in the post or the late payment has otherwise resulted from matters outside their control. Each application will be considered on its merits and remission will be granted where it is considered just and equitable to do so.
3. Where the circumstances are such that to not remit some or all of the penalty would be unfair or unreasonable and inconsistent with the criteria above.
4. The Council may remit small balances due to cash rounding.
5. Decisions on remission of penalties will be delegated to officers as set out in the Council's delegation manual.



RATING OF MAORI FREEHOLD LAND

Maori Freehold land will be rated in accordance with Part 4 of the Local Government (Rating) Act 2002 and the Gore District Council's rates remission and postponement policies. The Council does not have a rates remission or rates postponement policy specific to Maori Freehold land.



POLICY ON THE APPOINTMENT AND REMUNERATION OF DIRECTORS FOR COUNCIL ORGANISATIONS

Introduction

The Gore District Council has an interest in a number of Council organisations (COs). These include the following:

Citizens Advice Bureau	Community Counselling Centre
Community Wastebusters Trust	Dolamore Trust Board
Eastern Southland Gallery	Eastern Southland Road Safety
Gore A & P Association	Gore & Districts Health Inc
Hokonui Heritage Centre Trust	Hokonui Moonshine Museum Trust
Mataura Hockey Turf Trust	Mobility Management Committee
NZ Historic Places Trust (Southland)	Pioneer Women's Memorial Trust
Regional Land Transport Committee	Road Safety Southland
St. James Theatre Trust	Southland Museum/Gallery
Southland Heritage Building Preservation Trust	

Each of these organisations delivers services, provides advice, or in some way supports the achievement of the objectives in the Council's long term plans.

The Local Government Act 2002 requires that the Council may appoint a person to a directorship of Council organisations only if the Council considers the person has the skills, knowledge and experience to:

- guide the organisation given the nature and scope of its activities
- contribute to the achievement of the objectives of the organisation

The Council is required to adopt a policy setting out an objective and transparent process for identifying and considering the skills required of a CO Director, and appointing Directors of COs.

Skills

The Council considers that any person that it appoints to be a Director of a CO should, as a minimum, have the following skills:

- intellectual ability
- an understanding of governance issues
- either business experience or other experience that is relevant to the activities of the organisation (or both)
- sound judgement
- a high standard of personal integrity
- the ability to work as a member of a team

Appointment Process

When vacancies arise in any CO, the Council will follow the following process for appointing Directors.

The Council will decide in open Council whether to advertise a particular vacancy or to make an appointment without advertisement. When making this decision the Council will consider:

- the costs of any advertisement and process
- the availability of qualified candidates
- the urgency of the appointment (a CO that is without a quorum cannot hold board meetings)



Appointment by Advertisement

Where the Council decides to advertise a vacancy, it will form an ad hoc committee comprising of the Mayor and Deputy Mayor to consider applications and make a recommendation to the Council.

A shortlist of candidates will be prepared by the Mayor, and the Chief Executive.

The short listed candidates will be interviewed by the relevant committee and the committee will report to Council on each of the candidates. The committee may make a recommendation if it wishes to do so.

Appointment without Advertisement

Where the Council decides not to advertise a particular vacancy it will refer the matter to an ad hoc committee comprising the Mayor and the three Committee Chairpersons.

The Committee will identify a shortlist of candidates whom it considers meet the above criteria and will forward those to Council together with a report explaining why these candidates meet the criteria. The committee may make a recommendation.

Final Appointment

The Council will make a decision in committee (thus protecting the privacy of natural persons). Public announcement of the appointment will be made as soon as practicable after the Council has made its decision.

An elected member who is under consideration to fill a particular vacancy may not take part in the discussion or vote on that appointment.

Conflicts of Interest

The Gore District Council expects that the directors of council organisations will avoid situations where their actions could give rise to a conflict of interest. To minimise these situations the Council requires Directors to follow the provisions of the New Zealand Institute of Director's Code of Ethics. All Directors are appointed at 'the pleasure of the Council' and may be dismissed for breaches of this code.

Remuneration

Remuneration of Directors of Council organisations is a matter of public interest.

Where the Council is the sole shareholder in a particular organisation the Council will set the Director's remuneration either by resolution at the annual general meeting, or will review salaries on an annual basis (for those organisations that do not have such a meeting). In reaching a view on the appropriate level of remuneration for Directors of council organisations the Council will consider the following factors:

- the need to attract and retain appropriately qualified people to be Directors of the CO
- the levels and movement of salaries in comparable organisations (the Council will retain professional advice on salary levels and movements)
- the objectives of the CO (in particular whether or not the CO operates on a charitable basis)
- the past performance of the CO
- whether the CO is operating as a trading undertaking
- the financial situation of the CO

In cases where the Council cannot exercise direct control, such as in an organisation where it is one shareholder among many, it will conduct its own monitoring of salaries against the above factors and will publicly disclose the name of any CO which it considers is not complying with the above factors.



POLICY ON MONITORING PERFORMANCE OF COMMUNITY ORGANISATIONS

Introduction

Section 65(1) of the Local Government Act (2002) requires that a local authority undertakes regular performance monitoring of its Council Organisations (CO), Council Controlled Organisations (CCO) and Council Controlled Trading Organisations (CCTO).

The Gore District Council has delegated the responsibility of regular performance monitoring of council organisations to the Finance and Policy Committee.

The Finance and Policy committee is charged with ensuring that all COs in which the Council is a shareholder or provides financial assistance on an ongoing basis provide:

- audited annual accounts;
- annual report on performance against objectives for the year; and
- list of objectives for the coming year.

The Finance and Policy Committee will collate this information and prepare a report to Council annually on the performance of each CO during the past year.



EQUAL EMPLOYMENT OPPORTUNITY POLICY

Policy Statement

The Gore District Council will ensure that equal employment opportunities are promoted and provided within the organisation by selecting the best person for the job on the basis of the job requirements and the ability of that person to perform the job.

The Gore District Council is committed to the principle of equal opportunity in the recruitment, employment, training and promotion of its employees.

The organisation will provide a welcoming positive environment and will implement a purposeful programme of action to ensure its activities and services are carried out with an awareness of, and an intent to eliminate, discrimination in the areas of race, colour, ethnic or national origin, gender, religion, marital status, family responsibilities, sexual orientation, people with disabilities, or age.

Objectives

To ensure that the Council's recruitment and promotion processes are in keeping with the principles of EEO by:

Ensuring that all job descriptions, advertisements, specifications and related information are in conformity with the principles of EEO

To continue to enhance the Council's image as an EEO organisation by:

Ensuring Council publications reflect a commitment to EEO,

Ensuring qualification requirements do not exclude some groups for consideration.



APPENDIX 1: SUMMARY OF WATER & SANITARY SERVICES ASSESSMENT

The Gore District's communities have available a range of water and sanitary services. In the main the Gore District Council provides these. Exceptions are for single properties in rural areas and a couple of rural settlements. Also two water supplies that have been recently privatised, and there is the private water supply for Rayonier MDF. There is also some private provision of service for solid waste.

The services provided have a positive impact on health. Were they not provided the community's health would be seriously compromised. In areas where there is an absence of community services, health is not apparently compromised. These properties provide their own services. They are rural in nature and are generally dispersed. Also a significant section of the rural community is served by reticulated water.

The Medical Officer of Health does not identify any particular areas of concern and comments that the district's health is as expected for a rural community, noting frequent exposure to animals.

In terms of the environment the services being provided are also having a positive impact. They are being provided in a controlled regulatory framework that in the main assures acceptable standards are met. Such control is easier to establish for collectivised services, as exist, compared with dispersed facilities as would be the case if the community services were not provided.

The assessment has identified risks to both health and the environment and has revealed areas of improvement. The community as a whole has options for addressing these and planning for some is commencing.

With static or declining population demand for extra capacity or access to services is not present. There is however potential demand for improved quality to address the risks to health and the environment identified.

Water Supplies

Water supplies generally provide positive health benefits, with little impact on the environment. Risks to health are present. Notable is absence of barriers to contamination, occasionally in respect of bacteria and viruses, and always in respect of protozoa. None of the community supplies achieve compliance with the Drinking Water Standards. Areas without reticulated water are particularly susceptible to contamination with micro-biological organisms.

Options for improvement to the supplies have been identified, and costs have been considered. The communities and their service providers, notably Council, now need to define their needs and plan for improvement as desired. In unserved areas education on health risks and measures available to deal with them is the most practical short-term option.

Wastewater Services

Wastewater services also provide positive health benefits. They do have an impact on the environment, which is adequately controlled in the regulatory regime. However there is a clear risk to both health and the environment through the fact that combined sewer and stormwater systems are prone to flooding and overflow under heavy rain conditions. Options for improvement include separation of stormwater from wastewater, at considerable cost.

Treatment systems are under scrutiny at present in the light of upcoming resource consent renewals. Council is under way with its planning for these, and the improvements that will most likely be required.

Areas unserved by community systems generally are satisfactory in health and environmental terms. Exceptions are Pukerau, where a potential problem has been identified, and Mandeville, where future development and commercial premises may place septic tank systems under stress.

Stormwater Services

The provision of stormwater services where combined with wastewater reticulation, obviously contribute to the wastewater flooding discussed above. In Gore, areas with separate stormwater services provide questionable performance, with a risk of flooding and associated health impacts present. The situation in Mataura is better due to steeper drainage gradients.

Public Toilets

Public toilets in Gore District are quite adequate. As always improvements can be made and the GDC has set up a working party to promote this. A potential risk is overuse of commercial premises toilets on tour bus routes, in preference to public toilets.

Cemeteries

Cemeteries in Gore District serve the community adequately. The cemetery service is reliable and accessible and cemeteries are maintained to a high standard. There is enough capacity in the District's cemeteries for at least forty years. It is considered that there is a low risk to public health and the environment from cemeteries and interment of the dead in Gore District. Public health will be adequately protected in the future as there is sufficient capacity in the cemeteries for many years to come.

Solid Waste Services

At present, there is a comprehensive solid waste collection system in the Gore District. A private operator offers a collection service in rural areas. In the urban areas of Gore and Mataura, there is a council collection service and a private service.

The solid waste disposal system in the District is in a period of transition. The two landfills (Gore and Mataura) that are operational at present are being replaced by a single transfer station in Gore and a limited hour skip bin service in Mataura. Waste from the District will soon be transferred to a Regional landfill owned by AB Lime Ltd near Winton.

Recycling services in the District are poor and will need to be addressed if the District is to work towards a waste minimisation goal. There are facilities in place for the disposal of greenwaste and domestic hazardous waste.

As all parts of the District have access to a waste collection service. Public health is adequately protected for the foreseeable future.

Conclusion

In conclusion water and sanitary services in Gore District are generally adequate with positive impacts on health and the environment. Risks to health in unserved areas are present, however currently the health of these communities is acceptable and not of concern. Where services are provided there are also risks to health and the environment. These can be addressed by improving the quality of those services. Options exist and Council and other service providers are planning for their implementation.



APPENDIX 2: SUMMARY OF WASTE MANAGEMENT PLAN

The purpose of the Waste Management Plan is to address requirements of Part XXXI of the Local Government Act 1974. This requires every territorial authority to promote effective and efficient waste management within its territory and to prepare a Waste Management Plan, which must make provision for the reduction, reuse, recycling, recovery, treatment and disposal of waste.

At a higher level, the purpose is to fulfil certain obligations of all local authorities under the LGA 2002 and particularly "to promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future"⁴.

The Waste Management Plan has been developed jointly by the territorial authorities of Southland in collaboration with Environment Southland. It has the following objectives:

- To ensure that waste management activities throughout the region are co-ordinated and integrated
- To ensure consistency of policy whilst recognising differences amongst the Councils and their associated communities
- To encompass the purpose and principles of the LGA 2002 and LGA 1974.
- To encompass the principles of the New Zealand Waste Strategy
- To encompass the concepts and practices of resource stewardship.

The Waste Management Plan includes:

- a *vision* of a sustainable Southland through the utilisation of the concepts of resource stewardship and waste minimisation. This is the overarching goal of the territorial authorities with respect to waste management
- *guiding principles* of sustainable management, national and global citizenship, kaitiakitanga and stewardship, extended producer responsibility, full-cost pricing, life-cycle principle and precautionary principle. These are the key philosophies that will direct the territorial authorities as they implement the adopted Waste Management Plan (and other related policies)
- *objectives* as stated above
- *action plans*, developed for the following waste management categories:
 - *Management Structures and Council Plans*: A holistic, integrated approach is needed to resource stewardship and waste minimisation and associated activities within Council as well as between local authorities in the Southland region
 - *Monitoring, Information Management and Reporting*: One of the basic tenets of resource stewardship and waste minimisation is that it is difficult to manage what you don't measure. There is currently good information available about how much solid waste we dispose of in Southland. Efficient and effective waste management requires further information about how much waste we generate, how much waste (other than solid waste) we dispose of, the effects of waste on the receiving environment and wastage
 - *Waste Management Services*: A coordinated, integrated approach is needed to ensure the efficient and effective delivery of waste management services within Council, amongst local authorities in the Southland region and nationally
 - *Resource Management*: Southland's natural and physical resources (including water, air, soil, land) need to be managed holistically to ensure that cross media effects are considered, resources are used efficiently and at a sustainable rate, and waste generation is minimised. Such management requires an understanding and knowledge of the region's resources. Energy sources and their use also needs to be managed to ensure that there is a secure, affordable

⁴ Local Government Act 2002, section 10 (b).



energy supply for Southland whilst minimising adverse environmental impacts from energy production and use

- *Resource Stewardship and Waste Minimisation:* An understanding of the concepts and principles of resource stewardship and waste minimisation is needed within Council, industry and the wider communities in Southland
- *Education and Promotion:* General knowledge and understanding of broad waste management issues is needed within Councils, industry and the wider communities in Southland
- *Cost Recovery and Funding:* The environmental, social, cultural and economic costs and benefits of generating and disposing of waste needs to be considered when setting charges. Such a charging regime is likely to provide a driver to minimise waste generation and is fair to the wider community.

For more background on the underlying rationale for the Council's waste management activities, please see the Waste Management Plan.

