

Activities

Economic Growth

Economic growth is a key part of Council's strategic direction. It involves providing local leadership and co-ordination to promote economic growth.

Purpose

- To encourage the growth of Kaipara District's economy and increase social well-being.
- To maximise the use of outside funding and resources, including Government sources, for economic growth.

Goals

- To implement an economic development strategy in conjunction with the community.
- To increase the average income of the District.
- To create more employment.
- To increase the value of the District.
- To increase Council's ability to fund economic growth initiatives.

Performance Targets

Achievement

Establishment by the Kaipara District Economic Development Trust of a business plan for the Kaipara Information Centres.

Achieved.

The following items were completed by June 2003

- Business Plan for Kauri Coast Information Centre
- Draft Information Centre Strategy for Kaipara District

Two community projects that encourage sustainable economic development undertaken with the support of the Kaipara District Economic Development Trust.

Achieved.

Two community projects were undertaken by the Trust. These were:

- Pouto Wharf Feasibility Study and the
- NIWA Western Kaipara and Hokianga Topoclimate study.

A database of industry and business information, and resources in Kaipara built by 30 June 2003¹.

Achieved in part.

The business database was built by 30 June 2003. The development of a database on Kaipara District's accommodation and visitor industry resources is 80% complete.

¹ Undertaken by the Kaipara District Economic Growth Trust with the support of the Northland Regional Economic Development Agency.

Economic Growth

A branding and marketing plan established promoting Kaipara District (locally and externally) as a location for living, undertaking business and as a visitor venue.

Not Achieved.

The Kaipara brand was developed by 30 June 2003. Marketing Plan includes:

- Brand launch in September 2003
- Kaipara District Map project
- Role Model Strategy
- "Proudly Kaipara" Strategy

In addition to promotion of Kaipara District through Destination Northland Limited.

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Operating Costs	190	190	155
	<u>190</u>	<u>190</u>	<u>155</u>
Revenue			
Grants and Fees	-	1	4
	<u>-</u>	<u>1</u>	<u>4</u>
Net (Surplus) Cost of Service	<u>190</u>	<u>189</u>	<u>151</u>

Social Development

Council recognises that there are strong linkages between the economic growth of the District and social development of the community. Through its various activities such as recreation, grants to community organisations and the provision of public facilities, Council contributes to the social fabric of the District. However, we would like to identify better ways of reaching all sectors of the Kaipara community and, to this end, a small amount of funding is provided for improving the way we communicate and work with the community.

Other activities included in this section are participation in significant community events, annual grants to community organisations and Council's current responsibilities relating to pensioner housing.

Purpose

- To engage and involve all sections of the community in local government activities.
- To provide leadership and advocacy for the community with Central Government and other organisations.
- To work in partnership with Central Government and other organisations for the benefit of the Kaipara community and promote self help.

Goals

- To advocate for the Kaipara community.
- To establish partnerships with Central Government and community organisations.
- To provide assistance and distribute grants that encourage community self help.

Performance Targets	Achievement
Involvement ² of at least three Kaipara schools in the Annual Plan process.	Achieved. Councillors visited three schools, Dargaville Intermediate, Ruawai High School and Otamatea College.
The community informed through press releases and the Mayor's bi-monthly newsletter of any changes in the role of local government in social development due to legislative changes.	Achieved. During the year press releases and newsletters have included information on Local Government Act 2002, Electoral Act 2001 and GE Moratorium.

² Involvement includes making a submission on the Draft Annual Plan.

Social Development

Facilitation of or assistance given to at least three significant community events by 30 June 2003.

Achieved.

Assistance given to the Rally of New Zealand hosted in Paparua. Stands hosted at Northland Agricultural Field Days and Small Block Holders' Field Days.

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Social Development	10	3	12
Community Grants and Rents	77	92	117
Elderly Person's Housing	133	76	176
	<u>220</u>	<u>171</u>	<u>305</u>
Revenue			
Housing Rental	154	165	159
	<u>154</u>	<u>165</u>	<u>159</u>
Net Cost of Service	<u>66</u>	<u>6</u>	<u>146</u>

Financial Comment

The variances in elderly person's housing expenditure reflects the contracting out to an external service provider of the management of all units except those at Mangawhai.

Roading

Council owns and maintains 367.1 kilometres of sealed and 1,171 kilometres of unsealed roads in the District. This network is funded partly by Transfund New Zealand, a Central Government agency, and partly from rates. At present, Transfund meets 59 percent of maintenance expenditure and 64 percent of new works.

Maintenance is contracted out. To ensure works are carried out to required standards, Council's engineers regularly monitor the quality of roading work undertaken. In addition, a random sample of five percent of all works is carried out to check that the ongoing monitoring is effective.

As well as providing and maintaining roads, this activity also includes associated work such as providing footpaths, berm maintenance and road safety. A total of 61.6 kilometres of footpath is provided in the urban areas of Mangawhai, Kaiwaka, Maungaturoto, Tinopai, Matakoho, Paparoa, Ruawai, Te Kopuru, Dargaville, Baylys Beach and Kaihu. Berm mowing is also carried out in these areas as well as in Whakapirau. Regional safety projects are supported through the Northland Road Safety Forum.

Purpose

- To provide an adequate and safe roading network throughout the District for both vehicles and pedestrians.

Goals

- Network to be operational (open) 365 days a year.
- Network to be maintained to the current appropriate standard.
- No reported accident proven to be mainly attributable to inadequate maintenance of the network.

Performance Targets

Achievement

No road closures exceeding 24 hours³.

Not achieved.

The following roads were closed by flooding for over 24 hours:

Childs Road – 3 times

Maropiu Road – 2 times

Paerata Road – 1 time

Waihue Road – 2 times

Bob Taylor Road – 1 time

Pukehuia Road – 3 times

Ahikiwi Road – 2 times

Babylon Coast Road – 1 time

Omamari Road – 2 times

³ As measured from Contractor's monthly report.

Roading

Sealed network maintained to achieve a reasonably smooth surface⁴

Achieved.

The percentage of vehicle kilometres travelled on urban roads classified as smooth was 97%, and rural roads 100%.

Expenditure per lane kilometre for structural maintenance of the road network no less than \$2,647.43⁵

Achieved.

The expenditure per lane kilometre was \$2,855.01. The extra expenditure was attributable to wet weather requiring significant extra maintenance metal than that budgeted for.

Unsealed network maintained to achieve a surface free from major potholes⁶.

Achieved.

No police Traffic Accident Report identifies road maintenance condition as the prime cause of a crash⁷.

Achieved.

There were seven Traffic Accident Reports that mentioned road condition. Four reports ascribe road conditions as a major factor but analysis shows that a wet surface, rather than a lack of maintenance was the real cause. In all other cases, speed, alcohol or straying off the carriageway were major contributing factors.

⁴ Average sealed road travel exposure exceeds 95 percent as measured by Transfund New Zealand Index using annual RAMM survey data.

⁵ The performance target was amended by Council resolution on 25 June 2003.

⁶ Unsealed roads carrying greater than 100 vehicles per day have an average roughness not greater than 200 NAASRA counts as measured by annual RAMM survey.

⁷ As measured by an annual analysis of Traffic Accident Reports.

Roading

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Roading Subsidised	11,398	12,755	9,051
Roading Non-Subsidised	377	195	231
	<u>11,775</u>	<u>12,950</u>	<u>9,282</u>
Revenue			
Subsidy	6,631	9,600	5,591
Other Revenue from Services	-	6	11
	<u>6,631</u>	<u>9,606</u>	<u>5,602</u>
Net Cost of Service	<u>5,144</u>	<u>3,344</u>	<u>3,680</u>

Financial Comment

Subsidised roading expenditure includes depreciation of \$6,251,100 but excludes capital expenditure on improvements of \$8,226,800. The difference largely offsets the \$2,812,000 of unbudgeted, fully subsidised, Regional Development expenditure in respect of forestry impacts in Pouto Road, and above budget road maintenance expenditure occasioned by the wet autumn. The favourable revenue variance reflects the \$2,812,000 received from Regional Development subsidies.

Wastewater

Council provides wastewater collection and treatment systems in Kaiwaka, Maungaturoto, Dargaville and Te Kopuru. An effluent disposal system is also provided in Glinks Gully.

Purpose

- To protect public and environmental health through economic and environmentally sustainable treatment and disposal of wastewater.

Goals

- To collect and treat wastewater in a cost effective manner.
- To dispose of treated effluent in an environmentally sustainable manner.
- To prevent wastewater spills.

Performance Targets	Achievement
No abatement notices issued for any Council operated wastewater treatment facility in the District.	Achieved.
All wastewater spills investigated within 48 hours of the spill occurring and if physical works are required, pipe replacement undertaken within 12 months of the event.	Achieved. It is normal practice to attend to spills within one to two hours. Council is undertaking a pipeline replacement programme to remedy faults arising from spills and other causes.
5,600 metres of Dargaville wastewater pipes tested ⁸ for inflow and infiltration control and any problems identified and programmed for repair.	Not Achieved. We have continued to work through a backlog of inspection records from previous years. Under the new contract, video inspection and testing of pipelines has been undertaken only where problems have been reported. This has resulted in the video inspection of approximately 400 metres of pipeline. In order to achieve better value for money, it was determined that continued random inspection of wastewater pipes should be deferred to enable the investigations to be focused in catchments experiencing high stormwater infiltration. This in turn requires improved monitoring of flows within the reticulation. Funding that had been set aside for ongoing video

⁸ This testing of wastewater pipes is part of a 12 year District wide programme. 2002/03 is year four of this programme.

Wastewater

inspection has therefore been channelled into upgrading of monitoring equipment in sewer pump stations. This work has commenced and will continue through the 2003/2004 year.

Inspection of the sewers will continue once sufficient data has been obtained to ensure that those inspections are appropriate.

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Kaiwaka	57	77	56
Maungaturoto	122	177	130
Dargaville	444	471	478
Glinks Gully	10	13	11
Te Kopuru	43	40	36
	<u>676</u>	<u>778</u>	<u>711</u>
Revenue			
Rates	682	679	641
Other Revenue from Services	4	32	62
	<u>686</u>	<u>711</u>	<u>703</u>
Net (Surplus)/Cost of Service	<u>(10)</u>	<u>67</u>	<u>8</u>

Financial Comment

Above budget, district-wide, maintenance to ponds and aerators was the principal contributor to the unfavourable expenditure variance.

Stormwater

Council provides reticulated stormwater systems in Dargaville and Te Kopuru. Some piped waterways are also maintained in Mangawhai, Kaiwaka, Maungaturoto, Whakapirau, Pahi and Baylys Beach. Stormwater for Ruawai township is incorporated in the Raupo Drainage District.

Purpose

- To minimise the risk and impacts of flooding in urban areas.

Goals

- All stormwater drains to be operational and effective.
- To effectively clear stormwater off urban streets.
- To provide tidal protection for the low lying business area of Dargaville.

Performance Targets	Achievement
Monthly surveys ⁹ indicate that stormwater drains are 80 percent free of obstructions.	Achieved.
No urban street unusable due to flooding for more than six hours.	Achieved.
All buildings ¹⁰ affected by flooding or inundation ¹¹ assessed and appropriate solutions ¹² identified and programmed for action.	Achieved. No buildings affected by flooding reported.

⁹ Random Sample of five percent of the District's stormwater network (Engineer's Survey).

¹⁰ The identification of affected buildings will be based on Help Desk reports.

¹¹ More frequently than allowed under engineering codes.

¹² Solutions could include either physical works or planning remedies.

Stormwater

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Mangawhai	52	39	37
Kaiwaka	10	7	4
Maungaturoto	15	17	13
Paparoa	3	2	4
Dargaville	400	318	358
Te Kopuru	12	12	11
Baylys Beach	16	12	12
	<u>508</u>	<u>407</u>	<u>439</u>
Revenue			
Rates	508	479	433
Other Revenue from Services	1	1	1
	<u>509</u>	<u>480</u>	<u>434</u>
Net (Surplus)/Cost of Service	<u>(1)</u>	<u>(73)</u>	<u>5</u>

Financial Comment

Below budget renewal work in Dargaville was the principal reason for the favourable expenditure variance.

Land Drainage

Land drainage work is undertaken in 27 drainage districts of various sizes. The Raupo Drainage Committee oversees the Raupo Drainage District, which is a committee of Council. Representatives appointed by local ratepayers oversee the other districts.

Principal activities undertaken are the maintenance of drains and outlets by weed spraying and drain cleaning as well as the maintenance and, if necessary, the replacement of floodgates. In the Raupo District stopbank maintenance is also included.

Weed spraying, drain cleaning and floodgate maintenance are undertaken by contractors appointed by the individual drainage district representatives. The district representatives also supervise the work and approve all payments. Council staff carry out asset audits and liaise with district representatives.

In addition to the drainage districts, Council also maintains the Kaihu River system.

Purpose

- To minimise the risks and impacts of flooding.

Goals

- Land drainage assets maintained fit for purpose to standards as recommended by the drainage district committees.
- Kaihu River system maintained to minimise the impact of flooding on landowners.

Performance Targets	Achievement
Independent audit shows that land drainage assets comply with recommended standards.	Achieved. Council's Land Drainage Supervisor has regularly inspected all drainage district assets throughout 2002/03. Anomalies noted have been raised with the respective Drainage District Chairman for either remedying or clarification. The continued inspections have shown that the Drainage Districts have taken a high degree of ownership in keeping the systems functional with minimum intervention required from Council.
Audit by independent consultant shows that the Kaihu River system is being maintained in accordance with its intended design.	Achieved. The NRC and Council continue to use the services of Bruce Judd to monitor the performance of the Kaihu River System against the hydraulic model referenced in the Draft Kaihu River Management Plan. No significant deviations from this model were noted in 2002/03.

Land Drainage

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Drainage District Operating Costs	524	594	421
	<u>524</u>	<u>594</u>	<u>421</u>
Revenue			
Rates	509	509	509
Contributions from Stormwater Schemes	8	8	8
	<u>517</u>	<u>517</u>	<u>517</u>
Net (Surplus)/Cost of Service	<u>7</u>	<u>77</u>	<u>(96)</u>

Financial Comment

The above budget operating costs are due to the self-management regime for land drainage and are in accordance with the wishes of the respective drainage committees.

Water Supply

Council provides treated and reticulated water supplies in Maungaturoto, Ruawai, Dargaville (including Baylys Beach) and Glinks Gully.

Purpose

- To provide clean, drinkable water in defined water supply areas.

Goals

- To provide a continuous supply of clean, drinkable water to all consumers.
- To have a high standard of preventative maintenance to minimise the risk of supply failure.

Performance Targets	Achievement															
All routine water quality tests comply with New Zealand Drinking Water Standards (2000) ¹³ .	<p>Not Achieved</p> <p>Council's water supplies are regularly tested to ensure public health is safeguarded. However, to comply with the New Zealand Drinking Water Standards (2000) the installation of further capital equipment and monitoring facilities is required.</p> <p>Planned improvements in the coming year will continue to lift quality at Dargaville and Ruawai.</p>															
No abatement notices issued for any Council operated water supply.	<p>Achieved.</p>															
No unplanned water supply interruptions greater than four hours.	<p>Not Achieved.</p> <p>During the year, supply interruptions greater than four hours occurred at the following locations at times:</p> <table border="1"> <thead> <tr> <th></th> <th>Date</th> <th>Duration</th> </tr> </thead> <tbody> <tr> <td>Baylys Beach</td> <td>4 July 2002</td> <td>5.0 hours</td> </tr> <tr> <td>Normanby Street (Dargaville)</td> <td>30 September 2002</td> <td>7.5 hours</td> </tr> <tr> <td>Hurndall Street (Maungaturoto)</td> <td>11 October 2002</td> <td>6.0 hours</td> </tr> <tr> <td>Raw Water Pipeline (Rotu)</td> <td>22 January 2003</td> <td>5.0 hours</td> </tr> </tbody> </table>		Date	Duration	Baylys Beach	4 July 2002	5.0 hours	Normanby Street (Dargaville)	30 September 2002	7.5 hours	Hurndall Street (Maungaturoto)	11 October 2002	6.0 hours	Raw Water Pipeline (Rotu)	22 January 2003	5.0 hours
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Hurndall Street (Maungaturoto)	11 October 2002	6.0 hours														
Raw Water Pipeline (Rotu)	22 January 2003	5.0 hours														

¹³ Contractor's reports.

Water Supply

Consumers notified of any planned water supply interruptions at least 48 hours prior to the shutdown.

Substantially Achieved.

The required notice was given for all planned water supply interruptions. However, due to anomalies in the reticulation as-built data, on at least one occasion the area shut down was larger than intended, meaning that some consumers were not notified. We are working through this issue to avoid a repeat incident.

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Mangawhai ¹⁴	64	59	70
Maungaturoto	310	285	282
Ruawai	124	120	123
Dargaville	911	828	828
Glinks Gully	42	40	49
	<u>1,451</u>	<u>1,332</u>	<u>1,352</u>
Revenue			
Rates	68	70	71
Fees and Charges	1,389	1,211	1,025
Other Revenue	8	10	9
	<u>1,465</u>	<u>1,291</u>	<u>1,105</u>
Net (Surplus) Cost of Service	<u>(14)</u>	<u>41</u>	<u>247</u>

Financial Comment

Below budget water consumption district-wide, reflects in the unfavourable revenue variance.

¹⁴ Mangawhai is a limited supply serving the Mangawhai Camping Grounds, the pensioner units and other minor users.

Refuse

Council provides two refuse disposal sites - a transfer station in Awakino Road, Dargaville and a sanitary landfill at Hakaru. In addition, Council owns a number of closed refuse disposal sites that require monitoring for leachate and maintenance of the cap which seals each site.

Weekly refuse bag collections are made in all urban centres and some rural areas as selected by the contractor¹⁵. These refuse collections use the one label per bag user pay system.

Litter control is also provided.

Purpose

- To provide environmentally sustainable and hygienic refuse collection and disposal.

Goals

- Access for all residents to (weekly) domestic refuse collection.
- Availability of environmentally sustainable and hygienic refuse disposal facilities.
- Closed refuse disposal sites maintained to Northland Regional Council standards.

Performance Targets	Achievement
Provision of a user pays, domestic refuse collection service on a weekly basis in locations agreed to by the contractor.	Achieved. The contracts make it possible for domestic refuse to be collected District wide. At present, all urban areas and some rural areas (where there is a proven demand) have a weekly collection.
Provision of a user pay disposal facility ¹⁶ in both the North and South of the District.	Achieved. As noted above, Council provides two refuse disposal sites – in the North a transfer station in Awakino Road, Dargaville and in the South a sanitary landfill at Hakaru.
No abatement notices issued for any publicly available refuse disposal facility in the District.	Achieved.
No abatement notices issued for any closed Council operated refuse disposal site.	Achieved.

¹⁵ A fortnightly refuse collection has recently been introduced for Pouto residents.

¹⁶ Landfill or transfer station

Refuse

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
District Disposal Operations	50	24	57
Litter Control	135	142	134
Maintenance of Closed Landfills	106	88	78
Landfill Operation	312	238	357
	<u>603</u>	<u>492</u>	<u>626</u>
Revenue			
Revenue from Services	92	89	77
	<u>92</u>	<u>89</u>	<u>77</u>
Net Cost of Service	<u>511</u>	<u>403</u>	<u>549</u>

Financial Comment

Below budget monitoring and operating costs at the Hakaru site were the principal reasons for the favourable cost variance.

Community Amenities

This activity includes the provision of public toilets, cemeteries and community halls. Council maintains 25 public toilets at various locations throughout the District. Cemeteries are maintained in Mangawhai, Arapohue, Tokatoka, Dargaville and Redhill. Council also supports the maintenance of the Kaiwaka, Maungaturoto and Otamatea RSA cemeteries. All community halls, except the Northern Wairoa War Memorial Hall, are run by local committees, which are responsible for the maintenance and equipment in the halls and the surrounds. Currently, Council has responsibility for protecting the structural integrity of the halls. However, during 2001/02 Council developed a new policy for the management of community halls that involves placing all halls in community ownership¹⁷. This new policy is to be implemented over the next five years.

Purpose

- To provide community amenities to meet the needs of residents and visitors to the District.

Goals

- To provide clean, hygienic public toilets.
- To provide attractive burial facilities.

Performance Targets	Achievement
Monthly hygiene survey ¹⁸ of public toilets indicates 100 percent compliance ¹⁹ .	Achieved. Random monthly audits show the Contractors are meeting the 100% compliance standard required ¹⁹ for clean and hygienic toilets.
Monthly survey ²⁰ of the grounds and general appearance of burial facilities indicates greater than 90 percent compliance with standards ²¹ .	Achieved. Random monthly ground surveys show the Contractors are meeting or exceeding the 90% compliance standards at all of Council cemeteries. Minor upgrading has also taken place.

¹⁷ Note: The Community Halls Policy does not apply to the Northern Wairoa War Memorial Hall as it is subject to a separate review.

¹⁸ Random sample

¹⁹ Engineer's survey

²⁰ Random sample

²¹ Engineer's survey

Community Amenities

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Public Toilets	253	189	188
Cemeteries	128	81	94
Halls	331	340	356
	<u>712</u>	<u>610</u>	<u>638</u>
Revenue			
Rates	26	22	26
Fees and Charges	51	55	44
Grants Received	-	1	-
Other Revenue	-	-	-
	<u>77</u>	<u>78</u>	<u>70</u>
Net Cost of Service	<u>635</u>	<u>532</u>	<u>568</u>

Financial Comment

Operating efficiencies in the maintenance of public toilets and cemeteries were the principal contributors to the favourable cost variance.

Recreation

Parks and reserves are provided throughout the Kaipara District. Council is also responsible for a range of recreation facilities in different communities. These include:

- playgrounds at various locations
- a swimming pool in Dargaville
- coastal facilities such as boat ramps, wharves and sea walls
- camping ground sites at Mangawhai, Tinopai and Taharoa Domain

An important education and leisure facility operated by Council is the Dargaville public library. Council also assists with the funding and provision of services to community libraries in Mangawhai, Kaiwaka, Maungaturoto, Paparoa and Ruawai.

Purpose

- To provide attractive recreational facilities to meet the needs of residents and visitors to the District.

Goals

- To manage all camping grounds to provide a return to Council.
- To have a safe swimming facility.
- To have library facilities which provide quality services reflecting the needs of residents and visitors.

Performance Targets

Achievement

Council's accounts for all camping grounds show a positive return.

Achieved.

All campgrounds showed a positive return. Fees collected for Mangawhai were up by one percent on the previous year, and the continued popularity of Taharoa Domain has resulted in additional auditing being carried out to ensure that camp numbers do not exceed the sustainable thresholds set by Council.

No accidents reported by Swimming Club Committee due to structural defects or inadequate maintenance.

Achieved.

The Swimming Club Committee has not reported any accidents to Council.

Recreation

Survey of a random sample of District residents indicates that 75 percent are satisfied with the overall quality of library services provided²².

Not achieved.

The last customer survey showed 74% of residents were satisfied.

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Swimming Pool	37	35	32
Reserves	680	461	573
Camping Grounds	155	167	188
Library	296	318	329
Dargaville Development	-	39	33
	<u>1,168</u>	<u>1,020</u>	<u>1,155</u>
Revenue			
Rates	90	90	90
Fees and Charges	269	277	299
Other Revenue	25	29	30
	<u>384</u>	<u>396</u>	<u>419</u>
Net Cost of Service	<u>784</u>	<u>624</u>	<u>736</u>

Financial Comment

Below budget maintenance costs on parks and reserves resulting from contract re-tendering are the principal reason for the favourable expenditure variance.

²² This survey is to be undertaken as part of Council's annual customer satisfaction survey.

Policy and Planning

Policy and planning covers developing, changing and reviewing Council's District Plan and all bylaws. It also includes monitoring the implementation of the District Plan to determine whether Council's policies are achieving desired outcomes.

Purpose

- To develop and maintain a District Plan promoting the sustainable management of the natural and physical resources of the Kaipara District.
- To develop and maintain bylaws which enable residents, ratepayers and visitors to the District to enjoy the environment and carry out their activities without unduly affecting others.

Goals

- To ensure that the District Plan and existing bylaws reflect the aims and aspirations of the Kaipara community and make changes where necessary.
- To monitor the environment to determine the effectiveness of Council's District Plan.
- To formally review Council's District Plan and bylaws every ten years.

Performance Targets	Achievement
Completion of stage one of the Mangawhai Growth Project by 30 June 2003 ²³ .	Achieved in part. Community consultation and investigation of issues has been completed. Development of a long term vision is yet to be adopted.
Monitoring framework developed ready for implementation in 2003/04.	Not Achieved. Due to resourcing issues the development of a monitoring framework did not commence until 31 July 2003.
Strategy developed for addressing Matakoho heritage and amenity issues by 30 June 2003.	Achieved. The draft Matakoho Heritage and Amenities Values Report was received on 26 March 2003 for community comment. Submissions closed on 28 April 2003. After making changes as a result of the submissions the final report will be given regard to any land use in Matakoho by resolution of Council on 25 June 2003.

²³ Stage one involves community consultation, development of a long term vision and investigation of issues.

Policy and Planning

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Operating Expenses	450	443	205
Net Cost of Service	450	443	205

Regulatory

Regulatory activities involve implementing rules and regulations that come from either Government legislation or Council bylaws. There are three main areas of activity and these are:

- public protection (includes building control, environmental health, liquor licensing, animal nuisance control and bylaws management)
- resource management (includes consents and enforcement)
- emergency management (includes civil defence, rural fire and hazardous substances).

Purpose

- To protect the long term interests of the community and enable everyone to enjoy the amenities of the District by controlling activities or the effects of activities which may result in adverse environmental effects.

Goals

- To ensure that all relevant legislative requirements and environmental standards are met.
- To administer the District Plan in a user friendly, consistent manner with minimal bureaucracy.
- To encourage applicants to provide full information enabling applications to be processed in the shortest possible time and to process applications in a timely, effective and cost efficient manner.
- To ensure applicants, when making an application, understand their rights, obligations and the likely costs they will incur.
- To have operative plans for responding to incidents and emergencies relating to rural fire, emergency management and hazardous substances and new organisms.
- To have an operational emergency management organisation.

Performance Targets

Achievement

All non-notified resource consent applications approved under delegated authority processed, after all information is received, within the statutory time limit of 20 working days.

Achieved in part.

During the year 125 (78.1 percent) of the 160 non-notified consents were processed within the statutory rate of 20 working days. In spite of this small decline in compliance the average processing rate was 16 working days – slightly lower than the 2001/02 year when the rate was 17 working days.

Regulatory

All building consent applications and Project Information Memoranda processed, after all information is received within the statutory time limit of ten working days.

Substantially achieved.

Ninety six point four percent (776) of the 805 building consents and Project Information Memoranda were processed within the statutory time limits. The average processing rate of 3.2 days was well within the requirements of the Act. This result is on a par with the previous year.

All dog, stock and noise complaints responded to within 15 minutes of receipt, site visits undertaken within two hours and decisive action taken within 72 hours.

Achieved.

Council contracts its dog, stock and noise control work to Environment Northland Ltd and they respond to all complaints.

The total number of complaints received during 2002/03 was 840 (dogs 489; stock 91; noise 223, bylaws 37). In all instances, site visits and decisive action was taken within the target time frames.

Operative rural fire and civil defence plans maintained in accordance with relevant legislation.

Achieved.

After approval by Council, the Fire Plan was given formal endorsement by the Northland Regional Rural Fire Coordinating Committee on 26 September 2002.

No further updating of the civil defence plan was required this year.

Seventy five percent of residents satisfied with the overall quality of regulatory services provided²⁴

Not achieved.

In August/September 2002, Council commissioned the National Research Bureau to undertake a survey of resident's perceptions of Council's services. The survey revealed that 53 percent of residents were at least satisfied with planning, building or inspection services, an improvement of 5 percent over last year. It should also be noted that 40 percent responded with "don't know". Seventy six percent of residents were satisfied with dog control services.

²⁴ Annual random sample survey of "Public Perceptions and Interpretations of Council Services and Representation".

Regulatory

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Building Control	319	309	251
Inspections and Licensing	169	175	149
Resource Management	401	481	430
Dog, Stock and Noise Control	229	229	220
Emergency Management			
• Civil Defence	31	22	22
• Rural Fire	204	231	227
	<u>1,353</u>	<u>1,447</u>	<u>1,299</u>
Revenue			
Fees and Charges	703	815	789
Grants	23	10	51
	<u>726</u>	<u>825</u>	<u>840</u>
Net Cost of Service	<u>627</u>	<u>622</u>	<u>459</u>

Financial Comment

Resource Management Consent revenue substantially exceeded budget, and this impacted on variable processing costs, which were also above budget.

Democracy

Democracy is the name given to the work of Council's elected representatives. It includes the direct cost of the elected members, the various meeting costs, any public consultation processes undertaken, public relations, the Annual and Strategic Plan and periodic activities such as conducting elections.

Purpose

- To govern the District and to reflect the views and aspirations of the community.

Goals

- To represent constituents in a fair and equitable manner.
- To openly debate issues of District importance.
- To provide a mechanism by which the ratepayers can bring matters to Council's attention.
- To meet Council's obligations in relation to the Treaty of Waitangi.
- To inform the community of Council's directions and decisions.
- To monitor Council expenditure.
- To ensure that Council operates within statutory requirements

Performance Targets

Achievement

All submitters to the Annual Plan, District Plan matters and other policy documents provided with an opportunity to personally present their submissions to Council.

Achieved.

During the year community consultation was carried out on:

- 2003/04 Annual Plan
- Policy on Significance
- Policy on partnerships with the private sector
- Accounting Policies
- Treasury Policies
- Liability Management Policy
- Investment Policy
- Revenue and Financing Policy
- Rating Policies

Submissions on the Annual Plan, and Corporate and Financial Policies were invited as part of the Annual Plan process and all of the 192 organisations and individuals who made submissions were given the opportunity to present their comments to Council in person.

Democracy

All Council business discussed in open meetings except where personal or commercially sensitive information is under consideration.

Achieved.

Council held 12 ordinary and four special meetings during 2002/03 and all were open to the public. In addition, Council held a number of workshops on a variety of issues and these were also open to the public.

The community informed of Council's activities in accordance with its Communication Strategy.

Achieved in part.

Council's draft Communication Strategy requires a communication plan to be developed for all major policy documents and projects. This year plans were developed and implemented for:

- 2002/03 Annual Plan and associated Policies
- Community Outcomes Project
- Matakohe Heritage Project
- EcoCare

Monthly reports prepared monitoring Council's progress with its Business Plan²⁵.

Achieved.

Reports prepared each quarter monitoring Council's expenditure and progress.

Achieved.

Ninety percent of residents who have contacted a Council office satisfied with the service received²⁶.

Achieved.

Communitrak survey conducted by NRB October 2002 shows overall satisfaction rate on contacting Council offices of 90%.

No justifiable complaints made to either the Auditor-General's Office or the Ombudsman.

Achieved.

No justifiable complaints were received during 2002/03.

²⁵ The Business Plan sets out the detailed pathway for achieving the key activities in the Annual Plan.

²⁶ Annual random sample survey of "Public Perceptions and Interpretations of Council Services and Representation".

Democracy

	Annual Plan \$000	Actual \$000	Last Year \$000
Expenditure			
Council Operating Expenses	757	779	719
Elections	18	20	49
Net Cost of Service	<u>775</u>	<u>799</u>	<u>768</u>

Compliance with Council's Policies

Under the Local Government Amendment (No. 3) Act 1996, all local authorities are required to prepare:

- a long term financial strategy (LTFS)
- funding policy
- investment policy
- borrowing management policy.

Section 122V of the Act also requires local authorities to provide sufficient information about these documents to enable an informed assessment to be made about the extent to which these policies were met during the year. This information must include an explanation of any significant variation between the objectives and policies of the LTFS, funding, investment and borrowing management policies as set out in the annual plan and the actual achievement of these objectives and policies.

During 2002/03, Council made significant progress toward the achievement of its objectives and policies. Details are provided in this section of the Annual Report.

Long Term Financial Strategy (LTFS)

The 2002/03 year was year two of the LTFS Council adopted in June 2001. Council's LTFS identifies the significant activities it undertakes and provides estimates of future expenditure, revenue and other financial information associated with these activities. The general aim of the LTFS is to ensure that Council has adequately considered and accounted for its future operations in accordance with the following principles:

- prudent management of Council's activities in the interest of the District and its inhabitants
- adequate provision for the Council's expenditure needs
- adequate consideration and assessment of the benefits and costs of different options
- lawful funding mechanisms that, on reasonable grounds, can be considered appropriate
- maintaining prudent levels of debt in accordance with the borrowing management policy
- operating revenue to cover all projected operating expenses.

Overall Performance

There were no significant variations from the LTFS with the exception of a \$2.684 write-down in the value of the Forestry Investment, and a \$12,504 million write-up of land and building values following the 30 June 2003 'Fair Value' valuation exercise, as per FRS-3. As indicated in the information presented in this Report, Council has substantially achieved the activities it planned in its LTFS for the 2002/03 year.

Compliance with Council's Policies

Objective

- Maintain direction as specified by the LTFS.

Targets	Achievement	Significant Variations/ Comments
Achieve the estimated figures as specified in the LTFS.	Some variations, for comparisons refer to all financial statements presented in this Report.	Refer to Statement of Financial Performance for explanation of major budget variations.

Funding Policy

Council adopted its revised Funding Policy in June 2000. The objective of the Policy is to ensure that those that benefit from or contribute to the need for the activity meet the costs of Council's activities.

Overall Performance

The actual allocation of the costs of Council's functions has not significantly changed from the Policy outlined in the 2002/03 Annual Plan.

Funding Mix	Target %		Achievement %	
	Private	Public	Private	Public
Economic Growth	-	100	1	99
Social Development				
• Social Development	-	100	-	100
• Elderly Person's Housing	100	-	100	-
Roading	-	100	-	100
Wastewater	100	-	100	-
Stormwater	100	-	100	-
Land Drainage	100	-	100	-
Water Supply	100	-	100	-
Refuse				
• Operative Landfill	30	70	37	63
• Closed Landfills	-	100	-	100
• Litter Control	-	100	-	100
Community Amenities				
• Cemeteries	40	60	65	35
• Public Halls	6	94	-	100

Compliance with Council's Policies

Funding Mix	Target %		Achievement %	
	Private	Public	Private	Public
• Public Toilets	-	100	-	100
Recreation	38	62	39	61
Policy and Planning	-	100	-	100
Regulatory				
• Building Control	80	20	92	8
• Dog Control	80	20	82	18
• Noise Control	-	100	-	100
• Stock Control and Bylaws	-	100	3	97
• Licensing	70	30	85	15
• Environmental Health	70	30	53	47
• Resource Management	60	40	61	39
• Emergency Management	-	100	8	92
• Rural Fires	-	100	3	97
Democracy	-	100	-	100

Investment Policy

Council delegates responsibility for the managing, monitoring and reporting of Council investments and activities to the Chief Executive and Finance Leader. The Treasury Management Policy sets out the parameters for the operation of the treasury function and the volume of investments that Council will be involved with. The mix of investments between current and non-current is determined according to Council's working capital needs.

Overall Performance

There were no significant variations or material departures from Council's Investment Policy, as outlined in the Annual Plan.

Objectives

- Maintain prudent level and mix of investments.
- Manage risks associated with the investments.

Compliance with Council's Policies

Targets	Achievement	Significant Variations/ Comments
Minimise credit risk by involvement with quality investment only (ie. those offering either high-quality security, or a Standard and Poor's or Moody's credit rating of 'A-' or better).	Achieved.	New investments during the year complied with the Investment Policy.
Comply with Treasury Policy	Achieved.	Refer to the Note on Financial Instruments in the Notes to the Financial Statements.

Borrowing Management Policy

The main function of the Borrowing Management Policy is to ensure that Council's debt and associated risks are maintained at prudent levels. Refer to the Annual Plan for a detailed outline of the Policy.

Overall Performance

There were no significant variations or material departures from Council's Borrowing Management Policy.

Objectives

- Maintain adequate liquidity.
- Manage interest rate and credit risk exposure.
- Maintain debt within specified limits and ensure adequate provision for its repayment.
- Security for all public debt to be against rates revenue, wherever possible. If not, then existing charges against specific assets to be fully recognised.
- If acting as guarantor for third-party bank loans, the total of such loans is not to exceed ten percent of the total rates levied.

Compliance with Council's Policies

Targets	Achievement	Significant Variations/ Comments
Sufficient liquid funds to meet all obligations as they fall due.	Achieved.	Refer Statement of Cash Flows
Minimum quick asset ratio of 1.5:1	Actual ratio at 30 June 2003 was 1.6:1.	
Spread debt maturities to ensure maximum 30 percent total debt repayable in any year.	Actual debt repaid was 4 percent of total.	
Hedge borrowing exposures, where appropriate.	Not applicable.	
Total debt to remain within the following parameter: - income to debt 2.5:1	3.0 Actual	
Secure new borrowings against rates revenue.	Achieved.	New borrowings of \$1.445 million were all secured against rates revenue.
Total loans guaranteed to be no more than ten percent of rates levied.	Four percent of rates.	Refer to Note 6 of the Notes to the Financial Statements.

Equal Employment Opportunities

Policy

The Kaipara District Council believes that being an equal opportunity employer is a necessary part of its role as an employer within this community. Council ensures that there is no bias in recruiting staff and that there are equal opportunities in all aspects of employment, including further education, training and development, career path planning and promotions.

Personnel policies apply equally to all staff. No employee, or potential employee, shall gain any advantage or suffer any disadvantage by reason of their race, colour, national or ethnic origin, sex, marital status, personal disability, sexual preference, religious or political beliefs.

Performance Targets

Achievement

New recruitment, employment, training and promotion policies are to be prepared. These will be developed applying equal employment opportunity best practice principles and the policies will be assessed through an independent peer review.

Achieved in part.

The audit process for this performance target is based on recruitment processes, which are documented and kept on the personnel files, annual training plans, and the dashboard which records staff training movements.

Understanding of iwi issues will be improved through the provision of Treaty of Waitangi training for all staff.

Not achieved.

Due to the commitments of the trainers engaged to undertake the sessions, the Treaty of Waitangi training planned for June 2002 was held in July.

Appendices

Council Directory

Address:	Main Office 42 Hokianga Road Dargaville	Kaiwaka Service Centre State Highway 1 Kaiwaka
Postal Address:	Private Bag 1001 Dargaville	
Phone:	(09) 439 7059 or 0800 727 059	
Fax:	(09) 439 6756	
Email:	council@kaipara.govt.nz	
Web Site:	www.kaipara.govt.nz	
Bankers:	Bank of New Zealand 69 – 71 Victoria Street Dargaville	
Auditors:	Audit New Zealand P O Box 1165 Auckland	

Council and Committees²⁷

Ordinary Council meetings are held on the fourth Wednesday of each month.

Judicial Committee

Members: Cr Peter King (Chairman), Cr Richard Alspach, Cr Margaret Bishop and Cr Bruce Rogan and Cr Graham Taylor

Meetings: Providing there is sufficient business, the Committee meets every Tuesday.

This Committee considers resource consent applications and other related regulatory issues.

²⁷ The Mayor (Graeme Ramsey) is ex officio on all committees.

Council Directory

Raupo Drainage Committee

Members: Roe Bellamy (Chairman), Brian Gillespie, Brian Madsen, Rex Preston, Stuart Ramsey, Graeme Tapp and Ken Whitehead

Meetings: The Committee met every third Thursday in the month during August, November, February and May.

This Committee makes recommendations to Council on the maintenance of drains, flood gates and stopbanks in the Raupo Drainage District.

Mangawhai Endowment Fund Committee

Members: Mayor Graeme Ramsey (Chairman), Cr Noel Radd, Cr Bruce Rogan and Cr Graham Taylor

Meetings: As required.

This Committee is responsible for considering applications for funding from the Mangawhai Endowment Fund. Projects for funding must benefit or tend to benefit the Mangawhai area as well as meeting a number of other criteria.

Council also has responsibility for administering the local funding allocation committee for Creative New Zealand grants.

Taharoa Domain Management Committee

Members: Cr Richard Alspach, Cr Jean Bennett, Robert Parore (Chairman) - Te Kuihi and Trevor Birch – Te Roroa

Meetings: As required.

This Committee manages the Taharoa Domain on behalf of Council.

Policies and Plans

Council produces a number of policies and plans relating to its legislative responsibilities and management of the organisation including:

- Annual Plan: The Annual Plan is Council's contract with the community. It specifies activities that will be carried out during the year, how much this work will cost, the targets for the year and the measures that will be used to determine whether the targets have been met.

Council Directory

- **Annual Report:** The Annual Report sets out Council's achievements and reports on whether the targets forecast in the Annual Plan were reached.
- **Long Term Financial Strategy:** This document sets out why Council is involved in particular activities and contains ten year financial projections for this work. The strategy must be revised every three years and Council last completed a review in June 2001.
- **Funding Policy:** This document sets out the way Council intends to fund the activities it carries out. Like the long term financial strategy, Council is required to revise its policy every three years. A copy of the full policy (operative from 1 July 2000) can be found in the 2000/01 Annual Plan.
- **District Plan:** The District Plan was prepared under the Resource Management Act 1991 and sets out Council's objectives, policies and rules in relation to land use and subdivision activities in the Kaipara District. Operative in 1997, this Plan must be reviewed every ten years.
- **Asset Management Plans:** Council has prepared draft plans which provide the framework for maintaining Council's physical assets (ie. roading, stormwater, wastewater, water supply, community amenities, recreation facilities, etc.). They define the level of service that will be provided and identify the sources and amount of funding required.
- **Strategic Plan:** The Strategic Plan outlines Council's future directions and guides decision making, priorities and investments.
- **Governance Policy:** This policy defines the direction and culture of the Council and how it interacts with the community. It is reviewed annually by the Mayor, Deputy Mayor and Chief Executive.
- **Civil Defence Plan:** All territorial authorities are required to have an operative plan dealing with district civil defence matters. However, new legislation has been enacted and in the future civil defence emergency management plans will be prepared on a regional basis.
- **Fire Plan:** As part of its responsibilities as the rural fire authority, Council is required to prepare a fire plan. Part one of the plan covers operational matters (updated annually) such as resources and staff while part two deals with administrative issues.
- **Taharoa Domain Reserve Management Plan:** Council is responsible for administering the Taharoa Domain on behalf of the Crown. The Plan sets out how the governance, operational management and future development of the Domain will be undertaken on an ongoing basis.

Council Directory

Legislation

Acts administered by Kaipara District Council include:

- Building Act 1991
- Civil Defence and Emergency Management Act 2002
- Dangerous Goods Act 1974
- Dog Control Act 1996
- Fencing of Swimming Pools Act 1987
- Forest and Rural Fires Act 1977
- Hazardous Substances and New Organisms Act 1996
- Health Act 1956
- Reserves Act 1977
- Resource Management Act 1991
- Rating Act 2002
- Impounding Act 1955
- Land Drainage Act 1908
- Land Transport Act 1993
- Local Electoral Act 2001
- Local Government Act 1974
- Local Government Act 2002
- Local Government and Official Information and Meetings Act 1987
- Mangawhai Lands Empowering Act 1966
- Public Works Act 1981
- Sale of Liquor Act 1989
- Transit New Zealand Act 1989

Bylaws

Bylaws in force at the time of preparing the 2002/03 Annual Report were the Bylaw for the Control of Dogs 1997 and the General Bylaw No.1 1999. The General Bylaw covers:

- Council's Standing Orders
- activities that can be carried out in public places
- trading in public places
- management of solid waste
- control of advertising signs
- operation of amusement galleries
- fires in the open air
- keeping of animals, poultry and bees
- management of cemeteries and crematoria
- management of public libraries
- management of Council owned cultural and recreational facilities
- management of nuisances
- control of skateboards
- prohibition of gin traps
- traffic management
- management of Council's water supplies
- management of rural land drainage.

Official Information

Any person or organisation wishing to obtain official information from Council must make their request in writing addressed to the Chief Executive.

Statement of Resources

As At 30 June 2003

Area:	306,000 Hectares
Population (2001 Census ²⁸):	17,457
Number of rateable properties:	10,961
Number of non rateable properties:	693
Gross Capital Value:	\$2,748,367,700
Net Capital Value (rateable properties):	\$2,664,690,500
Gross Land Value:	\$1,471,949,900
Net Land Value (rateable properties):	\$1,441,998,800
Date of last revision of values:	1 September 2002
System of rating:	Land Value (Differential)
Sealed roads:	360.6 kms
Unsealed roads:	1,178 kms
Bridges:	332
Refuse disposal site:	Hakaru
Transfer station:	Dargaville
Contractors carry out refuse collections in:	Mangawhai, Kaiwaka, Maungaturoto, Whakapirau, Pahi, Paparua, Matakohe, Tinopai, Ruawai, Pouto, Kellys Bay, Glinks Gully, Te Kopuru, Dargaville, Baylys Beach, Kaihu, Donnelly's Crossing, Maunganui Bluff.
Reticulated wastewater:	Kaiwaka Maungaturoto Dargaville Glinks Gully Te Kopuru
Reticulated stormwater systems are provided in Dargaville and Te Kopuru. In other parts of the District drains dispose of stormwater.	
Land drainage systems drain and control low lying areas of the Northern Wairoa, Kaihu and Manganui Rivers and their tributaries.	
Water supplies:	Dargaville Awakino Point Baylys Beach Glinks Gully Ruawai Maungaturoto Mangawhai (Restricted Non Public System)

²⁸ Department of Statistics.

Statement of Resources

Housing units:

• Dargaville – Avonlea	11
• Dargaville – Kauri Court	11
• Ruawai	12
• Mangawhai	24

Other community facilities:

• Public swimming pool (Dargaville)	1
• Town Hall (Dargaville)	1
• Community halls (in various parts of the District)	10
• Dargaville Public Library	1
• Parks and reserves (playing fields, playgrounds, walking tracks, large areas of foreshore)	200+

Camping grounds:

Mangawhai
Pahi
Dargaville
Glinks Gully
Baylys Beach
Taharoa Domain

Cemeteries:

Mangawhai
Tokatoka
Arapohue
RSA (Dargaville)
Mt Wesley (old and new)
Redhill

Emergency Operations Centre:

1

Rural Fire Parties:

Ararua
Paparua
Tinopai
Mangawhai
Dargaville

Fire Appliances 6

Fire Equipment Trailers 4

Smoke Chasers 2

Water Tankers 2

Emergency Response Vehicles 2

Employees 39