



## **Activity profile: District leadership, Finance and Internal Services**

### **Why we do this**

We focus our limited resources on ensuring our governance activities help elected members make decisions. We also work with and provide services to the community relating to policies, District Plans, bylaws, annual planning and reporting together with Civil Defence Emergency Management (CDEM).

For further information on how this Group of Activities contributes to Community Outcomes please consult the Revenue and Financing Policy – Activity Analysis.

### **What we do**

#### ***Governance, democracy and planning for growth***

- We make decisions on district strategies, policies, plans and bylaws;
- We engage with tangata whenua, district communities, public interest groups and key stakeholders to identify their priorities and preferences, with the aim of helping our communities to thrive;
- We undertake civic duties such as citizenship ceremonies;
- We enable elected members to make well-informed and appropriate decisions;
- Elected members make decisions that are in the best interest of the community as a whole which are recorded and communicated to the community and other stakeholders; and
- We support democratic processes by providing administrative support, advice and information to elected members, including managing elections and matters relating to representation.

#### ***Civil Defence Emergency Management***

- We are responsible for CDEM;
- We aim to educate and to raise residents' awareness in an emergency;
- In an emergency, we will operate an emergency operations centre wherever necessary. To ensure we have this capability, we run internal and external training sessions yearly. A Memorandum of Understanding (MoU) with Northland Regional Council (NRC) also gives us additional capability to manage CDEM;
- We have seven communities with Community Response Plans – Dargaville, Mangawhai, Matakoho, Maungaturoto, Paparoa, Pouto and Ruawai. These plans can be found on our website or at <http://www.nrc.govt.nz/civildefence/Community-Response-Plans/>.

### ***Policy and district planning***

- We work with the community on policies and plans to make good decisions for the future of our growing district;
- We monitor, develop and review the district plan to ensure that it is legally compliant, including plan changes;
- We give effect to the regional policy statement through the District Plan provisions and implement amendments to the Resource Management Act 1991;
- We develop and review bylaws to ensure they remain fit-for-purpose;
- We develop and review reserve management plans as well as the Reserves and Open Space Strategy (ROSS);
- We make submissions on proposed regional and national initiatives e.g. such as proposed regional policy statements, national policy statements.

**Note:** Internal services includes human resources, finance, administration and technology provided to the organisation.

### **How this benefits the community**

#### ***Governance, democracy and planning for growth***

- Elected members “keep the long view” and set a direction for Council;
- Decisions are made in a transparent manner;
- Our governance function ensures:
  - compliance with legal requirements around formal meetings of Council and its committees, as stipulated in the Local Government Act 2012 and Local Government Official Information and Meetings Act 1978;
  - comprehensive reporting to Council and committee meetings using approved systems and processes to ensure elected members are provided with detailed, accurate and relevant information;
  - service levels are set for all activities Council delivers;
  - consultation with the community is carried out to provide a forum for stimulating debate on community issues;
  - elected members identify and respond to external risks to reduce or mitigate effects on the community; and
  - we have a proactive programme to develop good relationships with the community and mana whenua.

### ***Civil Defence Emergency Planning***

- We provide leadership and support to the community in an emergency and in the recovery afterwards. We will work alongside other agencies such as police, fire and ambulance and any other organisation to offer leadership and support; and
- We will inform and update the community, including local and national media where required.

### ***Policy and district planning***

- All plans and documents required by statute such as the District Plan, management plans and policies are produced and reviewed in accordance with legislative processes and requirements;
- We use submissions to ensure the Kaipara district voice is heard regionally and nationally;
- Policy development is visible and accountable, with key documents for consultation available on our website; and
- We research and develop local legislation, as required.

### **Risks and issues**

- Any plans, policies or bylaws that involve slow processes may not reflect the community priorities and needs and can result in frustration of the community;
- Changes in national or regional policy may require us to change our district plan, pushing costs up in the future;
- Accelerated growth within the Kaipara district places a demand on Council operations to significantly improve both our internal capacity and capability;
- The breadth and wide variety of issues and information that Council needs to assimilate places high demand on the Mayor and Councillors; and
- Services provided are not always digitally enabled and may not meet residents expectations

### **How we fund this service**

- General rates;
- Fees and charges;
- Grants, subsidies and other funding sources;
- Borrowing; and
- Asset sales.

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### Legislation associated with this service

- Local Government Act 2002;
- Local Government (Rating) Act 2002;
- Resource Management Act 1991;
- Reserves Act 1977;
- Health and Safety at Work Act 2015;
- Employment Relations Act 2000;
- Local Government Official Information and Meeting Act 1987;
- Local Authorities Members' Interests Act 1968;
- Local Electoral Act 2001;
- Citizenship Act 1977;
- Civil Defence Emergency Management Act 2002;
- Fire and Emergency New Zealand Act 2017;
- Mangawhai Empowering Lands Act; and
- Kaipara Validation Act.

## Improvement programme 2018/2028 - District Leadership, Finance and Internal Services

<b>Year 1 – 2018/2019</b> <b>Planned improvement / change</b>	<ul style="list-style-type: none"> <li>• Notification of plan changes required to give effect to the regional policy statement (two-year timeframes);</li> <li>• Notification of plan change/s associated with the Mangawhai Community Plan;</li> <li>• Completion of the District Plan s35 Efficiency and Effectiveness review, including the Monitoring Strategy;</li> <li>• Research required for plan changes resulting from the Efficiency and Effectiveness Review;</li> <li>• Background work for growth planning in Dargaville;</li> <li>• Needs assessment for Growth Planning for existing residential and commercial areas;</li> <li>• Investigate options for online resource consent processing and propose business case;</li> <li>• Notification of omnibus plan change to amend errors and anomalies;</li> <li>• Completion of the review of the Gambling Policy and TAB Policy;</li> <li>• Resolution of any appeals to Plan Change 4 – Fire Rule;</li> <li>• Completion of Public Places Alcohol Control Bylaw, Policy on Dogs and Dog Management Bylaw;</li> <li>• Investigate Trade Waste Bylaw, Stormwater Bylaw, Freedom Camping Bylaw or Policy, and Food Grading Bylaw or Policy; and</li> <li>• Notify plan change to incorporate engineering standards into District Plan.</li> </ul>
<b>Year 2 – 2019/2020</b> <b>Planned improvement / change</b>	<ul style="list-style-type: none"> <li>• Complete the plan change required to implement and give effect to the regional policy statement (two-year timeframes);</li> <li>• Continue plan change/s associated with the Mangawhai Community Plan;</li> <li>• Notification of plan changes resulting from the Efficiency and Effectiveness Review;</li> <li>• Start implementing the national planning standards through a plan change;</li> <li>• Notify plan changes for re-zoning in Dargaville; and</li> <li>• Commence growth planning for other locations across the district based on prioritisation set in Needs Assessment.</li> </ul>

<b>Improvement programme 2018/2028 - District Leadership, Finance and Internal Services</b>	
<b>Year 3 – 2020/2021</b> <b>Planned improvement / change</b>	<ul style="list-style-type: none"> <li>• Complete plan change/s associated with the Mangawhai Community Plan;</li> <li>• Continue growth planning across the district based on prioritisation set in Needs Assessment;</li> <li>• Settling of appeals (if any) to the regional policy statement plan changes (two-year timeframe); and</li> <li>• Continue national planning standards plan change.</li> </ul>
<b>Years 4-10 – 2021/2028</b> <b>Planned improvement / change</b>	<ul style="list-style-type: none"> <li>• Continue other plan changes (no regional policy statement timeframe) required to give effect to the regional policy statement.</li> </ul>

#### Measuring performance - District Leadership, Finance and Internal Services

<b>What we measure</b>	<b>LTP Year 1 Target 2018/2019</b>	<b>LTP Year 2 Target 2019/2020</b>	<b>LTP Year 3 Target 2020/2021</b>	<b>LTP Years 4-10 Target 2021/2028</b>
Long Term Plan, Annual Plan and Annual Reports will be adopted within timeframes set in the Local Government Act 2002.	Compliant	Compliant	Compliant	Compliant
Percentage of residents that are very satisfied or satisfied with how rates are spent on services and facilities provided by Council.	65%	70%	70%	70%
Conduct Civil Defence training exercises.	1 per year	1 per year	1 per year	1 per year

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## **Significant negative effects - District Leadership, Finance and Internal Services**

### ***Governance, democracy and planning for growth***

- A portion of the relevant population is not represented adequately or does not feel adequately heard through Council processes and submissions.

### ***Civil Defence Emergency Management***

- Damage to the natural environment, such as broken vegetation and spoilt beaches, during emergency response and recovery activities. This includes providing access to at risk people, property and infrastructure; disposal of slip and flood material; and restoration of hazard protection structures and lifelines. Where possible, activities will be limited to protecting life and property.

### ***Policy and district planning***

- Effective implementation of the plan is affected by amends/updates, meaning it is not current or responsive. This could be affect developers;
- Planning must balance the desires of some residents with those of the wider community. This often takes the form of influencing or controlling development so the quality of life for neighbours or wider community is not diminished. In other cases, development can impose unacceptable costs on community facilities and infrastructure or the environment;
- Growth, if not carefully managed, can significantly affect our community, environment, economy and cultural well-being. Our aim is to enable growth while successfully managing its impacts.

## Funding Impact Statement – Operating

For the year ended:	Annual Plan	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
30 June	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating funding</b>											
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rate penalties	5,096	5,043	5,412	6,449	7,510	8,239	9,142	8,957	9,019	9,310	9,152
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	159	139	142	144	146	149	174	177	181	185	189
Internal charges and overheads recovered	5,931	6,779	7,250	7,320	7,069	7,276	7,502	7,700	7,918	8,230	8,496
Local authorities fuel tax, fines, infringement fees and other receipts	297	335	341	348	355	362	370	378	386	396	405
<b>Total operating funding</b>	<b>11,483</b>	<b>12,296</b>	<b>13,145</b>	<b>14,260</b>	<b>15,080</b>	<b>16,026</b>	<b>17,188</b>	<b>17,212</b>	<b>17,504</b>	<b>18,121</b>	<b>18,242</b>
<b>Application of operating funding</b>											
Payments to staff and suppliers	11,025	11,045	11,449	12,114	12,456	12,958	13,635	13,820	14,255	15,018	15,270
Finance costs	-291	-190	-278	-501	-749	-954	-1,314	-1,606	-1,852	-1,990	-2,335
Internal charges and overheads applied	271	451	461	474	480	485	501	507	515	527	540
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>11,004</b>	<b>11,306</b>	<b>11,632</b>	<b>12,087</b>	<b>12,187</b>	<b>12,489</b>	<b>12,822</b>	<b>12,721</b>	<b>12,918</b>	<b>13,555</b>	<b>13,475</b>
<b>Surplus (deficit) of operating funding</b>	<b>479</b>	<b>990</b>	<b>1,513</b>	<b>2,173</b>	<b>2,893</b>	<b>3,537</b>	<b>4,366</b>	<b>4,491</b>	<b>4,586</b>	<b>4,566</b>	<b>4,767</b>



## Funding Impact Statement – Capital

For the year ended:	Annual Plan	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
30 June	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Capital funding</b>											
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	-2,499	669	332	-87	-663	-664	-2,651	-2,722	-2,753	-2,665	-2,800
Gross proceeds from sale of assets	150	175	179	182	186	190	194	199	204	209	214
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding</b>	<b>-2,349</b>	<b>844</b>	<b>511</b>	<b>95</b>	<b>-477</b>	<b>-474</b>	<b>-2,457</b>	<b>-2,523</b>	<b>-2,549</b>	<b>-2,456</b>	<b>-2,586</b>
<b>Applications of capital funding</b>											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure											
- to improve the level of service	170	995	969	988	903	684	33	34	35	36	37
Capital expenditure											
- to replace existing assets	226	320	326	333	446	1,053	355	364	372	382	391
Increase (decrease) in reserves	-2,266	519	729	947	1,067	1,326	1,521	1,570	1,630	1,692	1,753
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding</b>	<b>-1,870</b>	<b>1,834</b>	<b>2,024</b>	<b>2,268</b>	<b>2,416</b>	<b>3,063</b>	<b>1,909</b>	<b>1,968</b>	<b>2,037</b>	<b>2,110</b>	<b>2,181</b>
<b>Surplus (deficit) of capital funding</b>	<b>-479</b>	<b>-990</b>	<b>-1,513</b>	<b>-2,173</b>	<b>-2,893</b>	<b>-3,537</b>	<b>-4,366</b>	<b>-4,491</b>	<b>-4,586</b>	<b>-4,566</b>	<b>-4,767</b>
<b>Funding Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Expenditure Programme

	Budget 2018/2019 \$	Budget 2019/2020 \$	Budget 2020/2021 \$
<b>District Leadership, Finance and Internal Services</b>	<b>1,315,000</b>	<b>1,295,400</b>	<b>1,321,308</b>
<b>119 - Council Property - Other</b>	<b>150,000</b>	<b>153,000</b>	<b>156,060</b>
Renewal/Rectification/Seismic works for Town Hall; Municipal Office Dargaville	✓	✓	✓
<b>157 - Information Services</b>	<b>1,015,000</b>	<b>1,020,000</b>	<b>1,040,400</b>
Datawarehouse and Management Reporting	✓	✓	
Digital transformation	✓	✓	✓
Digital Workplace	✓	✓	✓
Digitisation Cloud Storage		✓	
EDRMS	✓		
GNET		✓	
HRIS	✓		
IAAS and SAAS	✓	✓	✓
Isovist E-Plan	✓		
New Equipment	✓	✓	✓
Replacement Equipment	✓	✓	✓
<b>262 - Chief Executive</b>	<b>150,000</b>	<b>122,400</b>	<b>124,848</b>
New Car for compliance officer	✓		
Replacement vehicles four per year	✓	✓	✓