

GORE DISTRICT COUNCIL

Long Term Plan 2012-2022



Have **YOUR** say on **OUR** way forward

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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 wellbeing 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 PLAN

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

A Long Term 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 10 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 Plan is therefore developed through a robust process involving broad-based public consultation, as well as technical and political review.

While the Long Term Plan sets out the future developments, including the anticipated costs of a council's activities over a 10 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 Plan and may be referred to for further information on Council operated services:

- Water Supply Activity Management Plan
- Wastewater and Stormwater Activity Management Plan
- Reserves and Community Facilities Activity Management Plan
- Roading 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 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 29), or by reference to

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.

the Community Outcome Report. These outcomes are recognised as overarching outcomes for the region, with the Council having now adopted its own set of Council community outcomes.

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

Purpose of the Plan

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

The purpose of this Long Term Plan is to communicate the Council's objectives and proposed activities, with specific reference to the Council's community outcomes as outlined on page 32. The Council's policies and prospective financial information are for a 10 year period, beginning 1 July 2012 through to 30 June 2022. 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 Tuesday 3 April 2012. This was available for public consultation up to and including Tuesday 8 May 2012.

The Council heard verbal submissions on Tuesday 22 May 2012, and considered these along with other written submissions at an extraordinary meeting on Tuesday 12 June 2012. A total of 101 submissions were received, with 36 of those speaking to their submissions.

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

- (a) Those with direct financial implications
 - (i) Provision of free swimming lessons for primary school children within the district. Whilst this will result in an estimated loss of revenue of \$50,000, it will be partly funded by a generous contribution of \$30,000 from the Mataura Licensing Trust. The balance of \$20,000 is to be funded by a further Council grant of \$20,000. The service will be reviewed at the end of three years to consider its continuation for further periods.
 - (ii) An additional contribution of \$3,000 per annum to the operating costs of Sport Southland. Sport Southland promotes a number of recreational activities in the district, and actively supports the operation for the MLT Event Centre.
- (b) Other changes
 - (i) The proposed urban rating boundary changes have been deferred for further consideration at the completion of the District Growth Strategy project which is currently under way. This is expected within the next 12 to 18 months.
 - (ii) Council supports promotion of Parks and Reserves as smoke free areas.



MAYORAL AND EXECUTIVE FOREWORD

We are pleased to be able to introduce the Council's Long Term Plan for the period 2012 through to 2022. The 2012-22 Long Term Plan builds on from its 2006-16 and 2009-19 predecessors.

A significant change from these earlier plans is the prospect of large scale lignite development projects being advanced within the next few years. This has necessitated the Council investing considerable resources to ascertain the effects of these developments, and should they proceed, how the Council and community respond to ensure that economic, environmental and social wellbeing are appropriately balanced and not compromised.

The statutory obligation of the Council to adopt its Long Term Plan by 30 June 2012 has created difficulty for the Council in being able to be definitive about its long term intentions when many aspects of the lignite development projects remain unresolved and somewhat amorphous. This plan is therefore the Council's "best guess" in respect of the level of economic activity that may ensue over the next 10 years. Given that more clarity in our long term planning is expected once a proposed District Growth Strategy is prepared in the next 12 months, it could well be that the Council may need to review this plan earlier than the statutory obligation of 2015, to ensure that it keeps pace with the evolution in the Council and community's thinking. Having regard for this changing operating environment, salient features of this plan when viewed in a 10 year context are:

Planning for Growth

For the first time since the Gore District was established, the Council is planning for an increase in the District's population based on the assumption that a large scale lignite development project will be completed in the next 10 years. In making this assumption the Council wishes to make it abundantly clear that it is not an economic cheerleader for lignite development in the District. Rather, it is working closely with the owner of the lignite resources in order that the Council is not left flat footed should a large scale project receive the necessary consents to proceed.

Given the advancement of plans for lignite development, which in recent months has seen construction commence on a trial briquetting plant, the Council believes it is prudent to include the possibility of a large scale project being executed, within its forecasting assumptions. The estimated increase in population on the assumption that a lignite to urea plant will be developed within the timeline of this plan is that an additional 1,000 people opt to live in the Gore District. This figure could prove to be quite inaccurate but is the Council's best estimate based on the limited amount of information available at this point in time. Details of the forecasting assumptions used by the Council can be found on pages 167-174 in this plan. In addition, commentary on current work being undertaken to plan for lignite development in the District can be found within the planning and regulatory activity within this plan.

An increase in population of 1,000 people constitutes an 8% rise on the estimated current population of 12,300. At the time of writing extensive modelling of the Council's pipeline infrastructure was being undertaken to ascertain the degree of any limitations on capacity to meet future demand. However as the District's population was approximately 1,000 people greater than the current day figure of 12,300 in 1996, the Council believes – subject to viewing results of the aforementioned modelling – that its existing infrastructure is reasonably well positioned to cope with any increase in demand.

As a consequence, this Long Term Plan does not include any significant capital expenditure to increase the capacity of network infrastructure.

Financial Outlook

Section 101A of the Local Government Act 2002, which came into law on 27 November 2010, requires that all local authorities prepare and adopt a Financial Strategy for the period covered by the Long Term Plan. This strategy has been prepared and can be found on page 15. The strategy reflects a continuation of the Council's cautious and conservative outlook while at the same time ensuring that the enviable quality of life for residents in the District is maintained and enhanced in some instances.

The Council has set a self-imposed annual rates cap of 5%. This is on the assumption that the same level in range of services will be provided throughout the 10 year period. The 10 year projection of the Gore District Council is that rates based on current level of services will rise by no more than 5% in each year of the 10 year planning period. The only notable exception to this is the 2012-13 year, whereas previously foreshadowed in the 2009-19 plan, a new enhanced kerbside recycling service is being introduced. This service provides for a charge of \$215.96 on habitable dwellings and premises within the Gore and Mataura urban rating area. The average rates increase over the District for the 10 year planning horizon, based on present levels of service (i.e. without the enhanced recycling service) is 3.43%.

Further details on the strategy, projected debt levels and comparisons with other Councils in the region and similar sized Councils in New Zealand, can be found within the strategy.

Water

Since the adoption of the 2009-19 LTCCP, the Council's focus and attention on water quantity and quality issues has intensified. Rear-guard actions such as appealing water take consents for the purposes of irrigation have been necessary to ensure that the Council's ability to extract its consented entitlement of water for the urban communities of Gore and Mataura is not compromised. The Council has come to the realisation however that more resources need to be dedicated to finding and securing a supplementary water supply for the Gore urban area. Therefore a specific project with appropriate resourcing will be established in order that the objective of securing a supplementary water supply is achieved by the end of the 2012-13 financial year. Up until now the Council has endeavoured to find alternative sources of water when time and opportunity permits. The Council believes that the elevation of increasing water quantity to the highest priority in the short term is consistent with both community wishes and concerns, given growth and its accompanying demands on water.

Wastewater

The Gore oxidation ponds were constructed in the mid-1970s. Solids that have built up in the ponds over the last 35 years or so have led to a reduction in capacity. Therefore as intimated in the 2009-19 LTCCP, the Council needs to remove and dispose of the sludge in an environmentally acceptable manner. This will extend the life of the pond and will be essential should the District experience an increase in population.

Capital expenditure of \$1.7 million has been provided for in this plan, with 2015-16 being nominated as the intended timing for this large project. It is hoped that developments in technology and practices may become available in the next three years which could mean a revision downward of this estimated cost. This is the largest capital works project contemplated in the 10 year plan under preview.

Civic Buildings

The previous plan provided for a capital sum to provide a single story extension to be erected over the staff car park on the southern end of the building. This has not been advanced due to a reluctance to extend the building's footprint and the need to address a number of shortcomings with the building in any upgrade. In

addition, unknown factors such as the scope of work and cost required to bring the building up to current and/or proposed earthquake standards, together with what allowance should be made for any growth in the organisation should large scale lignite development occur means that the Council is still tentative about this project. The only certainty is that some form of upgrading the building is required. This plan therefore provides for a building upgrade to commence in 2015/16. A capital sum of \$3 million has been allocated. This is only a rough order of cost given the degree of unknown factors with the project. It is hoped that far more clarity will be available in the next 12-18 months in order that the scope and cost of the project can be more accurately determined. However, in the interests of transparency, a provisional capital sum has been allocated for the project.

Kerbside Recycling

The only new service enhancement proposed by the Council within the 10 year planning period is the introduction of a two bin kerbside recycling service for the urban areas of Gore and Mataura. This service, which was the subject of extensive consultation in both the 2009-19 LTCCP and subsequent annual plans, will commence on 1 July 2012.

The service attracts a charge per property of \$215.96. This is an increase of \$161.00 from the current charge to provide the enhanced service. It should be noted however that many households will receive a net reduction in their waste disposal expenditure due to the new kerbside recycling service replacing a waste collection bin service provided by a private contractor.

The Council will be conducting an intensive communication campaign in the weeks leading up to the introduction of the new service.

Mataura Rating Differentials

Over the past year a Council working party has been working assiduously on producing a fairer system for rating in Mataura. The Council acknowledges that the differential which was imposed in 2005 when capital value rating and a combined urban rating area for Gore and Mataura was mooted, has had a pernicious effect on commercial properties in Mataura in particular.

This plan therefore proposes to abolish the differential in order that the principle of properties of equal value paying the same quantum of rates, is embraced.

The Council believes it is the least it can do to assist commercial ratepayers in Mataura who face high rates in a demanding operating environment.

Rating Boundaries

The 2009-19 LTCCP announced our intention to conduct a comprehensive review of the rating boundaries of the District. This review has been completed and has resulted in the Gore urban rating boundaries being expanded to take cognisance of residential development that has occurred since they were first put in place following the establishment of the Gore District Council in 1989.

As outlined on page 147 the proposed urban rating boundary review has been delayed pending implementation of the District Growth Strategy.

New Council Outcomes

The Council has developed its own outcomes which it intends to be accountable for. With community outcomes now being optional for local authorities, the Council has used this opportunity to develop outcomes which reflect current and future priorities. These outcomes which can be found on page 32 of this plan will serve as a touchstone for the Council when it contemplates its role in any specific area of existing or new activities.

The community outcomes which were developed on a regional basis as part of the Our Way Southland Project, will still serve as a useful backdrop for the Council. The Our Way Southland Project has developed momentum and focus recently which has resulted in specific projects around leadership and parenting in the region being pursued in earnest. The Council will still lend its financial support to this project, but the foreground in its thinking and *raison d'être* in any given area can be found in the Council outcomes.



A handwritten signature in black ink, appearing to read 'Tracy Hicks'.

Tracy Hicks
MAYOR



A handwritten signature in black ink, appearing to read 'Stephen Parry'.

Stephen Parry
CHIEF EXECUTIVE

**INDEPENDENT AUDITOR'S REPORT
TO THE READERS OF
GORE DISTRICT COUNCIL'S
LONG-TERM PLAN
FOR THE TEN YEARS COMMENCING 1 JULY 2012**

The Auditor-General is the auditor of Gore District Council (the Council). The Auditor-General has appointed me, Peter Gulliver, using the staff and resources of Deloitte, to report on the Long Term Plan (LTP), on her behalf. We have audited the Council's LTP dated 26 June 2012 for the ten years commencing 1 July 2012.

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 LTP complies with the requirements of the Act; and
- the quality of information and assumptions underlying the forecast information provided in the LTP.

Opinion

Overall Opinion

In our opinion the Council's LTP dated 26 June 2012 provides a reasonable basis for long term integrated decision-making by the Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the 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 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; and

the underlying information and assumptions used to prepare the LTP provide a reasonable and supportable basis for the preparation of the forecast information.

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 26 June 2012. This 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 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 (New Zealand) 3000 : *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). We have examined the forecast financial information in

accordance with the International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*.

Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves performing procedures to obtain audit evidence about the forecast information and disclosures in the LTP. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the information in the LTP. In making those risk assessments we consider internal control relevant to the preparation of the Council's LTP. We consider internal control in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.

Our audit procedures also include assessing whether:

- the LTP provides the community with sufficient and balanced information about the strategic and other key issues, and implications it faces and provides for participation by the public in decision making processes;
- the Council's financial strategy, supported by financial policies is financially prudent, and has been clearly communicated to the community in the LTP;
- the presentation of the LTP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTP is based on materially complete and reliable asset or activity information;
- the agreed levels of service are fairly reflected throughout the LTP;
- the Council's key plans and policies have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTP are based on best information currently available to the 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 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 LTP.

We do not guarantee complete accuracy of the information in the LTP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTP 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

The Council is responsible for preparing a LTP under the Act, by applying the Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The Council is also responsible for such internal control as it determines is necessary to enable the preparation of a LTP that is free from material misstatement.

The Council's responsibilities arise from Section 93 of the Act.

Responsibilities of the Auditor

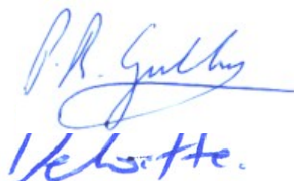
We are responsible for expressing an independent opinion on the LTP and reporting that opinion to you based on our audit. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

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

Independence

When reporting on the LTP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than this report and in conducting the audit of the LTP Statement of Proposal, and the annual audit which are compatible with those independence requirements, we have no relationship with or interests in the Council.



Peter Gulliver

Deloitte

On behalf of the Auditor-General

Dunedin, New Zealand

Matters relating to the electronic presentation of the report to readers of the Long-term Plan

This audit report relates to the Long-Term Plan of Gore District Council for the 10 years commencing 1 July 2012 included on the council's website. Gore District Council is responsible for the maintenance and integrity of its website. We have not been engaged to report on the integrity of Gore District Council's website. We accept no responsibility for any changes that may have occurred to the Long-Term Plan since it was initially presented on the website.

The audit report refers only to the Long-Term Plan named above. It does not provide an opinion on any other information which may have been hyperlinked to or from the Long-Term Plan. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited Long-Term Plan as well as the related audit report dated 26 June 2012 to confirm the information included in the audited Long-Term Plan presented on this website.

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

FINANCIAL STRATEGY

The key points to be derived from this strategy are:

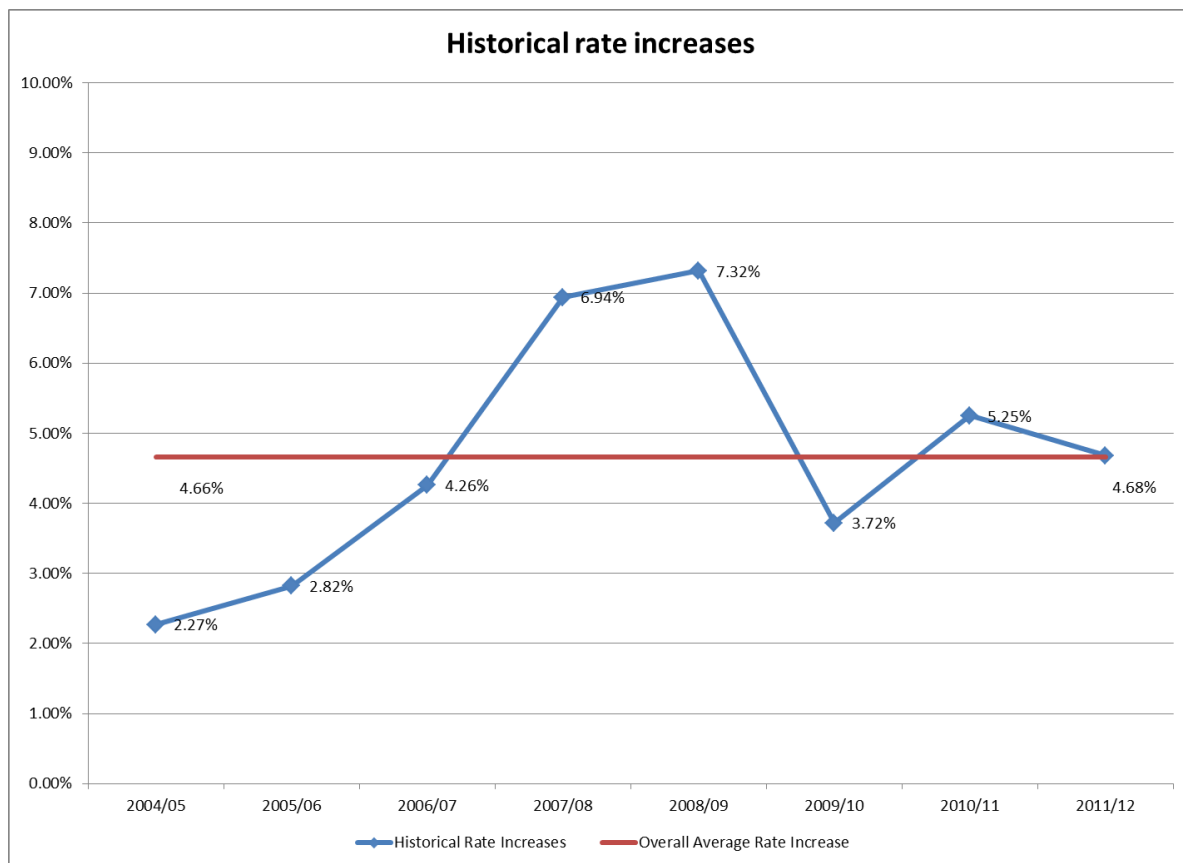
- The Council will continue to apply a cautious and conservative approach to expenditure.
- With the notable exception of a new kerbside recycling service in the urban areas of Gore and Mataura, the Council is predominantly seeking to maintain current levels of service.
- Rates are the primary source of funding for Council activities.
- Debt levels will be relatively constant throughout the next 10 years.

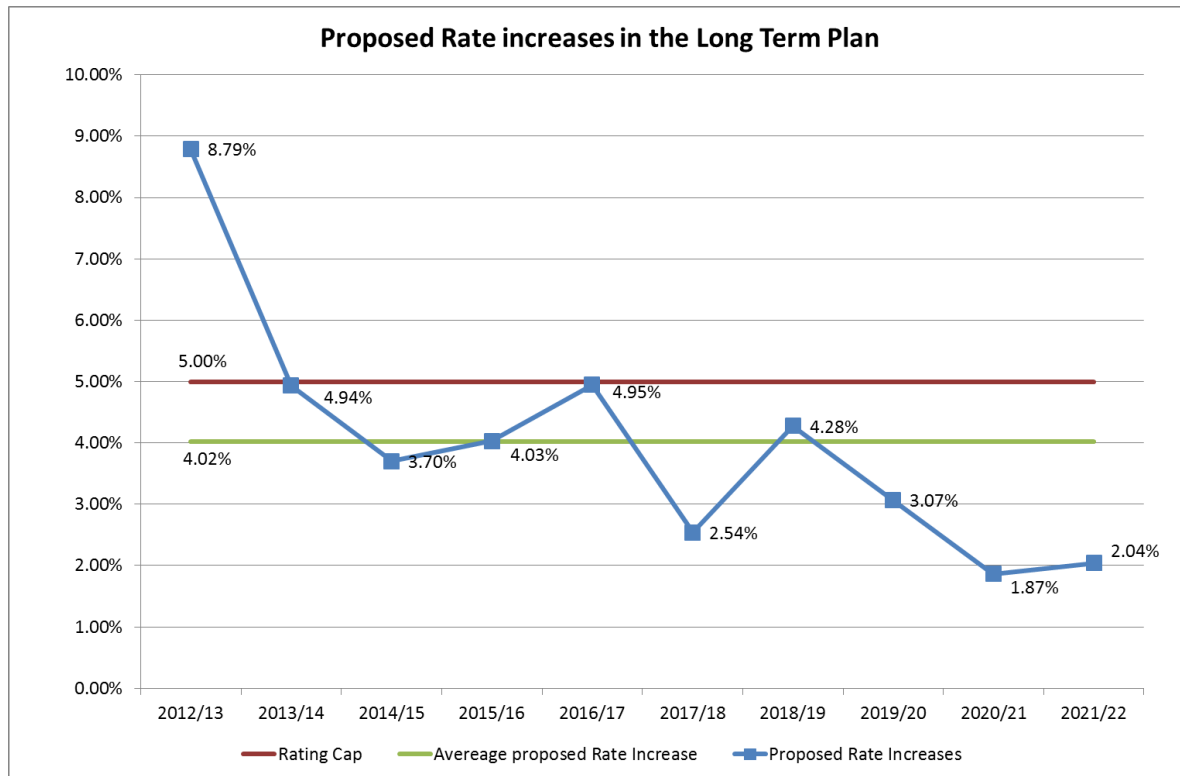
Introduction

This financial strategy is produced in accordance with Section 101A of the Local Government Act 2002. This strategy is designed to inform ratepayers, residents and regular readers of the Council's Long Term and Annual Plan documents about strategy and key self-imposed limits the Council intends to utilise to navigate its way forward over the next 10 years.

Present Position

Looking forward to the next 10 years, the Council can take a good deal of confidence from its performance in forecasting its financial position. This is illustrated in reviewing the rates increases since the first incarnation of 10 year plans was introduced via the interim Long Term Plan of 2004/05. In the eight years since, the average rate increase in the Gore District, up until and including the 2011/12 financial year, has been 4.66%. This is illustrated in the graph below:



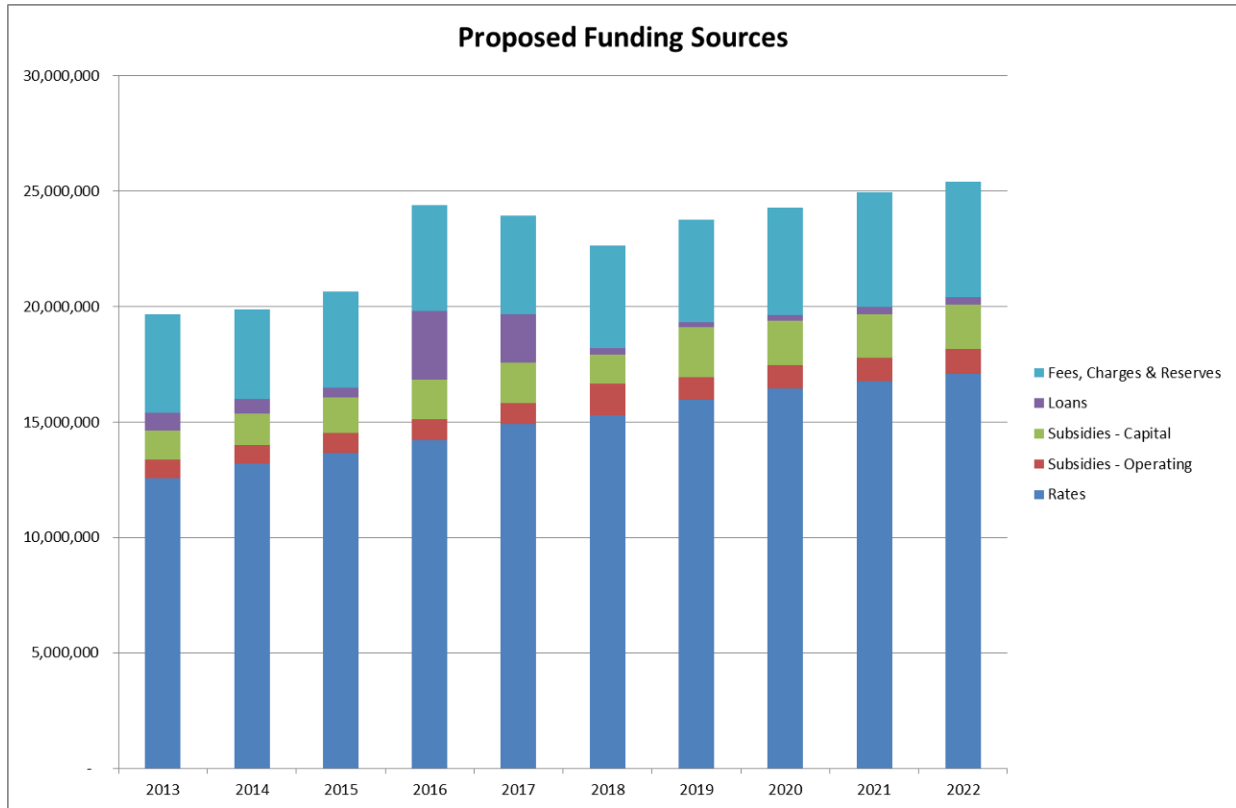


During this period the Council has undertaken large capital works in the form of upgrading sewerage treatment processes in Gore and Mataura as well as the establishment of a new refuse transfer station in Gore. These items along with the Council's share of the establishment of a new regional landfill in Southland, involved a total capital expenditure of \$3,345,983. Notwithstanding these large capital investments which provide long term certainty within the infrastructural and environmental areas of the Council's operations, public debt as at 30 June 2012 was forecast to be \$11,497,000. This is at a similar level to what was recorded in the Annual Report of the Council 10 years previously.

Funding Sources

The Council does not have any investments in trading operations such as a Council controlled organisation. It also has modest reserves totalling \$537,000 which are set aside for specific purposes and are not available as a general funding mechanism for the Council's operations.

As part of the Council's on-going operations specific funds are set aside on an annual basis to facilitate long term asset replacement. As at 30 June 2011, \$2,653,000 was held for these purposes. The graph below illustrates how reliant the Council is on rates for its primary source of funding. With such a strong reliance on rates as a primary source of income, the Council is acutely aware of a need to adopt a conservative position in respect of expenditure expectations, yet not lose sight of the need to front up to infrastructure obligations and the pursuit of Council outcomes which are considered to be very important to the community.



Imperatives for the Future

The key priority over the next 10 years is to effectively plan for and manage issues arising out of the anticipated growth from lignite development projects. A considerable investment has been made in commissioning baseline studies to better inform the Council and community about the capacity of the District’s infrastructure and environment to accommodate large scale lignite development projects and the increased economic activity and population that flows therefrom. Contributions from the development community will be sought in order that existing ratepayers are not exposed to increased costs that may arise from this growth. The rating and debt limits set out below this section support this strategic objective.

Over the past decade considerable investment has occurred in arts and heritage and recreational services provided within the District to enhance the lives of residents. The emphasis placed on these areas is consistent with the Council outcomes that are contained on page 32 within this plan. Adequate resourcing of arts and heritage and recreational services will be a priority over the next 10 years to ensure that the quality of life enjoyed by residents is maintained and enhanced. The Council fervently believes that the “place shaping investments” made over the past decade or so provide a solid platform for the Council to attract and welcome new residents into the District via lignite development projects or a continuation of growth of the dairying sector.

Financial Limits

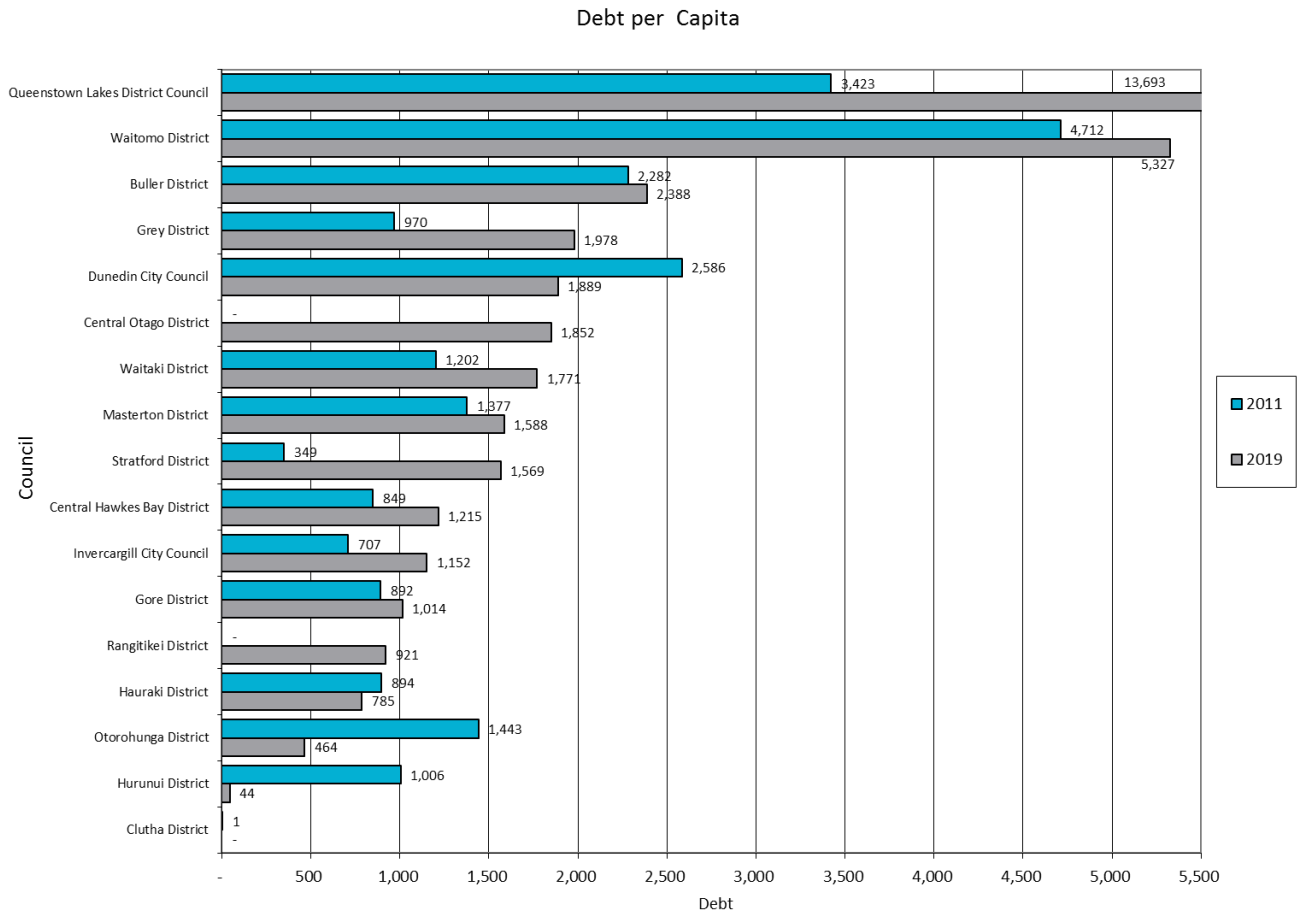
The Council proposes to set the following limits during the next 10 years:

- annual rates increases – less than 5%
- debt – a maximum of \$1500.00 per capita

Comment

In terms of rates increases, the Council's Long Term Plan provides for increases less than 5% for nine of the next 10 years. The only exception is in the 2012/13 financial year in which total rates are expected to rise by 8.79%. However this is due to a new kerbside recycling service being introduced which has been the subject of extensive consultation with the community in recent years. This service which is being introduced to the urban areas of Gore and Mataura will not impact on the rates across the entire District. On a comparison with existing levels of service, the District wide rate increase (after deducting the enhanced recycling service) will be 2.97%.

The current debt level of the Council stands at \$10,949,000 which represents a ratio of \$891.61 per capita. To give readers an appreciation of how this debt level sits amongst both similar sized and larger Councils, the graph below supports the Council's contention that it has a very manageable level of debt.



The current Long Term Plan provides for debt to peak at around \$1,222 per capita with a projected balance of \$785 per capita at the end of the 10 year planning period.

Levels of Service

Apart from the introduction of kerbside recycling in 2012/13, the Council is planning no significant variations to the current levels of service. It needs to be borne in mind that many households in urban areas of the District will experience a net decrease in expenditure for the collection and disposal of refuse, due to savings made from the discontinuance of a private bin collection service. The Council is confident, based on its

experience over the past eight years as illustrated in the graph above, that it can maintain existing levels of service within the rates limits set out above.

Major Capital Expenditure

The Council has two major capital works. “Major” capital works are those defined in accordance with the Council’s Significance Policy that have an estimated cost of \$1 million or more. The plan provides for removal of sludge from the Gore oxidation ponds which is estimated to cost \$1.7 million. This work is necessary to restore the ponds to their original capacity which will be required, should an expected increase of population occur in the latter part of the next 10 years.

The other project that the Council has in its planning horizon is a planned upgrade to the Civic Administration Building. Uncertainties around earthquake strengthening requirements and what allowance should be made to provide for additional space should organisational growth occur as a result of increased economic activity in the District, has meant that it is difficult at this point in time to have a definitive view on the scope and cost of the project. The only certainty is that some form of upgrading will need to take place.

This plan therefore provides for a \$3 million upgrade of the building to be commenced in the 2015/16 year. This is only a rough estimate of cost which may change as various key factors that hitherto are uncertain become far clearer. We expect a lot more clarity around the scope and cost of the project to be available within the next 12-18 months.

Details of the more specific areas of capital expenditure throughout the duration of the plan are contained in the activity cost of service statements and funding impact statements in the Long Term Plan. A summary of those expenditures is contained in the following schedule:

\$,000	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Maintaining existing service levels	3,944	4,181	4,547	8,050	6,964	4,687	5,403	5,235	5,473	5,461
Enhancing service levels	530	250	250	0	0	0	0	0	0	0

The largest capital expenditure costs are contained in the Roading Section, for urban and rural resealing, footpath and bridge replacement projects and ancillary works. Total expenditure in this area over the 10 years of this plan is \$34,589,000 (or \$3,459,000 per annum on average).

Sections where capital costs are to be expanded to enhance services are Arts and Heritage (\$500,000 for further development of the Heritage Precinct) and Solid Waste (\$530,000 for the purchase of wheelie bins for the enhanced refuse collection service).

Population Growth Assumptions

The Council is conservatively estimating, based on the advancement of a lignite to urea mine and processing plant occurring within the next five years in the Gore District that the population will increase by about 1,000 people during the next 10 years. This increase in population is not anticipated to generate extraordinary demand on the Council services or necessitate the injection of significant capital works. This viewpoint is offered in the knowledge that the District's population has decreased by approximately 1,000 people since the 1996 Census results. The Council therefore believes its existing infrastructure can cope with this increase in population.

The methodology behind these assumptions can be found on page 167 of this plan.

Policy on Borrowing Security

The Council policy on security is to ensure that the Council is able to provide suitable security to the lender whilst retaining the maximum flexibility and control over assets. The security for most Council debt will be the ability to levy rates.

Objectives for Holding and Managing Financial Investments and Equity Securities

The principle objectives for holding financial investments and equity securities are as follows:

- To ensure that the Council has appropriate working capital funds available to carry out its strategic plans as outlined in the LTP and annual plans.
- To ensure the Council has sufficient funds available to meet its liabilities as they fall due.

The Council has determined that funds should be invested so as to limit the Council's exposure to loss. With this objective in mind, security of investment shall take precedence over financial return. It is therefore proposed that investment shall be held with appropriately rated financial institutions e.g. Standard and Poors.



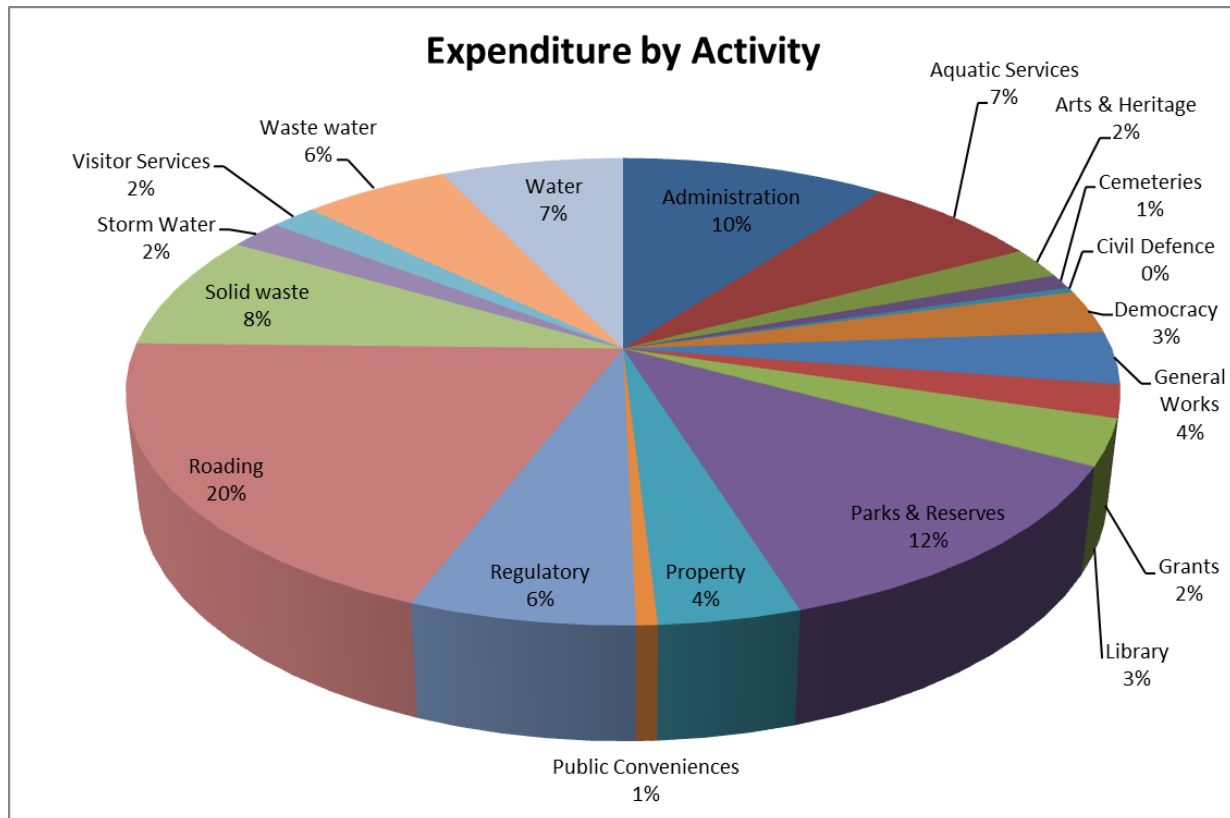
FINANCIAL OVERVIEW

The average increase in rates across the District for 2012/13 is 2.97%. On top of this is the introduction of a new enhanced waste recycling system to the urban areas which will see a fixed targeted rate of \$215.96 levied to serviced properties in Gore and Mataura townships only. The impact of the increase will vary amongst the sectors of Residential, Commercial, Rural and Industry.

Rates	Urban	Rural	Industrial	Total (incl GST)
2012/13	10,483,000	3,762,501	234,339	14,479,840
2011/12	9,519,978	3,561,121	227,594	13,308,693
% increase	10.16%	5.65%	2.97%	8.79%

Projected Rates Increase 2012-2022

	YE 30 June 2013 LTP Forecast	YE 30 June 2014 LTP Forecast	YE 30 June 2015 LTP Forecast	YE 30 June 2016 LTP Forecast	YE 30 June 2017 LTP Forecast	YE 30 June 2018 LTP Forecast	YE 30 June 2019 LTP Forecast	YE 30 June 2020 LTP Forecast	YE 30 June 2021 LTP Forecast	YE 30 June 2022 LTP Forecast
General Rates	\$108,632	\$162,839	\$140,946	\$252,344	\$415,357	\$241,602	\$9,714	\$265,191	\$90,261	\$91,576
Increase (Decrease)	2.37%	3.47%	2.90%	5.04%	7.90%	4.26%	0.16%	4.48%	1.46%	1.46%
Targeted Rates	\$1,059,058	\$549,996	\$419,670	\$381,255	\$393,559	\$194,107	\$742,620	\$297,430	\$262,528	\$301,936
Increase (Decrease)	12.20%	5.65%	4.08%	3.56%	3.55%	1.69%	6.36%	2.39%	2.06%	2.33%
Total Rates	\$1,167,690	\$712,835	\$560,616	\$633,600	\$808,916	\$435,709	\$752,334	\$562,621	\$352,789	\$393,512
Increase/Decrease	8.80%	4.94%	3.70%	4.03%	4.95%	2.54%	4.28%	3.07%	1.87%	2.04%
Projected Rates										
Increase with 5% cap	\$663,635	\$722,475	\$757,331	\$784,283	\$817,182	\$857,621	\$879,400	\$917,010	\$945,134	\$632,766



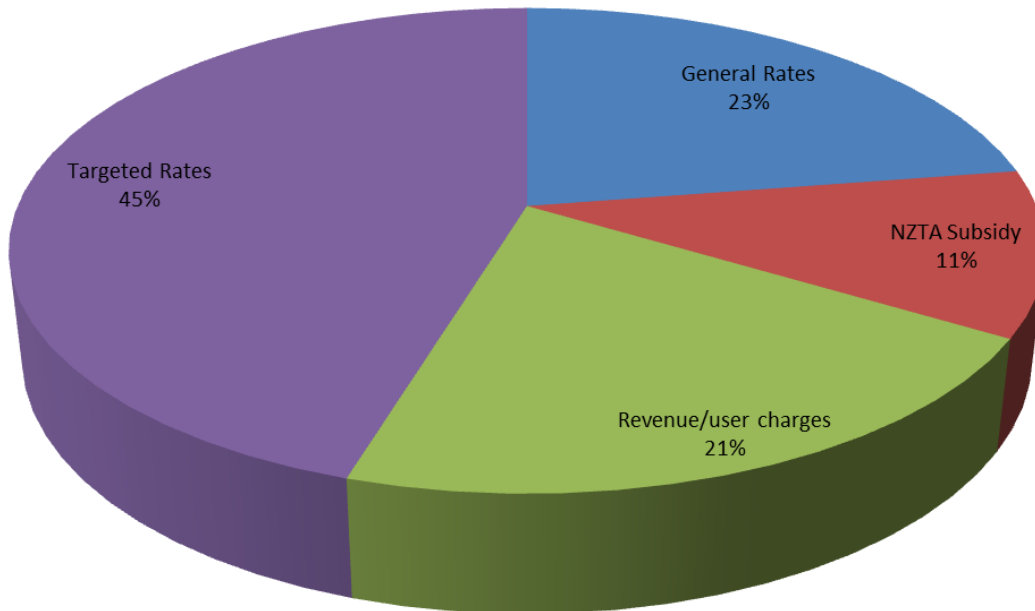
Operating Expenditure

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 2012/13 financial year is \$18,484,000.

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.

Revenue by Type



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 \$4,473,000. 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.

Insurance Arrangements

Due to the recent devastating earthquakes in Christchurch there have been significant changes to the commercial insurance landscape. The Council has been very fortunate, given its geographic location, that full insurance cover has been maintained for all but three of its building assets. In line with industry changes certain structures built pre 1936 are now uninsurable for earthquake damage and the Council has two structures in this category. Those buildings are a sexton's tool shed (replacement value \$45,062) and the Matura Railway Station (replacement value \$597,652). These are however fully insurable against other risks.

Rating Comparisons

Examples of 2012/13 Proposed Rates (GST Inclusive)

Area	Capital Value	UAGC	Regional Heritage	General Rate	Ward Rate	Parks & Reserves	Water	Solid Waste	Drainage	Industry	Total Proposed Rates Existing Service	% Increase over 2011/12 (no recycling)	Enhanced Recycling Service	Proposed Rates including recycling service	% Increase over 2011/12 (including recycling)	Total 2011/12
Gore Residential	50,000	635	32	8	75	266	258	51	269		1,594	4.32%	165	1,759	15.08%	1,528
Gore Residential	150,000	635	32	24	226	266	258	51	269		1,761	3.53%	165	1,926	13.21%	1,701
Gore Residential	250,000	635	32	41	377	266	258	51	269		1,929	2.93%	165	2,094	11.68%	1,874
Gore Residential	370,000	635	32	60	557	266	258	51	269		2,128	2.26%	165	2,293	10.19%	2,081
Gore Residential	500,000	635	32	81	753	266	258	51	269		2,345	1.69%	165	2,510	8.87%	2,306
Gore Residential	650,000	635	32	106	979	266	258	51	269		2,596	1.21%	165	2,761	7.64%	2,565
Mataura Residential	13,000	635	32	2	8	205	258	51	269		1,460	0.69%	165	1,625	12.06%	1,450
Mataura Residential	50,000	635	32	8	32	205	258	51	269		1,490	-1.13%	165	1,655	9.82%	1,507
Mataura Residential	80,000	635	32	13	51	205	258	51	269		1,514	-2.51%	165	1,679	8.13%	1,553
Mataura Residential	150,000	635	32	25	95	205	258	51	269		1,570	-5.42%	165	1,735	4.54%	1,660
Mataura Residential	250,000	635	32	41	160	205	258	51	269		1,651	-8.94%	165	1,816	0.16%	1,813
Mataura Residential	375,000	635	32	62	240	205	258	51	269		1,752	-12.62%	165	1,917	-4.38%	2,005
Gore Commercial	36,000	635	32	6	134	429	258	51	269		1,814	4.73%	165	1,979	14.29%	1,732
Gore Commercial	150,000	635	32	24	564	772	258	51	269		2,605	3.95%	165	2,770	10.51%	2,506
Gore Commercial	250,000	635	32	41	940	1,329	258	51	269		3,555	4.13%	165	3,720	8.95%	3,414
Gore Commercial	400,000	635	32	65	1,505	1,329	258	51	269		4,144	2.78%	165	4,309	6.86%	4,032
Gore Commercial	700,000	635	32	114	2,634	2,285	258	51	269		6,278	1.10%	165	6,443	3.74%	6,210
Gore Commercial	1,365,000	635	32	222	5,138	2,871	258	51	269		9,476	-0.57%	165	9,641	1.16%	9,530
Mataura Commercial	13,000	635	32	2	51	429	258	51	269		1,727	-19.15%	165	1,892	-11.43%	2,136
Mataura Commercial	45,000	635	32	7	179	429	258	51	269		1,860	-23.05%	165	2,025	-16.21%	2,417
Mataura Commercial	87,000	635	32	14	347	429	258	51	269		2,035	-34.31%	165	2,200	-29.01%	3,098
Mataura Commercial	150,000	635	32	24	599	771	258	51	269		2,639	-27.72%	165	2,804	-23.19%	3,651
Mataura Commercial	355,000	635	32	58	1,417	1,329	258	51	269		4,049	-45.53%	165	4,214	-43.30%	7,433
Mataura Commercial	560,000	635	32	91	2,237	2,284	258	51	269		5,857	-37.41%	165	6,022	-35.64%	9,357
Rural	100,000	635	32	15	104	175					961	1.72%	-	961	2.06%	941
Rural	375,000	635	32	61	389	309					1,426	5.48%	-	1,426	5.36%	1,353
Rural	760,000	635	32	123	788	309					1,887	5.59%	-	1,887	5.33%	1,792
Rural	1,400,000	635	32	228	1,451	309					2,655	5.68%	-	2,655	5.30%	2,521
Rural	2,100,000	635	32	342	2,176	309					3,494	5.73%	-	3,494	5.28%	3,319
Rural	3,025,000	635	32	493	3,135	309					4,604	5.77%	-	4,604	5.27%	4,373
Rural	4,950,000	635	32	806	5,130	309					6,912	5.82%	-	6,912	5.26%	6,567
Rural	6,600,000	635	32	1,075	6,840	309					8,891	5.84%	-	8,891	5.25%	8,447
Rural	8,000,000	635	32	1,303	8,291	309					10,570	5.85%	-	10,570	5.25%	10,043
Industrial	540,000	635	32	88			258	55	537	17,957	19,562	2.12%	161	19,723	2.96%	19,155
Industrial	954,000	635	32	155			774	55	806	9,016	11,473	1.54%	161	11,634	2.96%	11,299
Industrial	30,342,000	2,539	126	5,138			1,032	220	41,881	151,402	202,338	2.64%	644	202,982	2.96%	197,141



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
Gore District Mayor



Cr Cliff Bolger
Deputy Mayor
District Wide Ward



Cr Peter Grant
District Wide Ward



Cr Nicky Davis
District Wide Ward



Cr Bret Highsted
Gore Ward



Cr Ralph Beale
Gore Ward



Cr Marty Redhead
Gore Ward



Cr Anne Gover
Gore Ward



Cr Doug Grant
Gore Ward



Cr Steven Dixon
Mataura Ward



Cr Bevin Watt
Waikaka Ward



Cr Graham Sharp
Kaiwera/Waimumu
Ward

COMMITTEE STRUCTURE

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

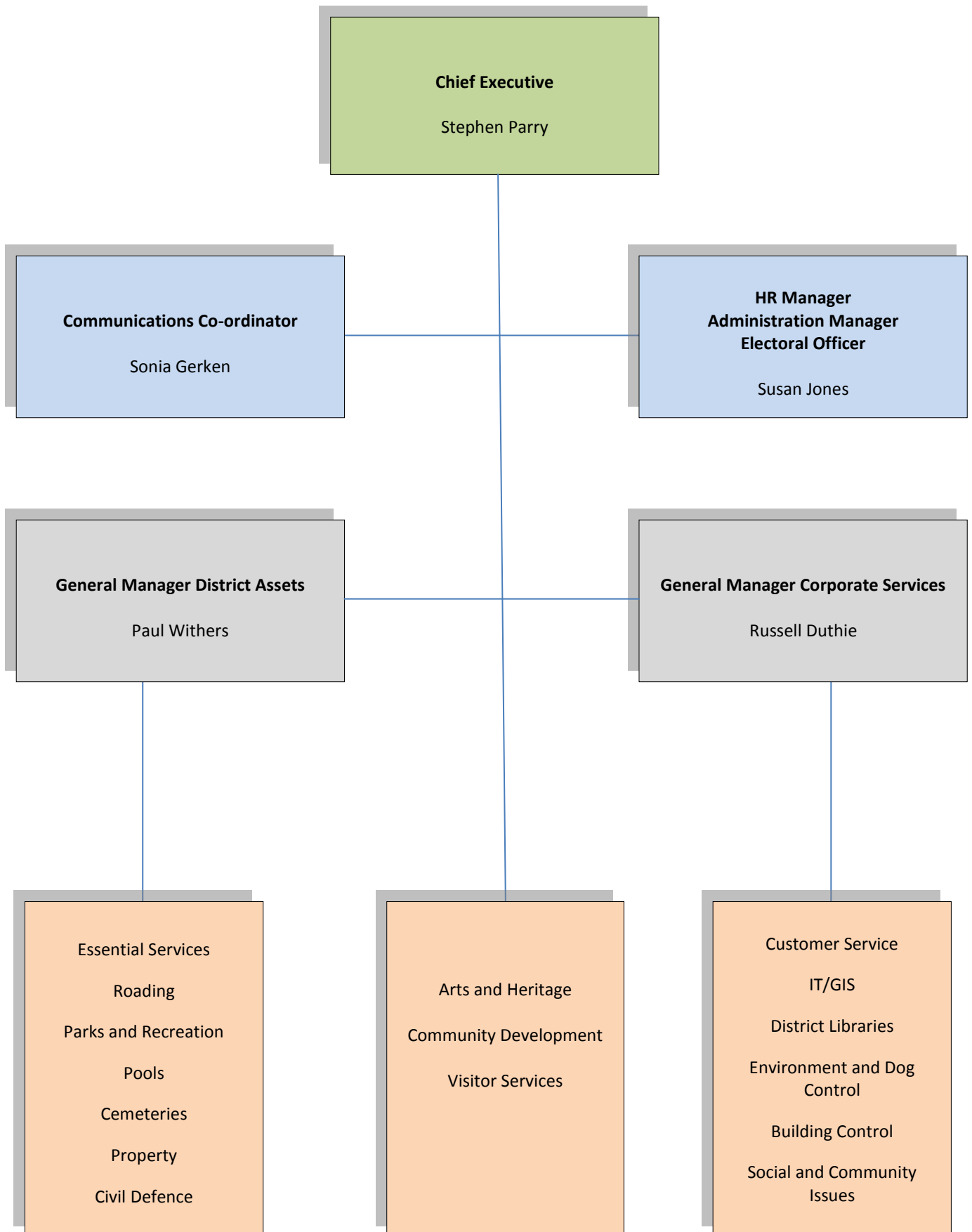
COMMITTEE	AREA OF RESPONSIBILITY	CHAIRMAN/CHAIRPERSON
Finance and Policy Committee	To cover financial and management services, including policies	Cr Cliff Bolger
Operations Committee	To cover stormwater, water and sewerage treatment, roading and works operations and recreational and community facilities.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

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

Council Representative:
Cr Steven Dixon

Members are:
Alan Taylor - Chairman
Chris Duffy
Bill Lee
Linda Sinclair

MANAGEMENT STRUCTURE



COMMUNITY OUTCOMES



Our Way Southland Community Outcomes

Since 2003, Southland's regional community outcomes have been identified and monitored by Our Way Southland. This project is supported by Environment Southland, the Invercargill City Council, the Southland District Council and the Gore District Council, and is a vehicle for Local Government to work together with Government agencies, organisations and groups to improve community social, economic, environmental and cultural wellbeing. Our Way Southland reports to the Shared Services Forum, the collaborative arm of Southland's local authorities.

Seven broad Our Way Southland Community Outcomes were identified in August 2005 as a result of extensive community consultation. The following seven major outcomes, and associated intermediate outcomes, are incorporated into the Long Term Plans and Annual Plans as guiding principles to ensure that Southland's Councils take the community's identified priorities and desired outcomes into account when setting programmes and activities.

Outcome One: "Southland is a great place to live"

- 1.1 We value our history and heritage
- 1.2 We have a choice of quality places to go and things to do
- 1.3 We embrace and respect a diverse community
- 1.4 We are proud to be Southlanders
- 1.5 We live in a creative place

Outcome Two: "A diverse economy built from our strengths for growth and prosperity"

- 2.1 We have a quality infrastructure with potential for growth
- 2.2 We have an innovative and vibrant culture that supports business
- 2.3 We have a business friendly environment in which to operate
- 2.4 We have an economy built on our competitive advantage
- 2.5 We have full employment and rewarding careers
- 2.6 We retain and build on our skills base
- 2.7 We keep the things about living here that we value

Outcome Three: "Safe places in a caring society that is free from crime"

- 3.1 We have safe roads
- 3.2 We have safe homes
- 3.3 We have public places safe for children and families
- 3.4 We apprehend and hold law breakers appropriately accountable
- 3.5 We support the victims of crime

Outcome Four: "We are healthy people"

- 4.1 We are able to live healthy lifestyles
- 4.2 We have good quality affordable housing
- 4.3 We live in a compassionate caring community
- 4.4 We have equity of access to health services

Outcome Five: "Strong, effective leadership taking us into the future"

- 5.1 Citizens and communities are inspired, motivated and empowered
- 5.2 Decisions are progressive, forward looking and robust



5.3 The community has confidence in its leaders

Outcome Six: “A treasured environment which we care for and which supports us now and into the future”

6.1 We have an informed community caring for the environment

6.2 We have a healthy, safe and accessible built environment

6.3 We have an environment protected from the negative effects of human activities

Outcome Seven: “A well-educated and skilled community continually seeking further opportunities to learn”

7.1 We have accessible learning opportunities

7.2 We have high quality leaning opportunities available to meet community needs and demands

7.3 We deliver innovative, integrated and effective learning programmes

7.4 We have a culture of continuous learning

Council Outcomes

Councils have also developed Council-focussed Outcomes, which sit alongside the Our Way Southland Community Outcomes to provide clarity regarding the role which each Council see that it has with respect to community outcomes, and the Council Outcomes for which it holds itself accountable.

Region-Wide Monitoring

The monitoring work of Our Way Southland provides regional benchmark reports on three-yearly cycles, including:

- Southland’s Community Outcomes Monitoring Report for the period 2005-2008
- Our Way Southland Quality of Life Report 2010

The next Outcomes Monitoring Report will cover the period 2009-2012, and will measure progress towards the achievement of Our Way Southland Community Outcomes against the benchmarks established in the 2005-2008 period. The Quality of Life survey will be conducted again in 2013, and will measure changes in Southlander’s perception of their quality of life since 2010.

Region-Wide Consultation

A key function of Our Way Southland is the facilitation of high-level community discussion of regional priorities and desired outcomes by means of regional forums. A Regional Leaders’ Forum in September 2009, and a Regional Youth Forum in 2010 both identified key regional issues where a combined whole of community approach could deliver a major shift in community wellbeing. A second Regional Leaders’ Forum will be convened in 2012 in order to revisit the key issues of parenting, leadership and youth, and to identify new community challenges and collaborative opportunities.

Regional Projects – Parenting, Leadership and Youth

Projects to address the key regional issues of parenting, leadership and youth, first identified at the 2009 Regional Leaders’ Forum, are coordinated by Our Way Southland with the assistance of focus groups comprised of government, community and business sector representatives. All three projects share the principles which have underpinned Our Way Southland’s collaborative community outcomes process since the project’s inception in 2003, whereby each project:

- Is a response to an identified community outcome or key issue
- Has a regional perspective
- Recognises specific circumstances within each Council area
- Takes a collaborative whole of community approach
- Is evidence-based by means of consultation and research



- Adopts national and international best practice models.

The **Strengthening Parenting in Southland** project is working towards whole of community support for parents by means of a regional parenting strategy and charter for children. The cross-section of government, health and community agencies involved with the project recognise the multitude of benefits which will accrue to the community when parents are better supported as citizens, ratepayers, employees and clients. At the heart of the regional strategy are the issues and opinions voiced by Southland families, collected by two separate research projects. The strategy and charter will be drafted and consulted upon during 2012, with the final charter ready for signing by sector representatives in 2013.

The **Leadership in Southland** project seeks to identify, stimulate and mentor current and future leadership within communities, while at the same time strengthening community networks and groups, and thereby community resilience. The flaxroots leadership incubator concept which has been developed by the leadership focus group utilises existing community resources to identify, train and develop potential leaders. Trials of the flaxroots incubator will take place progressively across Southland from 2012.

The **Regional Youth** project involves ongoing liaison with a number of youth-related initiatives across Southland, and assistance with coordination between these projects.

Each of these projects will be developed to the point that they become independent from Our Way Southland, thereafter operating on their own collective mandates.

Community Liaison

The active engagement of Our Way Southland with agencies and the wider community assists with the linking of Councils with Central Government and the business and voluntary sectors to network together on a shared vision on key regional issues, and to explore means of collaborating to pool and share knowledge and resources. The Community Outcomes Regional Coordinator also sits *ex officio* on a number of other regional community projects, and assists with associated research and consultation work.

Further information on Our Way Southland is available at www.ourwaysouthland.org.nz



GORE DISTRICT COUNCIL COMMUNITY OUTCOMES

As mentioned in the Mayoral and Chief Executive's foreword, the Council have adopted a set of Council focussed outcomes whilst still retaining Our Way Southland Community Outcomes as the high level community wellbeing objectives for the region.

Detailed below are the six identified Council community outcomes which are a cornerstone to the development of the Long Term Plan. Progress towards the attainment of these outcomes is reported to Council standing Committees at six weekly intervals throughout each year. These progress reports culminate in the annual report where a 12 month review of what has been achieved is given.

OUTCOME 1

We value our history and heritage

Objectives

- a) To ensure that early life in the District is captured via writings, artefacts and attractive exhibitions in order that a greater awareness and appreciation for our heritage and history is cultivated.
- b) To work with community organisations and interest groups to bolster and expand the District's historical infrastructure in the forms of research facilities, exhibitions based on a specific theme (e.g. fishing, moonshine whiskey or aviation) and the provision of buildings to facilitate sensitive storage of artefacts and opportunities for public access.
- c) To actively work with the owners of historic buildings to encourage their retention, while maintaining a modicum of flexibility to allow their adaptation to meet contemporary needs.

OUTCOME 2

We live in a creative place

Objectives

- a) To continue to establish Gore as a regional epicentre of art by conducting and promoting art exhibitions at the Eastern Southland Art Gallery and maintaining a high visitor appeal in the John Money Wing.
- b) To foster an interest and participation in the performing arts by the provision of advice, staff support and funding of key areas such as fashion, music and drama.

OUTCOME 3

We have a choice of quality places to go and things to do

Objectives

- a) To provide high class recreational facilities at the Gore Multi-Sports Complex and to promote and pursue an increase in participation at the aquatic centre and adjoining event centre.
- b) To provide a library service in the District that informs and stimulates an interest in reading, both for leisure and personal growth.
- c) To provide support for events in the District, which cater for local residents and visitors, offer fun and entertainment, together with engendering pride in the District and what it has to offer.

OUTCOME 4

We have a quality infrastructure with potential for growth

Objectives

- a) To ensure Activity Management Plans are accurate, updated regularly and factor in anticipated growth in the foreseeable future.



- b) To prepare a District Growth Strategy that makes optimum use of existing infrastructure and sets out the location and investment required for new infrastructure to accommodate anticipated demand.
- c) To investigate new sources of water to ensure that a reliable water supply is available to a growing community.

OUTCOME 5

We live in a compassionate caring community

Objectives

- a) Where appropriate, consider grants to organisations in order to build community capacity and cohesion and promote social and cultural wellbeing.
- b) To maintain an active community development programme which harnesses and empowers volunteer effort in social wellbeing and fosters a sense of inclusion amongst marginalised groups.
- c) To proactively advocate on behalf of citizens who may be disadvantaged by changes in government policy and/or procedure.

OUTCOME 6

We value and respect our environment

Objectives

- a) To provide and maintain to a high standard parks, reserves and gardens which both beautify the environment and provide a respite from built infrastructure.
- b) To update the District Plan in order that it strengthens the balance between facilitating development and effectively limiting adverse effects that may flow from unbridled development.
- c) To maintain a regulatory culture that places an emphasis on education, empowerment and collaboration over rigid application of rules and implementation of sanctions.

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 six Council 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 Council community outcomes;
- the levels of service and performance measures over the 10-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 Council community outcomes 'sit' within the broader framework of the Long Term 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 wellbeing in the District.

Thus, the Council has integrated community outcomes within its planning documents such as the activity management plans listed at page 32 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



ACTIVITIES



"The 'Brown Trout Capital'"

COMMUNITY SERVICES

Arts and Heritage and Visitor Services



District Libraries



Grants



Planning and Regulatory



Community Development



Summary Statement of Cost of Service - Community services

Annual Plan \$,000	Community services	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
25	Library	27	28	29	30	31	32	33	34	35	36
31	Visitor Services	31	32	34	35	36	37	38	40	41	42
1,107	Regulatory	972	907	923	995	1,096	1,117	1,138	1,159	1,184	1,208
21	Arts & Heritage	22	5	6	6	6	6	6	7	7	7
151	Grants	155	160	165	171	176	182	189	195	202	209
1,335	Total operating revenue	1,207	1,133	1,156	1,236	1,345	1,374	1,404	1,434	1,468	1,503
Expenditure											
722	Library	718	720	741	754	776	794	814	837	860	887
378	Visitor Services	400	410	418	430	443	454	467	480	495	509
1,413	Regulatory	1,395	1,287	1,294	1,290	1,435	1,489	1,508	1,569	1,593	1,660
478	Arts & Heritage	491	541	554	609	641	651	675	694	715	736
503	Grants	530	531	546	546	560	576	594	612	636	660
3,493	Total operating expenditure	3,535	3,489	3,552	3,628	3,854	3,965	4,057	4,192	4,299	4,452
(2,158)	Operating surplus/(deficit)	(2,327)	(2,356)	(2,397)	(2,392)	(2,509)	(2,591)	(2,654)	(2,758)	(2,831)	(2,949)
Capital											
45	Library	35	10	21	-	-	-	-	-	-	-
5	Visitor Services	5	-	-	-	-	-	-	-	-	-
38	Regulatory	-	23	-	24	72	-	-	28	28	55
22	Arts & Heritage	-	258	288	33	-	24	-	-	26	-
110	Total capital	40	291	309	57	72	24	-	28	54	55
139	Debt Repayment	92	51	64	122	43	43	43	43	43	36
(2,407)	Net cost of this function	(2,460)	(2,698)	(2,769)	(2,571)	(2,625)	(2,658)	(2,697)	(2,829)	(2,928)	(3,040)
Funded by:											
1,863	Rates - General	1,900	1,975	2,047	2,154	2,257	2,313	2,387	2,454	2,509	2,595
425	Rates - Targeted	367	373	390	387	400	410	421	434	447	462
109	Depreciation Funding	109	109	109	119	119	119	119	119	119	119
10	Reserve Transfers	4	(9)	(27)	(90)	(152)	(185)	(230)	(177)	(148)	(136)
-	Loan Funding	80	250	250	-	-	-	-	-	-	-
2,407	Total funding	2,460	2,698	2,769	2,571	2,625	2,658	2,697	2,829	2,928	3,040

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 an associate member of the 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.

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).



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.

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 COUNCIL OUTCOMES

Council Outcome	Contribution from the Council's arts and heritage department	Level of Service
<i>We value our history and heritage.</i>	The Hokonui Heritage Centre, housing specific museum exhibits and a dedicated research centre, captures and displays writings and artefacts in order that a greater awareness and appreciation for our heritage and history is cultivated.	<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. • Promote and foster an appreciation for arts, culture and heritage resources located in the District.
<i>We live in a creative place.</i>	An appealing array of art exhibitions and performances are organised and hosted to foster an interest and participation in the arts.	<ul style="list-style-type: none"> • To provide a professional information service that meets the needs of locals and visitors.
<i>We have a choice of quality places to go and things to do.</i>	The Council's Visitor Information Centre promotes Gore District as an amazing place to visit.	

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, so that it can be incorporated within a designated section of the Hokonui Heritage Centre. The proposed redevelopments of the Heritage Centre, including occupying the recently acquired premises at 28 Irwell Street, will allow this to occur.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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.	14 exhibitions 9 performances	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.	97% satisfaction rate.	80%	85%	90%	90%

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Promote and foster an appreciation for arts, culture and heritage resources located in the District.	Educating children and the public about arts and heritage contributes to the Council outcome of valuing our history and heritage.	Knowledge about arts 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. Annual customer satisfaction survey.	47 visits by schools and interest groups.	50 visits	50 visits	50 visits	50 visits
				98% satisfaction rate.	90% satisfaction rate	90% satisfaction rate	90% satisfaction rate	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 about Gore District having a choice of quality places to go and things to do.	Visitors are satisfied with the service received and the selection of tourism products on display.	Survey of customers.	99% satisfaction.	95% satisfaction	95% satisfaction	95% satisfaction	95% satisfaction

ASSETS

The Council does 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 a 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.

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 2014. This project will make provision for the relocation of the Hokonui Moonshine Museum into the premises at 28 Irwell Street, together with consequential alterations within the Hokonui Heritage Centre to allow better access to the public for the likes of the popular Hokonui Research Centre.

It is anticipated that Council will contribute by way of loan; \$250,000 in the 2014 and 2015 years for this project (\$500,000 in total).

In addition, the Council proposes to prepare a concept plan for the land in the Arts and Heritage Precinct in order that it can be transformed from car parking into a true arts precinct, complete with staging and weather protection for events held in the area. This concept plan will be prepared following completion of the fit-out of 28 Irwell Street in 2015.



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



Statement of Cost of Service - Arts & heritage

Annual Plan \$,000	Arts & heritage	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
21	Other Income	22	5	6	6	6	6	6	7	7	7
21	Total operating revenue	22	5	6	6	6	6	6	7	7	7
Expenditure											
274	Staff Expenses	279	293	309	325	345	353	361	371	381	391
81	Administration Expenses	87	90	90	93	95	98	100	103	106	109
63	Other Expenses	67	99	80	87	95	103	111	120	129	140
27	Depreciation	27	27	27	37	37	37	37	37	37	37
32	Interest: Public Debt	33	33	49	67	69	61	66	64	62	60
478	Total operating expenditure	491	541	554	609	641	651	675	694	715	736
(456)	Operating surplus/(deficit)	(470)	(535)	(548)	(603)	(635)	(645)	(669)	(688)	(708)	(729)
22	Capital	-	258	288	33	-	24	-	-	26	-
-	Debt Repayment	-	-	13	25	25	25	25	25	25	25
-	Transfer to reserves	10	10	-	12	12	-	13	13	-	14
(478)	Total funding required	(480)	(803)	(848)	(672)	(671)	(693)	(707)	(726)	(759)	(768)
Funded by:											
452	Rates - General	453	527	552	636	635	634	670	689	697	732
-	Loan Funding	-	250	250	-	-	-	-	-	-	-
27	Depreciation Funding - Reserves Transfer	27	27	27	37	37	37	37	37	37	37
-	Transfer from reserves	-	-	20	-	-	23	-	-	26	-
478	Total funding	480	803	848	672	671	693	707	726	759	768



Statement of Cost of Service - Visitor services

Annual Plan \$,000	Visitor services	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
31	Other Income	31	32	34	35	36	37	38	40	41	42
31	Total operating revenue	31	32	34	35	36	37	38	40	41	42
Expenditure											
146	Staff Expenses	141	144	148	151	155	159	163	167	171	176
142	Administration Expenses	153	157	158	162	167	171	176	181	186	191
87	Other Expenses	103	106	110	113	117	121	125	130	134	139
3	Depreciation	3	3	3	3	3	3	3	3	3	3
378	Total operating expenditure	400	410	418	430	443	454	467	480	495	509
(347)	Operating surplus/(deficit)	(368)	(378)	(384)	(395)	(407)	(417)	(428)	(441)	(454)	(466)
5	Capital	5	-	-	-	-	-	-	-	-	-
-	Transfer to reserves	-	-	-	-	-	-	-	-	-	-
(352)	Total funding required	(373)	(378)	(384)	(395)	(407)	(417)	(428)	(441)	(454)	(466)
Funded by:											
352	Rates - General	358	375	382	392	404	414	425	438	451	464
3	Depreciation Funding - Reserves Transfer	3	3	3	3	3	3	3	3	3	3
(3)	Transfer from reserves	12	-	-	-	-	-	-	-	-	-
352	Total funding	373	378	384	395	407	417	428	441	454	466



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 2011, the District libraries had a membership of 7,196 and over 60,000 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 provide readers advisory services and deliver library services/material to the housebound, rest homes and specific community groups. Specialised programmes are run throughout the year including reading programmes for children, Toddler Time, school holiday programmes and so forth.

The library provides areas for casual reading, study and internet access, is a community meeting place, and provides 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 lifelong learning and the development of literacy and information skills; and
- maintaining relationships with the community



CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcome	Contribution from the District Libraries	Level of Service
<i>We have a choice of quality places to go and things to do.</i>	The District libraries contribute to the quality of people's lives by providing books, magazines, DVDs and computers for recreational, educational 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"> • Library staff are friendly and knowledgeable. • A range of programmes are delivered to the community. • The range of books and materials within the library collections meet most customer demands.

FUTURE CHANGES AND STRATEGIC PRIORITIES

Public libraries across the world are being reinvented. They are becoming a shared place in an increasingly diverse and individualistic society, where communities can feel connected.

The primary driver for this reinvention has been the significant and far-reaching advances in technology witnessed in the last two decades. The rate of change in the technological field shows no signs of slowing and libraries and library staff will be required to confront these challenges, convert them into opportunities and to contribute even more to the individuals and the communities they serve.

Technology

Gore Libraries will need to increase its virtual presence and be ready to embrace future technological innovations. A dedicated library website will be launched in 2012 providing customers with 24/7 access to a variety of library services. SMS and e-mail notifications were introduced in 2011 with great success and electronic links between the home and libraries will continue to increase. Some New Zealand libraries are already involved in developing and creating content in the form of Kete as part of the Aotearoa Peoples Network Kaharoa. With its rich and unique heritage this is an area that Gore Libraries and the Gore Historical Museum could jointly develop so that the history of the area can be shared with a much wider audience.

The encouragement and development of reading is likely to become even more important in the future as those without literacy skills will be significantly disadvantaged in the digital world. A child's introduction to the pleasures of reading will become even more important because reading more than any other skill provides a gateway into the digital space. Story times, reading programmes and links with schools will remain a strong focus for Gore District Libraries. Reader's advisory initiatives for both children and adults will continue to be developed to help people experience and enjoy the pleasure of reading.

In the future literacy will include the ability to multitask and to navigate through different streams of information in addition to processing text. Libraries with relevant and current collections and librarians with the correct skills are ideally placed to meet these needs and to offer help to navigate, sift and evaluate the wealth of information now available.

Local libraries offer a non-standardised service that is available to all in a safe, welcoming environment. The collections both physical and virtual will continue to be tailored to local needs. This local distinctiveness will become increasingly more important to individuals and communities in an increasingly global and corporate world.



With the introduction to the Aotearoa Peoples Network Kaharoa, the proliferation of portable electronic devices and free WiFi, many customers are spending several hours in the District's libraries. It is likely that this will continue and that libraries will take on the role of "poste restante" for those without computers or those who are travelling away from home. In addition to the move from print based to digital information this has ramifications for the internal design and layout of the libraries.

Furniture

The library of the future will need to be adaptable in terms of space, able to adapt to the requirements of these latest technologies and to provide connectivity for customers. New shelving at Gore Library will provide an opportunity to redesign the layout and give it a more modern, contemporary feel.

It is planned to have a large segment of the shelves on wheels in order that it can be moved if and when required. The change in shelving is due to occur in 2011/12 and 2012/13.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Library staff are friendly and knowledgeable.	Friendly and helpful staff enable the public to have high quality experience and giving the community a choice in terms of things to do.	Percentage of customers satisfied with customer service from the staff.	Gore District Council annual resident's survey.	98%	>95%	>95%	>97%	>97%
A range of programmes are delivered to the community.	A good range of programmes in the assists in offering the community a choice in terms of things to do.	Numbers of programmes/activities delivered per annum.	Programme evaluation forms.	New measure.	80% of participants are satisfied with quality of programme.	80% of participants are satisfied with quality of programme.	80% of participants are satisfied with quality of programme.	80% of participants are satisfied with quality of programme.
The range of books and materials within the library collections meet most customer demands.	Access to a wide range of quality resources supports the Council outcome of living in a creative place.	At least 80% of the collection is no more than 20 years old (by date of acquisition) excluding local history titles. 95% of requests for material are satisfied from the local collection.	Liberty Liberty	82.2% of the collection was no more than 20 years old (by date of acquisition) excluding local history titles. 98.1% 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. 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. 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. 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. 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

In 2010/11 the Council, in line with a commitment given in the 2009-19 LTCCP, undertook an Efficiency Review of its library service. This review resulted in some functions being outsourced and a greater emphasis being placed on interacting with library users and customers. The specific recommendations in the Efficiency Review were implemented in the 2011/12 financial year



Statement of Cost of Service - Library

Annual Plan \$,000	Library	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
-	Fees & Charges	-	-	-	-	-	-	-	-	-	-
25	Other Income	27	28	29	30	31	32	33	34	35	36
25	Total operating revenue	27	28	29	30	31	32	33	34	35	36
Expenditure											
359	Staff Expenses	304	311	319	327	336	344	352	361	370	380
163	Administration Expenses	175	180	180	185	191	195	201	207	213	218
149	Other Expenses	194	184	197	197	205	210	217	225	232	243
45	Depreciation	45	45	45	45	45	45	45	45	45	45
6	Interest: Public Debt	-	-	-	-	-	-	-	-	-	-
722	Total operating expenditure	718	720	741	754	776	794	814	837	860	887
(697)	Operating surplus/(deficit)	(691)	(692)	(712)	(724)	(745)	(762)	(781)	(803)	(825)	(850)
45	Capital	35	10	21	-	-	-	-	-	-	-
2	Debt Repayment	1	1	1	1	-	-	-	-	-	-
-	Transfer to reserves	1	-	-	-	2	2	2	2	2	2
(744)	Total funding required	(729)	(704)	(735)	(725)	(747)	(764)	(783)	(804)	(827)	(852)
Funded by:											
324	Rates - General	334	339	355	350	361	370	380	391	402	415
376	Rates - Targeted	315	320	335	330	341	349	358	369	380	392
45	Depreciation Funding - Reserves Transfer	45	45	45	45	45	45	45	45	45	45
-	Transfer from reserves	35	-	-	-	-	-	-	-	-	-
744	Total funding	729	704	735	725	747	764	783	804	827	852

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 COUNCIL OUTCOMES

Council Outcomes	Contribution from the Council's Grants
<i>We value our history and heritage. We live in a creative place.</i>	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>We live in a compassionate caring community.</i>	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 2012/13 year is attached to this activity commentary.



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 2013

Gore A & P Association	\$76,922
Eastern Southland Art Gallery	\$8,500
Gold Guitars	\$4,000
Emergency Housing	\$2,500
Gore Historical Museum	\$6,000
Hokonui Moonshine Trust	\$4,500
John Money Wing	\$8,500
Rural Halls	\$17,000
Amenity Hire Refunds	\$3,500
Venture Southland	\$53,709
Clematis Cottage	\$1,000
Croydon Aviation	\$6,000
Hokonui Pioneer Park	\$3,500
Hospital Incentives	\$2,000
Hokonui Heritage Centre Trust	\$6,500
Total Mobility	\$21,953
Salvation Army	\$2,000
Mataura Heritage Centre	\$5,000
Rural Fire Committee	\$51,619
Waikaka Cemetery	\$545
Community Pools	\$2,845
Heartland Education Trust	\$2,500
Enviro Schools	\$5,000
Children's Day	\$500
Healthy Homes Initiative (contribution ceases in 2013)	\$15,000
Gore Counselling Centre	\$1,500
Cycle Tour of Southland	\$1,000
Citizens Advice Bureau	\$1,500
Southland Regional Heritage Trust	*\$172,216
Mataura Initiatives	\$5,000
Mataura Community Garden	\$1,000
Gore Victim Support	\$360
Mataura Events Committee	\$3,000
New Zealand Country Music and Songwriters Awards	\$5,000
SPCA	\$5,000
Contribution to free primary school swim lessons	\$20,000
TOTAL	\$526,669

* \$154,854 is returned by the Trust to the Gore District Council to fund local heritage organisations.

This is shown in the Statement of Cost of Service as "Other Income" and has an agreed inflationary provision on an annual basis.

Statement of Cost of Service - Grants

Annual Plan \$,000	Grants	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
151	Other Income	155	160	165	171	176	182	189	195	202	209
151	Total operating revenue	155	160	165	171	176	182	189	195	202	209
Expenditure											
496	Grants	527	531	546	546	560	576	594	612	636	660
-	Other Expenses	-	-	-	-	-	-	-	-	-	-
6	Interest: Public Debt	3	-	-	-	-	-	-	-	-	-
503	Total operating expenditure	530	531	546	546	560	576	594	612	636	660
(351)	Operating surplus/(deficit)	(375)	(371)	(381)	(376)	(383)	(394)	(406)	(417)	(434)	(451)
50	Debt Repayment	50	-	-	-	-	-	-	-	-	-
(401)	Total funding required	(425)	(371)	(381)	(376)	(383)	(394)	(406)	(417)	(434)	(451)
Funded by:											
351	Rates - General	373	318	326	319	324	333	343	352	367	382
50	Rates - Targeted	52	53	55	57	59	61	63	65	67	70
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
401	Total funding	425	371	381	376	383	394	406	417	434	451

PLANNING AND 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 provides for the protection and safety of the people and resources that make up the Gore District. They are also fundamental to the prevention of environmental harm.

CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcome	Contribution of the Council’s Regulatory Activities to Community Outcomes	Level of Service
<i>We value and respect our environment. A key objective under this outcome is to maintain a regulatory culture that places an emphasis on education, empowerment and collaboration over rigid application of rules and implementation of sanctions.</i>	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. • The Council provides a timely resource consent processing service. • The Council processes, inspects and certifies building work in the Gore District. • Building consent applications are processed within statutory timeframes.
	The Council’s resource management activities directly contribute to the sustainable use of land, water and other natural resources in the District.	

FUTURE CHANGES AND STRATEGIC PRIORITIES

In recent years the Council has bolstered its resource management and building control functions with the provision of an additional staff member in each area. This extra resourcing was effected to keep pace with the growing complexity of these areas and the consequential additional work required.

Most of the customer service functions and levels of service related to the Council's regulatory activities, for example responding to public inquiries, complaints and providing advice, is not expected to change significantly over the next five years. However, with an increase in permanent residents of approximately 1,000 people expected to occur during the latter half of the 10 year planning period as a result of expected large scale lignite developments, an increase in staff is expected to occur from 2017 onward to meet the increased building control and resource management workloads that will flow from this growth. It is anticipated that up to 2 fulltime additional staff will be required.

In the 2012/13 financial year the Council intends to develop a District Growth Strategy. The purpose of this strategy will be to provide a long range view (i.e. 30 years) on how the District may evolve to accommodate expected growth.

Baseline studies and future modelling covering transportation, pipeline infrastructure, economic impact, social impact, landscape and ecology were commissioned in 2011/12 to develop a foundation for the District Growth Strategy. It is envisaged that the strategy will provide guidance on the likely location of any commercial, industrial or residential expansion in the District. The timing of the strategy, the draft of which will be the subject of extensive public consultation, is planned to coincide with an advancement in the planning of a proposed lignite to urea project.

Revenue for the 2011/12 year includes third party contributions to the baseline studies which the Council has commissioned. These studies are planned to continue through the 2013 year, with contributions at a lower level. In addition is expected that the increased population resultant from economic development signalled in the Plan will bring associated development contributions from new industry. These are budgeted from the 2016 year onwards.

The Council is cognisant that its District Plan requires both strengthening and updating. The strengthening is in the form of providing more certainty and control about what can be expected to occur and associated limitations with the various planning zones. The zones themselves also require critical review due to limited land being available for residential and industrial expansion in particular. This important tranche of work is expected to be instigated in 2013 following completion of the proposed District Growth Strategy.

LEVELS OF SERVICE – 2012/22

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 high level 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 10 year financial projections in this Long Term 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 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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 the promotion of a caring community	Percentage of premises that comply with food hygiene regulations.	Contractor's (SDC) file notes.	100%	100%	100%	100%	100%
The sale of liquor is controlled to prevent bad behaviour.	The Council will build community cohesion 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.	51%	50%	50%	50%	50%
The Council provides a timely resource consent processing service.	Timely resource consent application processing contributes to the Council outcome of providing potential for growth.	Percentage of resource consent applications processed in accordance with statutory timeframes (within 20 days of filing).	Staff reports.	98%	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 illustrates that we value our built environment.	The Gore District Council maintains its processes so that it meets BCA accreditation every two years.	IANZ Accreditation Certificate.	Accreditation achieved.		Accreditation achieved.		Accreditation achieved.

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Building consent applications are processed within a reasonable timeframe.	The Council certifies all consented building work complies with the building code ensuring buildings are safe and add value to our built environment.	Building consent applications are processed within the statutory 20 day maximum timeframe.	Staff reports.	96%	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 increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period, as a consequence direct and indirect employment and economic activity flowing from proposed large scale lignite development projects. Should these projects come to fruition extra regulatory staff will need to be employed to manage increased resource and building consent activity. It is envisaged that one additional vehicle will need to be acquired for an additional building control officer in 2015/16.

SIGNIFICANT NEGATIVE EFFECTS

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



Statement of Cost of Service - Planning & Regulatory

Annual Plan \$,000	Planning & Regulatory	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
553	Inspection & Licensing	566	571	576	581	647	652	658	664	671	677
51	Resource Management	52	54	56	58	80	83	86	88	92	95
99	Dog Control	102	105	108	112	116	120	124	128	133	137
145	Parking Control	163	168	174	180	186	192	199	205	213	220
258	Other Income	89	9	9	65	67	69	71	74	76	79
1,107	Total operating revenue	972	907	923	995	1,096	1,117	1,138	1,159	1,184	1,208
Expenditure											
444	Staff Expenses	468	480	491	504	650	665	680	698	717	736
265	Administration Expenses	284	292	293	301	311	318	326	336	346	355
639	Other Expenses	579	449	447	425	421	455	450	485	482	521
35	Depreciation	35	35	35	35	35	35	35	35	35	35
30	Interest: Public Debt	29	31	28	25	18	17	16	15	14	13
1,413	Total operating expenditure	1,395	1,287	1,294	1,290	1,435	1,489	1,508	1,569	1,593	1,660
(306)	Operating surplus/(deficit)	(423)	(380)	(371)	(295)	(339)	(373)	(370)	(410)	(410)	(451)
38	Capital	-	23	-	24	72	-	-	28	28	55
87	Debt Repayment	41	49	50	96	18	18	18	18	18	11
9	Transfer to reserves	32	9	47	88	185	216	216	175	174	159
(440)	Total funding required	(496)	(461)	(468)	(502)	(614)	(607)	(604)	(631)	(630)	(677)
Funded by:											
383	Rates - General	381	416	433	457	533	562	569	584	593	602
-	Loan Funding	80	-	-	-	-	-	-	-	-	-
35	Depreciation Funding - Reserves Transfer	35	35	35	35	35	35	35	35	35	35
22	Transfer from reserves	-	10	-	10	46	10	-	12	2	39
440	Total funding	496	461	468	502	614	607	604	631	630	677



COMMUNITY DEVELOPMENT

INTRODUCTION

Since March 2009 the Council has employed a community development officer. Although somewhat controversial at the time, the role of the community development officer has since become embedded in the Council organisation, but more importantly the community.

The community development role of the Council seeks to build capacity and cohesion and support those in the community who are disadvantaged or marginalised. Considerable focus is also placed on supporting young people i.e. the Gore District Youth Council and supporting new residents through the Eastern Southland Newcomers Network.

WHY IS THE SERVICE PROVIDED?

In the past decade pressures on some segments of the Gore District community have been pronounced and varied. There has been a decrease in the range and scope of community services at a local level, together with changing demographics and changing land use with economic pressures having a resulting adverse effect on social cohesion and wellbeing.

These factors have prompted the Council to act as a facilitator and catalyst to harness resources and initiate specific initiatives to empower the vulnerable and disadvantaged within the community.

CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcomes	Contribution from Community Development	Level of Service
We live in a caring compassionate community.	Support is given to the Newcomers Network, Youth Council and local Iwi to build community capacity and engender a sense of inclusiveness.	<ul style="list-style-type: none">• Council responds to issues raised by the community.

FUTURE CHANGES AND STRATEGIC PRIORITIES

The Council's involvement in community development will continue to evolve to keep pace with changing community needs working collaboratively with key agencies and institutions in Maitua, such as the Maitua Community Development Co-ordinator, Maitua School, Maitua Taskforce and Maitua Marae will continue to be a key focus.

Supporting the Gore District Youth Council and leading the implementation of the Gore District Alcohol Strategy are other key strategic priorities.

LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Council responds to issues raised by the community.	We live in a compassionate caring community by maintaining an active community development programme which harnesses and empowers volunteer effort in social wellbeing and fosters a sense of inclusion amongst marginalised groups.	People are satisfied that the Council is responding to the needs of the community.	Annual customer satisfaction survey.	New	75%	80%	85%	85%

ASSETS

There are no significant assets allocated to this activity.

SIGNIFICANT NEGATIVE EFFECTS

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

DISTRICT ASSETS

Aquatic Services and Indoor Event Centre



Parks and Reserves



Roading



Water Supply



Stormwater



Wastewater



Solid Waste



Civil Defence



Cemeteries



Public Conveniences



Community and Civic Buildings



Summary Statement of Cost of Service - District Assets

Annual Plan \$,000	District Assets	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
416	Aquatic Services	424	438	452	467	484	500	517	534	553	572
147	MLT Event Centre	91	91	94	108	104	104	107	111	118	135
920	Parks & Reserves	969	991	1,007	1,033	1,061	1,086	1,113	1,142	1,173	1,204
104	Property	106	110	113	117	121	125	129	134	138	143
2,684	Roading	2,562	2,695	2,914	5,511	3,202	3,186	3,723	3,570	3,534	3,662
813	General Works	850	904	918	941	967	989	1,014	1,041	1,069	1,097
284	Water	290	300	309	738	331	342	354	365	378	392
203	Waste water	209	216	223	893	238	247	255	263	273	282
-	Storm Water	-	-	-	973	-	-	-	-	-	-
801	Solid waste	565	583	602	622	644	666	688	711	736	762
-	Civil Defence	-	-	-	-	-	-	-	-	-	-
-	Public Conveniences	-	-	-	-	-	-	-	-	-	-
108	Cemeteries	111	114	118	122	126	130	135	139	144	149
6,480	Total operating revenue	6,178	6,441	6,750	11,526	7,277	7,375	8,034	8,008	8,117	8,398
Expenditure											
1,300	Aquatic Services	1,382	1,367	1,396	1,432	1,466	1,534	1,518	1,569	1,615	1,593
148	MLT Event Centre	171	165	170	219	192	186	192	198	218	279
2,585	Parks & Reserves	2,763	2,820	2,946	2,958	3,032	3,111	3,196	3,288	3,388	3,480
908	Property	878	871	911	982	1,190	1,224	1,284	1,220	1,221	1,214
4,329	Roading	4,397	4,706	4,798	4,907	5,226	5,331	5,448	5,834	5,958	6,104
783	General Works	822	844	858	881	907	929	954	981	1,009	1,037
1,648	Water	1,598	1,691	1,718	1,760	1,847	1,930	1,955	2,071	2,112	2,179
1,427	Waste water	1,283	1,322	1,339	1,370	1,540	1,556	1,618	1,704	1,739	1,790
320	Storm Water	454	528	528	524	557	554	564	619	631	643
1,296	Solid waste	1,812	1,866	1,915	1,975	2,040	2,083	2,154	2,214	2,281	2,348
79	Civil Defence	81	84	87	90	93	96	99	102	106	110
130	Public Conveniences	132	134	149	149	153	153	160	164	168	179
216	Cemeteries	224	231	237	239	247	252	259	265	282	280
15,170	Total operating expenditure	15,998	16,629	17,051	17,487	18,490	18,938	19,399	20,229	20,729	21,236

*Solid waste revenue is projected to decrease with the introduction of kerbside recycling removing the need for residents to purchase rubbish bags.

(8,690)	Operating surplus/(deficit)	(9,820)	(10,188)	(10,301)	(5,961)	(11,213)	(11,563)	(11,365)	(12,221)	(12,612)	(12,838)
Capital											
10	Aquatic Services	54	163	74	56	58	60	71	78	53	61
75	MLT Event Centre	-	-	-	-	-	-	-	-	-	-
182	Parks & Reserves	228	217	319	253	202	263	201	200	308	158
19	Property	-	-	121	1,500	1,500	-	-	-	68	-
2,554	Roading	2,597	2,764	3,083	5,816	3,471	3,373	4,293	3,904	3,750	3,903
131	General Works	55	16	111	80	78	83	37	63	167	165
240	Water	515	307	364	711	921	261	258	290	385	422
283	Waste water	245	241	282	2,870	374	432	355	341	501	479
-	Storm Water	130	104	108	1,085	117	122	128	135	142	150
-	Solid waste	530	-	-	-	-	-	-	-	-	-
-	Civil Defence	-	-	-	-	-	-	-	-	-	-
-	Public Conveniences	-	134	-	-	-	-	-	-	-	-
86	Cemeteries	63	80	10	4	47	32	39	80	3	46
3,581	Total capital	4,418	4,026	4,472	12,375	6,768	4,627	5,381	5,091	5,377	5,384
611	Debt Repayment	337	482	485	496	287	585	230	352	307	319
(12,881)	Net cost of this function	(14,575)	(14,695)	(15,258)	(18,832)	(18,268)	(16,774)	(16,977)	(17,663)	(18,296)	(18,541)
Funded by:											
1,500	Rates - General	1,526	1,549	1,611	1,694	1,924	2,085	1,994	2,116	2,136	2,108
7,120	Rates - Targeted	8,089	8,561	8,908	9,242	9,572	9,730	10,364	10,609	10,824	11,071
3,935	Depreciation Funding	4,005	4,380	4,422	4,468	4,852	4,981	5,028	5,475	5,525	5,581
21	Reserve Transfers	259	(181)	152	432	(165)	(293)	(633)	(760)	(515)	(533)
305	Loan Funding	696	387	165	2,996	2,085	272	223	223	327	313
12,881	Total funding	14,575	14,695	15,258	18,832	18,268	16,774	16,977	17,663	18,296	18,541

AQUATIC SERVICES AND INDOOR EVENT CENTRE

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 Multi-Sports 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.

The Council also operates but does not own, the MLT Event Centre which is adjacent to the Gore Aquatic Centre.

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 COUNCIL OUTCOMES

Council Outcome	Contribution from the Council’s Aquatic Services	Level of Service
<i>We have a choice of quality places to go and things to do.</i>	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>We live in a compassionate, caring community.</i>	The Council’s swimming pools provide residents with a safe environment to pursue physical activities, which are important for personal health and wellbeing.	

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 the learn to swim school has been successfully introduced.

At the end of 2009, the Council assumed operational control and primary funding responsibility for the adjoining MLT Event Centre, following the Gore Multi-Sports Centre Charitable Trust Incorporated not being in a position to operate the facility. The event centre complements the recreational experience offered by the aquatic centre, with patronage at the aquatic centre increasing since the event centre opened. Marketing of the event centre will be pursued to attract greater usage. The recent siting of Sport Southland’s Eastern Southland office on the Multi-Sports Complex site is geared towards stimulating interest and activity within all recreational facilities located at the Complex.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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 social wellbeing.	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).	103,202	Increase annually by 1,000 swims.	Increase annually by 1,000 swims.	Increase annually by 1,000 swims.	Increase annually by 1,000 swims.
	The community is proud of its aquatic facilities which contribute to the Council outcome of having a choice 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.	Annual customer satisfaction survey.	95% (2010)	90%	90%	90%	90%
	Ensuring that the public's access to safe public swimming facilities helps develop a caring community.	Number of health and safety incidents per year at the Council pool	Health and Safety Committee minutes and reports.	No serious harm incidents.	No serious harm incidents.	No serious harm incidents.	No serious harm incidents.	No serious harm incidents.

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 gross replacement cost of \$1,868,976, as at 30 June 2011.

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 gross replacement cost of \$6,295,140, as at 30 June 2011.

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.

At this point in time the MLT Event Centre remains in the ownership of the Gore Multi-Sports Charitable Trust Inc.

The population growth in the District is expected to increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects. Both aquatic centres and the MLT Event Centre are expected to be able to comfortably accommodate any increase in demand that is likely to occur via this increase in population. It is therefore expected that there will be no significant asset management implications in relation to changes in demand or changes in level of service.

SIGNIFICANT NEGATIVE EFFECTS

The swimming pools and event centre are primarily designed to have a positive impact on wellbeing and quality of life. However, the use of chemicals in swimming pools 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 aquatic centre is starting to show signs of being in operation for nearly 10 years. Accordingly in 2013/14 a shutdown of the centre is planned to address several key maintenance issues. The major item is the replacement of the R22 refrigerant utilised in the heat exchange process. This refrigerant is being phased out internationally due to it being a greenhouse gas.

In the 10 year planning horizon it is envisaged that plans will be advanced for a fourth stage of the Multi-Sports Complex. This final stage, which was part of the initial vision created over 10 years ago, would make provision for a commercial kitchen/cafeteria, offices and a physical training area. No Council funding has been allocated in this plan for this project as it is envisaged that it will be led and driven by community interests.

The Mataura pool, which operates for approximately eight months of the year, has in recent years been afflicted with high maintenance costs. With a number of deferred maintenance items addressed in the



previous three years, the Council has resolved that the Mataura pool is a strategic asset providing an important service to the Mataura community. Now that deferred maintenance issues have been addressed, there is a stable financial forecast in both maintenance and capital expenditure over the 10 years planning period.

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 was made to increase the number of trees planted on reserves and in streets from 2010.



Statement of Cost of Service - Aquatic services

Annual Plan	Aquatic services	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
\$,000		\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Revenue											
280	Admissions	237	244	252	316	327	338	349	360	373	387
2	Fees & Charges	2	2	2	2	3	3	3	3	3	3
133	Other Income	186	191	198	149	154	160	165	170	177	183
147	MLT Event Centre	91	91	94	108	104	104	107	111	118	135
563	Total operating revenue	516	529	546	576	587	604	624	644	671	708
Expenditure											
499	Staff Expenses	511	523	536	550	564	578	591	606	623	640
191	Administration Expenses	205	211	212	218	224	229	236	243	250	256
284	Other Expenses	334	301	311	325	334	402	358	391	418	400
186	Depreciation	186	186	186	186	186	186	186	186	186	186
148	Interest: Public Debt	154	154	160	162	166	148	157	153	148	122
140	MLT Event Centre	163	156	161	210	183	177	182	188	208	268
1,448	Total operating expenditure	1,553	1,532	1,566	1,651	1,658	1,720	1,710	1,767	1,833	1,872
(885)	Operating surplus/(deficit)	(1,038)	(1,003)	(1,020)	(1,075)	(1,071)	(1,116)	(1,086)	(1,122)	(1,162)	(1,164)
85	Capital	54	163	74	56	58	60	71	78	53	61
64	Debt Repayment	14	14	64	64	64	64	64	64	64	64
53	Transfer to reserves	53	10	10	10	10	10	10	10	10	10
(1,086)	Total funding required	(1,158)	(1,190)	(1,167)	(1,205)	(1,203)	(1,250)	(1,230)	(1,274)	(1,289)	(1,299)
Funded by:											
409	Rates - General	483	463	505	508	518	547	537	559	562	552
474	Rates - Targeted	456	437	476	480	489	516	507	528	531	521
17	Loan Funding	22	103	-	-	-	-	-	-	-	-
186	Depreciation Funding	186	186	186	186	186	186	186	186	186	186
-	Transfer from reserves	10	-	-	30	10	-	-	-	10	40
1,086	Total funding	1,158	1,190	1,167	1,205	1,203	1,250	1,230	1,274	1,289	1,299



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 COUNCIL OUTCOMES

Council Outcome	Contribution from the Council’s Parks and Reserves	Level of Service
<i>We have a choice of quality places to go and things to do.</i>	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 provide a wide choice for recreational pursuits.	<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.
<i>We value and respect our environment.</i>	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.	<ul style="list-style-type: none"> • 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.

		<ul style="list-style-type: none">• Provision of smoke free facilities is promoted
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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.

Following development of the District Growth Strategy it has been recognised that parks and recreation require a strategic document to encapsulate all future growth and demand drivers that will affect these activities. These impacts may drive future resourcing, usage, provision and upgrades of these services. Finances have been allocated to facilitate development of a Reserves Strategy in the 2012/13 financial year.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

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 Council 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 Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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, and provide a choice to residents of things to do. A generous allocation of parks and reserves also adds to the beautification of the environment.	Percentage of urban homes located within 500m of a playground or neighbourhood reserve.	Staff audit reports and New Zealand Recreation Association (Yardstick reports).	87%	>85%	>85%	>85%	>85%
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 Council	Percentage of the Community that is satisfied with the Parks and Reserves provided as measured in the annual customer satisfaction survey.	Annual customer satisfaction survey.	99%	>90%	>90%	>90%	>90%

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
	outcomes.							
Playgrounds are accessible and meet the needs for users.	Playgrounds provide a sense of place, active recreation spaces and a choice of things to do. All of these positive attributes contribute to the attainment of Council outcomes.	Percentage of the Community that is satisfied with the Playgrounds provided as measured in the annual customer satisfaction survey.	Annual customer satisfaction survey.	99%	>90%	>90%	>90%	>90%
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.	Complaints per field per season regarding the quality and availability of sports fields (unless due to abnormal weather events).	Customer services request.	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 Council outcome of living in a caring community.	Percentage of playgrounds that meet the NZ playground standard.	Measured by staff audit reports	80% Note: This performance is due to the fact that the majority of the District's play equipment is old, sometimes in excess of 60 years. Without the purchase of new play equipment, full compliance with contemporary standards will not be possible.	>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	238ha
Street trees	3,098

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 Parks and Reserves assets have a gross replacement cost of \$5,028,250. Refer to the Parks and Reserves 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.

Playgrounds have traditionally not been depreciated which has meant that insufficient funds are held for asset replacement. The Council proposes to commence the establishment of a reserve fund for the future replacement of playground assets. The sum of \$15,000 per annum has been allocated throughout the 10 year period of this plan.

The population growth in the District is expected to increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects.

Given concerns expressed during the time of the preparation of the 2006 LTCCP about the community having too many reserves, the Council is confident that its generous provision of parks and reserves can comfortably accommodate any increase in demand that is likely to occur via this increase in population. It is therefore expected that there will be no significant asset management implications in relation to changes in demand or changes in level of service.

SUSTAINABLE DEVELOPMENT

The 2006-2016 Long Term Plan provided a commitment for the Council to critically examine the number of parks, reserves and recreation areas in the Gore District along with 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. With the increase in population expected as a result of large scale lignite developments projects, the decision to retain all parks and reserves is considered sound. It

is not expected that any undue pressure on the District's parks and reserves will occur through this 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 increased its tree planting/purchase budget by 10%, in 2010/11. This increase 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.



Statement of Cost of Service - Parks & Reseves

Annual Plan \$,000	Parks & Reseves	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
903	Administration Recoveries	951	973	989	1,014	1,041	1,066	1,092	1,121	1,152	1,182
5	Fees & Charges	5	5	5	6	6	6	6	6	7	7
12	Rent Received	12	13	13	13	13	14	14	14	15	15
-	Other Income	-	-	-	-	-	-	-	-	-	-
920	Total operating revenue	969	991	1,007	1,033	1,061	1,086	1,113	1,142	1,173	1,204
Expenditure											
771	Staff Expenses	790	809	829	850	872	893	914	938	963	989
989	Administration Expenses	1,048	1,074	1,087	1,115	1,147	1,173	1,203	1,236	1,271	1,304
641	Other Expenses	746	759	853	815	837	868	902	937	977	1,010
176	Depreciation	176	176	176	176	176	176	176	176	176	176
7	Interest: Public Debt	2	1	1	-	-	-	-	-	-	-
2,585	Total operating expenditure	2,763	2,820	2,946	2,958	3,032	3,111	3,196	3,288	3,388	3,480
(1,665)	Operating surplus/(deficit)	(1,794)	(1,829)	(1,939)	(1,925)	(1,972)	(2,026)	(2,083)	(2,146)	(2,215)	(2,276)
182	Capital	228	217	319	253	202	263	201	200	308	158
26	Debt Repayment	9	6	6	7	-	-	-	-	-	-
14	Transfer to reserves	11	120	94	134	92	132	141	141	141	141
(1,886)	Total funding required	(2,042)	(2,172)	(2,358)	(2,319)	(2,266)	(2,421)	(2,426)	(2,487)	(2,664)	(2,575)
Funded by:											
-	Rates - General	-	-	-	-	-	-	-	-	-	-
1,718	Rates - Targeted	1,833	1,983	1,993	2,042	2,066	2,111	2,199	2,233	2,320	2,393
20	Loan Funding	-	-	-	-	-	-	-	-	-	-
176	Depreciation Funding	176	176	176	176	176	176	176	176	176	176
(27)	Transfer from reserves	32	13	188	100	24	133	50	77	168	5
1,886	Total funding	2,042	2,172	2,358	2,319	2,266	2,421	2,426	2,487	2,664	2,575



ROADING AND FOOTPATHS

INTRODUCTION

The Gore District roading network comprises of 341.2 kilometres of sealed roads and 552.8 kilometres of gravelled roads. All work is procured in accordance with the Council's NZTA approved Procurement Strategy. Design and supervision of major work is generally undertaken by consultants.

The Council supports the objectives of the Land Transport Strategy, Road Safety Strategy 2020 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 through the development and implementation of the Road Safety Action Plan which addresses issues such as 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?

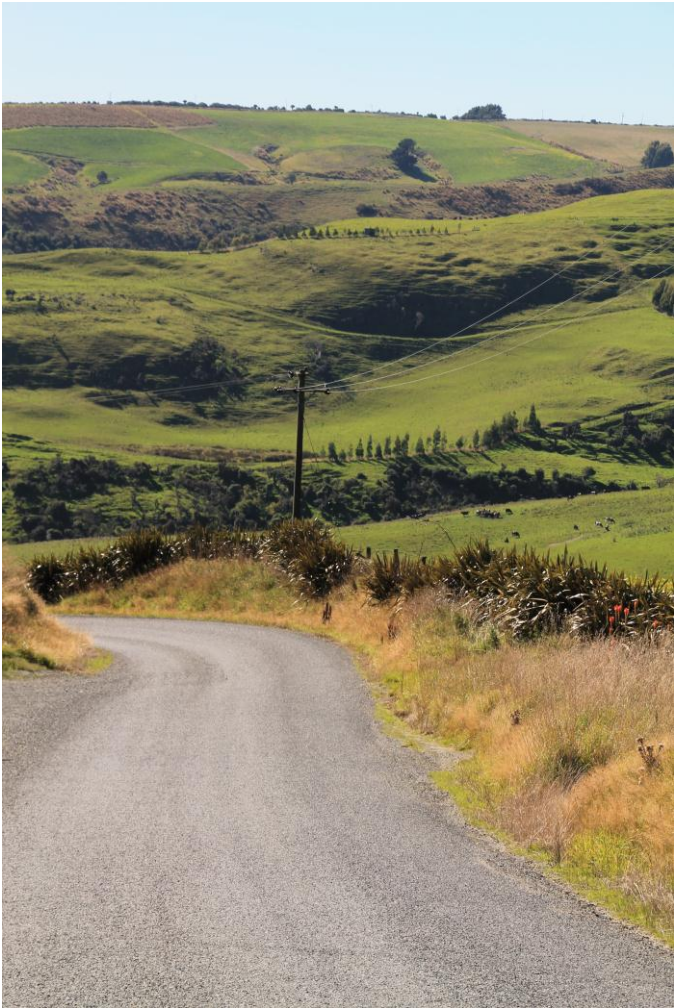
Roads, bridges, and footpaths are provided and maintained to ensure safe and efficient passage of people and goods throughout the community, contributing to the effective functioning of the community and economy. Public ownership of the roading network ensures appropriate property access and freedom 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 COUNCIL OUTCOMES

Council Outcomes	Contribution of the Council’s Rooding Activities	Level of Service
<i>We have a quality infrastructure with potential for growth.</i>	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. • Unsealed roads are maintained to specific requirements. • To provide a roading network that meets the needs of the community.
<i>We have a choice of quality places to go and things to do.</i>	Sufficient safe and well maintained walking and cycling facilities are provided. Appropriate parking is provided and maintained at destinations.	
<i>We live in a compassionate, caring community.</i>	Sufficient safe and well maintained walking and cycling facilities are provided. Appropriate parking is provided and maintained at destinations.	



Description	Projects 2012/13		2013/14		2014/15	
	Urban	Rural	Urban	Rural	Urban	Rural
Renewal Maintenance Works Projects						
Resealing (Sites Provisional	Sections of these roads ALBANY ST ALBION ST - EAST AOTEA CRES APARIMA ST ARAWA PL CANNING ST CHARLTON RD COUTTS RD DEVON ST ECCLES ST FORTH ST KIWI ST MILTON ST NORFOLK ST RIVER ST - MATAURA SALFORD ST SPEDEN PL ST ANDREW ST THISTLE ST WALLIS LN WIGAN ST WILDEN Approximately 54,000m ² \$376,939	Sections of these roads BOWMAR RD GLENKENICH RD GREENVALE RD KEE RD LANDSLIP VALLEY RD OTAMA HILL RD OTAMITA GORGE RD (BDY RD) PATERSON RD SHANKS RD WAIKAKA RD WAIMEA VALLEY RD WHITERIG RD EVERSFIELD RISE SPITTLES WAY Approximately 90,000m ² \$547,532	Sections of these roads ALBION ST - EAST ARAWA ST BIRCH LN BROUGHTON ST CANNING ST CHARLTON RD DENTON ST - EAST GERTRUDE ST GORDON TCE HAMILTON PL HOWARD ST IRK ST JACOB ST JOHNSTON ST LYNE ST - WEST MEDWAY ST MERSEY ST - EAST MERSEY ST - WEST OLDHAM ST POMONA ST RAEBURN ST SALFORD ST TAINUI ST TRAFORD ST - WEST VIKING PL VOGEL ST WAYLAND ST WEST WILLIS ST Approximately 54,000m ² \$38,8624	Sections of these roads CLINKER HILL RD (BDY RD) DIAMOND PEAK RD FOYLE ST GLENKENICH RD GREENVALE RD HEAPS RD OTAMA HILL RD OTAMA RD PATERSON RD TURNBULL RD WADDLE RD WAIKAKA RD Approximately 106,000m ² \$696,533	Sections of these roads ALLEN ST ARDWICK ST ASHTON ST BROWN ST CHARLTON RD ELSIE ST HAMILTON ST HERBERT ST INGRAM PL INGRAM PL - NORTH INGRAM PL - SOUTH IRWELL ST - WEST JOSEPH ST KOA ST LODGE ST MARY ST MAUD ST MERSEY LN MOA ST NORFOLK ST NORTH TCE - NORTH PUKAKI ST RIVER ST - MATAURA ROBERTSON PL ROBINA PL ROMNEY PL TAKITIMU ST THAMES ST TORONTO ST Approximately 54,000m ² \$402,226	Sections of these roads CLINKER HILL RD (BDY RD) CRAWFORD RD EAST CHATTON RD GARDYNE RD GLENKENICH RD GOODWIN RD GREENVALE RD GREENVALE RD KNAPDALE RD MCKINNON RD MILLER RD OTAMA RD OTAMITA GORGE RD (BDY RD) OTAMITA RD PATERSON RD SELBOURNE ST TURNBULL RD Approximately 122,000m ² \$905,380
Footpaths / Kerbing Improvements	Mainly reseal streets \$304,557	Nil	Mainly reseal streets \$311,400	Nil	Mainly reseal streets \$321,053	Nil
Maintenance Metalling	Various urban streets \$6,228	Northern Waikaka \$280,260	Various urban streets \$6,421	Eastern Waikaka/ Northern Waimumu areas \$288,948	Various urban streets \$6,646	Pukerau/ South West Waimumu areas \$299,061
Pavement Rehabilitation	Various reseal streets 350m ² \$10,380	Reseal Roads 10000m ² \$301,020	Various reseal streets 350m ² \$10,702	Reseal Roads 10000m ² \$310,352	Various reseal streets 350m ² \$11,076	Reseal Roads 10000m ² \$321,214



Description	Projects 2012/13		2013/14		2014/15	
	Urban	Rural	Urban	Rural	Urban	Rural
Drainage Improvements	Mainly reseal streets Various vehicle crossing, sump and kerbing replacements \$202,410	Various Sites including seal widening sites \$98,610	Mainly reseal streets Various vehicle crossing, sump and kerbing replacements \$208,685	Various Sites including seal widening sites \$101,667	Mainly reseal streets Various vehicle crossing, sump and kerbing replacements \$215,989	Various Sites including seal widening sites \$105,225
Structures Component Renewals (provisional)	Nil	Landslip Valley Rd/ Parker Rd \$162,343	Nil	Winsloe Rd \$130,562	Nil	Otama Valley Rd \$177,221
Bridge Upgrades	Nil	Nil	Nil	Bridge Upgrade Winsloe Rd	Nil	Nil
Traffic Services renewals	As required \$37,547	As required \$41,267	As required \$38,710	As required \$42,546	As required \$40,065	As required \$44,035
Associated Improvements	Nil	At Pvt Rehab \$20,760	Nil	At Pvt Rehab \$21,404	Nil	At Pvt Rehab \$22,153
Total	\$938,061	\$1,451,792	\$964,542	\$1,592,012	\$997,055	\$1,896,442

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

Description	Projects 2012/13		2013/14		2014/15	
	Urban	Rural	Urban	Rural	Urban	Rural
Capital Expenditure Projects	Nil	Nil	Nil	Nil	Nil	Nil
Seal Extension	Nil	Nil	Nil	Nil	Nil	Nil
New Footpaths	Nil	Nil	Nil	Nil	Nil	Nil
Minor Safety Improvements	Various Intersection Improvements Various Traffic Services improvements Short length Seal Extension \$48,460	Various short length seal extensions at intersections, bridge approaches and steep sections. \$142,110	Various Intersection Improvements Various Traffic Services improvements Short length Seal Extension \$49,962	Various short length seal extensions at intersections, bridge approaches and steep sections. \$144,675	Various Intersection Improvements Various Traffic Services improvements Short length Seal Extension \$51,711	Various short length seal extensions at intersections, bridge approaches and steep sections. \$151,843
Total	\$48,460	\$142,110	\$49,962	\$144,675	\$51,711	\$151,843

In line with the intention signalled in the 2009-19 LTCCP, the Council will commence a programme of structural upgrades for the District's bridges. This will commence in the 2012/13 financial year with gross expenditure (inclusive of subsidy) of \$162,343.

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 Long Term Plan in 2015.



LEVELS OF SERVICE – 2012/22

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 Roding 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.

An emerging issue that is causing considerable concern to the Council is damage being sustained to the superstructure of rural bridges as a result of agricultural contractor's overwidth machinery crossing single lane bridges. To date offenders have not reported the damage, leaving the bridge in an unsafe position and the burden of cost of repair on ratepayers. Consequently the Council intends to work with the local Police to identify the offenders and seek reparation for the cost of the damage.

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.

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 decided 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 10 years of this plan. The Council's total investment in rehabilitation work and new footpaths has risen from approximately \$160k per annum to \$311,400 in 2012/13. 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.

It is anticipated that the number of complaints about the condition of footpaths will decrease as the increase in investment, provides noticeable improvements to the quality of the asset.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
We will provide safe roads.	We live in a caring, compassionate community.	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 - 47 crashes per 100 million vehicle kilometres travelled Rural - 24 crashes per 100 million kilometres travelled	<42 urban <22 rural	<42 urban <22 rural	<42 urban <21 rural	<40 urban <20 rural
	We live in a caring, compassionate community.	The number of complaints relating to the condition of footpaths each year.	As measured by the customer services log.	35 complaints	<30	<28	<26	<25
	We live in a caring, compassionate community.	No crashes occur as a result of negligence substandard safety provision at road works sites.	TMP auditing Code of Practice for Temporary Traffic Management (COPTTM) and Local Road Supplement (LRS) standards.	1 incident	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.
Unsealed roads are maintained to specific requirements.	We have a quality infrastructure with potential for growth.	Communities in the Gore District are satisfied with the local gravel roads as measured in the customer	Community surveys are conducted annually.	77% satisfied	70%	70%	70%	75%



Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
		satisfaction survey.						
To provide a roading network that meets the needs of the community.	We have a quality infrastructure with potential for growth.	Communities in the Gore District are satisfied with the footpaths.	As measured in the customer satisfaction survey. Community surveys are conducted annually.	75% satisfied	75%	75%	75%	80%
	We live in a caring, compassionate community.	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.	95%	>90%	>90%	>90%	>90%

ASSETS

		Optimised Replacement Cost*
Total road length	894km	\$331,484,000
Sealed road length	341km	\$152,686,512
Unsealed road length	553km	\$133,300,488
Footpath length	96km	\$9505,000
Number of bridges (including stock underpasses)	114	\$14,940,000
Number of culverts	2594	\$19,153,000
Street Lights	1491	\$685,000
Signs	3577	\$1,215,000

* Opus Valuation 2010

A Roding Activity Management Plan has been developed and may be referred to for further details. Asset maintenance, renewal and replacement for roding activities are financed primarily through rates as well as, subsidy support from the New Zealand Transport Agency (at a base rate of 55%) for the majority of maintenance tasks and 65% 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 increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects.

An allowance for new roding vested to the Council from developers in 2016 of \$2,365,000 has also been made in our Long Term Plan projections to take cognisance of the anticipated increase in population.

In 2019 it is planned to replace the Pyramid Bridge. The estimated total cost of this project is \$927,000.

FUTURE CHANGES AND STRATEGIC PRIORITIES

Considerable stress could potentially be placed on some parts of the District's roding network as a result of large scale lignite development projects such as the planned lignite to urea plant. A modelling programme has been developed to allow the impact of certain scenarios or assumptions to be assessed on the roding network. This work is expected to be undertaken as part of a District Growth Strategy due for completion by the end of the 2012 calendar year.

The Council is however predicting a spike in its sealed pavement resurfacing requirements in the rural area. This spike will be managed by spreading the additional \$382,000 (inclusive of subsidy) required over a three year period. An additional \$82,000 is planned in 2012/13 with a \$150,000 increase planned for the next two years to bring the funding required to a level that matches the needs of the Roding Activity Management Plan.

No allowances for major upgrades of roads or construction of new roads has been made in this plan as a result of any lignite development projects. It is envisaged that the next review of the Long Term Plan will be able to provide more definition in terms of potential upgrades to the roding network that may be necessary to cater for increased traffic volumes emanating from lignite development projects.

SIGNIFICANT NEGATIVE EFFECTS

Despite the benefits the Council's roding activities bring, in terms of providing transportation infrastructure that is needed to support the everyday lives and livelihoods of residents in the District, roding 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"> • Provision of grassed swale roadside drains • 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 the Council's Roading Bylaw regarding 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.



Statement of Cost of Service - Roading

Annual Plan \$,000	Roading	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
506	Road Administration	546	560	573	598	607	624	645	673	687	723
687	Urban Road NZTA Subsidy	567	584	605	623	642	663	686	711	735	761
1,491	Rural Road NZTA Subsidy	1,449	1,550	1,736	1,924	1,952	1,899	2,392	2,186	2,111	2,177
-	Assets vested in Council	-	-	-	2,365	-	-	-	-	-	-
2,684	Total operating revenue	2,562	2,695	2,914	5,511	3,202	3,186	3,723	3,570	3,534	3,662
Expenditure											
497	Road Administration	538	553	565	582	600	617	636	658	680	701
531	Urban Road Maintenance	433	445	456	472	482	498	510	534	549	575
28	Urban Footpath Maintenance	45	46	48	49	51	52	54	56	58	60
996	Rural Road Maintenance	1,072	1,104	1,137	1,175	1,206	1,244	1,283	1,335	1,378	1,433
78	Rural Noxious Weed Control	81	83	86	89	91	94	98	101	105	108
2,188	Depreciation	2,207	2,446	2,469	2,492	2,736	2,762	2,787	3,059	3,088	3,116
12	Interest: Public Debt	21	29	38	49	61	64	81	91	101	111
4,329	Total operating expenditure	4,397	4,706	4,798	4,907	5,226	5,331	5,448	5,834	5,958	6,104
(1,645)	Operating surplus/(deficit)	(1,835)	(2,012)	(1,884)	604	(2,024)	(2,145)	(1,725)	(2,264)	(2,425)	(2,442)
2,554	Capital	2,597	2,764	3,083	5,816	3,471	3,373	4,293	3,904	3,750	3,903
23	Debt Repayment	18	25	33	41	50	59	69	80	91	103
180	Transfer to reserves	170	170	180	170	180	180	170	170	180	170
(4,403)	Total funding required	(4,620)	(4,971)	(5,181)	(5,423)	(5,725)	(5,757)	(6,257)	(6,418)	(6,446)	(6,618)
Funded by:											
-	Rates - General	-	-	-	-	-	-	-	-	-	-
1,945	Rates - Targeted	2,082	2,197	2,378	2,576	2,635	2,630	3,070	2,966	2,952	3,071
100	Loan Funding	144	154	165	175	185	196	209	223	236	250
2,188	Depreciation Funding - Reserves Transfer	2,207	2,446	2,469	2,492	2,736	2,762	2,787	3,059	3,088	3,116
170	Transfer from reserves	187	174	170	180	170	170	191	170	170	180
4,403	Total funding	4,620	4,971	5,181	5,423	5,725	5,757	6,257	6,418	6,446	6,618



WATER SUPPLY

INTRODUCTION

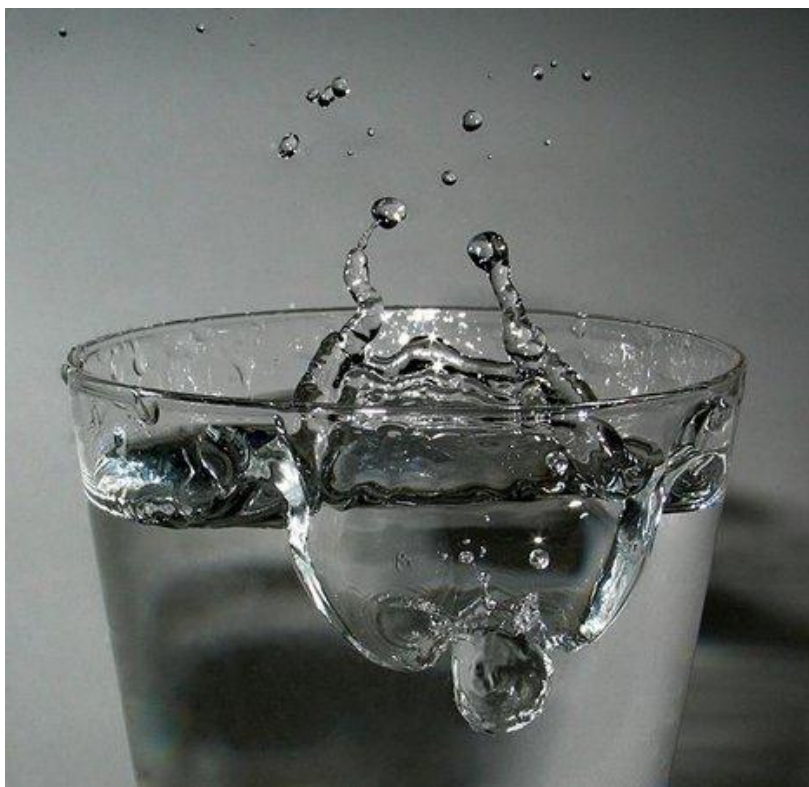
The Council's water supply activity provides sustainable and safe water for domestic, commercial and industrial use, as well as for fire fighting purposes.

Drinking water is supplied to urban areas of the District through two Council operated schemes: the Gore and Maitland schemes.

The Council also manage 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. In addition to monitoring water quality, the Council's essential 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	Length of Reticulation (km)	Depreciated Replacement Value (\$000)	Gross Replacement Value (\$000)	Number of Connections	Average Daily Consumption (m ³ /day)
Gore	79.4	8,510	21,828	3,699	3,920
Mataura	24.2	2,520	6,725	909	1,100
Otama	227	907	2,105	248	786

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.

HISTORIC WATER SUPPLY DEMAND TRENDS 2006/2011

Gore	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Population Served	7,820	7,820	7,820	7,480	7,480	7,580	7,600	7,610
Total Water used (m ³)	1,460,510	1,389,900	1,476,059	2,157,268	2,040,340	1,583,485	1,523,351	1,419,882
Commercial Use (m ³ - metered)	269,500	269,500	277,000	301,664	302,045	307,281	240,077	221,416
Per capita consumption - Residential (m ³)	141	129	149	232	232	168	169	157
Per capita consumption - All Users (m ³)	175	163	184	273	272	209	200	187

Mataura	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Population Served	1,800	1,800	1,800	1,750	1,750	1,540	1,530	1,520
Total Water used (m ³)	374,450	395,790	358,000	429,703	429,703	326,545	448,872	420,554
Commercial Use (m ³ - metered)	64,000	64,000	46,000	39,188	39,188	31,000	30,465	19,751
Per capita consumption - Residential (m ³)	172	184	173	223	223	192	273	264
Per capita consumption - All Users (m ³)	208	220	199	245	245	212	293	277



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 wellbeing and the success of commercial and industrial activities in the District. The following table sets out the 'Council Outcomes' which are served through the Council's water supply activities.

CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcome	Contribution of Water Supply activities	Level of Service
<i>We have a quality infrastructure with potential for growth.</i>	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"> Water systems are effective and reliable. A potable water supply is provided in urban areas.
<i>We value and respect our environment.</i>	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"> Adequate pressure and volume of water is provided in urban areas to permit effective fire-fighting.

LEVELS OF SERVICE 2012-2022

The Council currently complies with the New Zealand Drinking Water Standards of 2008. These standards relate to microbiological criteria to ensure that the drinking water is free from bacteria and contaminants such as E-coli, cryptosporidium and giardia.

Updated Drinking Water Standards were promulgated in 2010, which the Council has until 2015 to be fully compliant. The Council will be working progressively to meet these amended standards which place greater emphasis on assessing and mitigating risks to the entire water supply as a whole, from raw water extraction, through to delivery of treated water to the consumer.

In the previous LTCCP, an intention was disclosed to install ultra violet treatment equipment in the three water treatment plants. This is part of an integrated package of initiatives that are being considered as part of a critical review of the Council's water supply strategy. Due to the uncertainty as to the future role to be served by each of the three treatment plants, as part of a longer term strategy for the supply and treatment of potable water, ultra violet treatment has yet to be introduced. The Council will only do so if it believes that the process will be effective in the future treatment process and be in alignment with a long term strategy.

Specific levels of service, performance measures and target dates for the Council's water supply activities are detailed on the next page.

Commentary on a new strategic direction for the Council's water supply activity is provided in the next section.

FUTURE CHANGES AND STRATEGIC PRIORITIES

The Council is acutely aware of the public's interest in ensuring that a reliable water supply is available to meet present and future urban needs. In recent years the Council has not been able to extract any more than 6,300m³ of its consented 8,000m³ of water per day. Within existing budgets and slotted in amongst other projects and priorities the Council has endeavoured to search for new sources of water. A new well developed at Jacobstown has not produced the water quality results expected.

Given challenges on the planning horizon in the form of increased demand for water arising out of population growth from lignite development projects, the council has opted to put greater priority on securing a supplementary source of water. Accordingly a specific project with dedicated resourcing is to be established with the objective of locating and securing an additional 5,000m³ of water per day. The additional capacity is intended to cater for extra consumption demand expected from an increased resident population, and commercial development resulting from the proposed lignite projects. It is not intended that this extra capacity would be utilised to service the lignite projects directly. Obviously the quality of the raw water supply and its distance from existing infrastructure will determine the strategic direction of water treatment plants and future facilities for the District.

A deadline of 30 June 2013 has been set for the completion of this important task, together with a financial allocation of \$188,000, to be funded from operational reserves.

This project will form a foundation upon which the Council's strategy for water supply will be developed.

Issues that need to be carefully resolved in a future water supply strategy are:

1. Is it necessary for three water treatment plants to serve a combined Gore and Mataura population of 9,000 people?
2. Intensification of land use around Pluera Dam has led to a rapid reduction in the quality of raw water being obtained. This together with the pipeline from the dam to the treatment plant, some 7km distance, begs the question of whether this water source should be retired.
3. Is there merit in physically combining the Gore and Mataura supplies given that they are approximately 7km apart (when measured from the northern end of Mataura to the southern end of Gore and are treated as one entity for rating purposes)?
4. Determining the future of the Hilbre Avenue plant. The raw water source for Hilbre Avenue is prone to contamination by surface water, resulting in high turbidity levels. In addition, the reservoir requires upgrading, but to service future needs, the present capacity may be insufficient.

At the time of writing, modelling of the urban water reticulation was being undertaken to ensure that any future development of the network to cater for an increase in population is appropriately managed.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Water systems are effective and reliable.	A reliable service and effective response to queries.	Compliance with maximum duration of the disruption to service.	Customer Service Request.	100%	100%	100%	100%	100%
		Compliance with the response times for water reticulation faults and emergencies.	Customer services log.	100%	100%	100%	100%	100%
		Customer satisfaction survey shows the community is satisfied with water supply services.	Annual customer satisfaction survey.	91%	>=85%	>=85%	>=85%	>=85%
A potable water supply is provided in urban areas.	A reliable service and effective response to queries.	Compliance with the microbiological criteria of the NZDWS:	WINZ (New Zealand Drinking Water Database System)	98% of samples	100%	100%	100%	100%
		Complaints regarding smell, unusual taste or colour.	Customer Service Request.	12 complaints annually	<20 complaints per annum	<20 complaints per annum	<20 complaints per annum	<20 complaints per annum
Adequate pressure and volume of water is provided in urban areas to permit effective fire-	A reliable service and effective response to queries.	Urban fire hydrant test flows exceed minimum flow level.	Fire service testing.	95% Gore 35% Maitake Note: The Maitake result in 2010/11 was due to a location within the network selected by the	97% Gore 95% Maitake	97% Gore 95% Maitake	97% Gore 95% Maitake	97% Gore 95% Maitake

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
fighting.				Fire Service that has been problematic in recent years. This was replaced in March 2012. Better test results are therefore expected in the future.				

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 2011 as being \$30,659,315. 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 increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects.

The demand for water that will inevitably emanate from this increase in population remains somewhat uncertain, particularly in regard to new industries and businesses that may be established to service an enlarged energy sector. This demand is anticipated to be easier to anticipate when the Long Term Plan is next reviewed in 2015.

However as a contingency measure, the Council will be actively pursuing an additional water source to supplement its existing wells that serve the Gore Township. This project is profiled under *Future Changes and Strategic Priorities*.

An allowance for new water reticulation vested to the Council from developers in 2016 of \$418,000 has also been made in our Long Term Plan projections to take cognisance of the anticipated increase in population.

Expenditure in 2017 includes the replacement of the Hilbre Avenue reservoir at an estimated cost of \$577,000.

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 wellbeing 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 and treated water quality and abstraction volume, and has developed Public Health Risk Management Plans for its Gore and Mataura water supplies.

URBAN CASTIRON WATER MAIN RENEWALS

Urban Cast Iron Water Main Renewals					
	Length	Reason	Replace Cost	Total for Year	Year
Brown Street	115	75 CI - poor fire flows	\$25,300		
Elsie Street	200	75 mm C/I poor flows	\$44,000		
Kana Street	110	75 mm C/I poor flows	\$24,200		
Redmond Street	415	75 CI - poor water quality	\$91,300	\$184,800	2012
Main Street, Mataura	430	100CI-Poor flow	\$111,800	\$111,800	2013
Mataura North	500	100CI-Poor flow	\$110,000		
Bristol Street	220	75 mm C/I poor flows	\$48,400		
Carteret Street	380	100A/C	\$83,600	\$242,000	2014
Lorn Street	170	75 mm C/I poor flows	\$45,900		
Lodge Street	80	75 mm C/I poor flows	\$17,600		
Devon Street	220	100 CI - poor fire flows	\$48,400		
Devon Street	270	100 Cast iron	\$70,000	\$181,900	2015
Dover Street	190	75 mm C/I poor flows	\$41,800		
Albany Street	480	75 CI - poor fire flows	\$124,800	\$166,600	2016
Elizabeth Street	630	100 CI - poor fire flows	\$163,800	\$163,800	2017
Coopers Well Main	770	250A/C	\$169,400	\$170,000	2018
Coopers Well Main	730	250A/C	\$160,600	\$166,000	2019
Coopers Well Main	800	300A/C	\$216,000	\$216,000	2020
Coopers Well Main	850	300A/C	\$229,500	\$235,000	2021



Statement of Cost of Service - Water

Annual Plan \$,000	Water	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
3	Fees & Charges	3	3	3	3	3	3	3	4	4	4
185	Water Charges	189	195	202	208	216	223	230	238	247	255
96	Other Income	98	102	105	108	112	116	120	124	128	133
-	Assets vested in Council	-	-	-	418	-	-	-	-	-	-
284	Total operating revenue	290	300	309	738	331	342	354	365	378	392
Expenditure											
256	Staff Expenses	263	269	275	282	290	297	304	311	320	329
366	Administration Expenses	383	407	413	424	435	445	456	468	481	494
528	Other Expenses	454	471	485	506	531	545	566	602	613	648
442	Depreciation	451	506	515	526	584	614	622	689	697	709
56	Interest: Public Debt	48	39	29	22	7	29	7	-	-	-
1,648	Total operating expenditure	1,598	1,691	1,718	1,760	1,847	1,930	1,955	2,071	2,112	2,179
(1,364)	Operating surplus/(deficit)	(1,308)	(1,391)	(1,408)	(1,022)	(1,516)	(1,588)	(1,601)	(1,705)	(1,734)	(1,788)
240	Capital	515	307	364	711	921	261	258	290	385	422
206	Debt Repayment	136	155	116	204	-	309	95	-	-	-
-	Transfer to reserves	-	15	13	9	4	-	247	378	291	264
(1,811)	Total funding required	(1,959)	(1,868)	(1,901)	(1,946)	(2,441)	(2,158)	(2,201)	(2,373)	(2,409)	(2,474)
Funded by:											
-	Rates - General	-	-	-	-	-	-	-	-	-	-
1,260	Rates - Targeted	1,280	1,362	1,387	1,421	1,501	1,544	1,574	1,674	1,695	1,740
75	Loan Funding	-	-	-	-	356	-	-	-	-	-
442	Depreciation Funding - Reserves Transfer	451	506	515	526	584	614	622	689	697	709
34	Transfer from reserves	227	-	-	-	-	-	5	10	16	24
1,811	Total funding	1,959	1,868	1,901	1,946	2,441	2,158	2,201	2,373	2,409	2,474

WASTEWATER ACTIVITY

INTRODUCTION

The Council's wastewater activity consists of the collection, treatment and disposal of wastewater and sewerage in order to safeguard public health and safety, and protect property, while minimising to the extent possible, adverse environmental impacts arising from this activity.

The Gore, Mataura and Waikaka wastewater 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 wastewater services. Instead wastewater from these areas are collected and discharged into individual septic tanks.

A robust system for monitoring wastewater quality and maintenance of wastewater treatment has been put in place by the Council. Wastewater quality is monitored on a regular basis in accordance with frequencies specified in approved resource consents. The Council's wastewater team has a three-tiered maintenance regime for routine, planned and reactive maintenance of wastewater assets and infrastructure.

WHY IS THE SERVICE PROVIDED?

The collection, treatment and disposal of wastewater is an essential service for the benefit of residents and businesses throughout the District. The Council's wastewater activity protects the health and physical environment of the community, and is indispensable to economic growth and development. The Local Government Act 2002 requires that Councils must continue to provide wastewater services to their communities and maintain Council capacity to provide such services.

CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcomes	Contribution from the Council's wastewater management activity	Level of Service
<i>We have a quality infrastructure with potential for growth.</i>	An efficient waste and stormwater management infrastructure is a core component of the infrastructure needed to foster a diverse and vibrant economy	<ul style="list-style-type: none"> • A reliable service for removal of waste and stormwater is provided. • Wastewater systems that are effective and comply with environmental standards.
<i>We value and respect our environment.</i>	<p>Robust processes for treatment and monitoring of wastewater quality safeguards public health and safety by minimising the risk of water-borne diseases.</p> <p>Weekly monitoring of effluent discharged from wastewater treatment facilities mitigates negative environmental impacts on the District's water ways</p>	

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 which allow discharge treated effluent into the Mataura River now run through to 31 December 2023 and 11 May 2021 for Gore and Mataura, respectively.

At the time of writing, extensive modelling of the wastewater network was being undertaken to ensure that any future development of the network to cater for an increase in population is appropriately managed.

Capital expenditure is envisaged over the next 10 years for the treatment and disposal of sludge from the Wastewater treatment plant. The most effective solution for this process will be determined when the study of disposal options is completed.

This project is essential to restore the oxidation ponds back to their original capacity. The additional capacity created by this project will mean that the wastewater infrastructure will be able to cope with the increase in population expected as a result of large scale lignite development.

Another emerging and pressing issue is the habitual failure of septic tanks to adequately dispose of household sewerage in the Racecourse Road area. This is a public health issue which a reticulated wastewater system in the affected area could resolve. The ultimate solution however is very much dependent on the residents of the area willingness to contribute a reasonable portion of the capital cost of the improvements required.

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.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
A reliable service for removal of wastewater 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%
Wastewater 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.	Annual complaints relating to smell from oxidation ponds.	Customer Services Request.	Nil complaints received.	<5 per annum	<5 per annum	<5 per annum	<5 per annum
Wastewater 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.	Annual customer satisfaction survey shows the community is satisfied with the wastewater service.	Annual customer Satisfaction survey.	97%	>95%	>95%	>95%	>95%

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
Wastewater 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.	Percentage of resource consent conditions complied with.	Monitoring results of Environment Southland.	Target not achieved. Both Gore and Mataura had slightly elevated levels of E-coli on occasions. Mataura oxidation ponds have had elevated levels of Dissolved Reactive Phosphorous (DRP). Waikaka oxidation ponds had four occasions when rainfall caused the maximum permitted flow of effluent from the oxidation pond to be exceeded. Consent conditions being reviewed with Environment Southland.	100%	100%	100%	100%

ASSETS

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

The gross replacement value of these assets is \$31,568,463 (as at June 2011). Renewal and replacement of these assets is expected to be funded through rates contributions.

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

The population growth in the District is expected to increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur over the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects. Provided sludge is removed from the oxidation ponds (scheduled to occur in 2015/16) the wastewater network is expected to be able to cope with the increase in population. An allowance for new wastewater reticulation vested to the Council from developers has also been made in our Long Term Plan projections to take cognisance of the anticipated increase in population.

An allowance for new wastewater reticulation vested to the Council from developers in 2016 of \$662,000 has been made in our Long Term Plan to take cognisance of the anticipated increase in population.

Due to the expected population increase, desludging of the sewerage ponds is programmed for 2016 at an estimated cost of \$1,700,000. This will be funded by way of a loan of \$1,200,000 and use of existing reserves of \$500,000.

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 wastewater activity may have some adverse impacts, these relatively minimal impacts are outweighed by the public good that is served by the benefits of managing wastewater, and most notably, public health and safety.

To mitigate the potentially negative effects of discharging treated wastewater 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 wastewater is discharged into rivers and waterways, the Council's wastewater 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.



SEWER PIPE RENEWALS

	Diameter	ID	Length	Reason	Replace Cost	Total	Total Year	Year
Ajax Pumping main	225	Charlton Lane /Salford Street	850		\$222,910		222,910	2012/13
Main Street/Bury Street	225	West Side	492	condition rated 5	\$206,640		206,640	2013/14
Wigan Street	1000	1872-1836	156	condition rated 5	\$202,800		202,800	2014/15
Wigan Street	1000	1810-1805	53	condition rated 5	\$68,900			
Wigan Street	1000	New MH-1804	110	condition rated 5	\$143,000			
Wigan Street	1000	1804-1811	23	condition rated 5	\$29,900		241,800	2015/16
Wigan Street	1000	1804-1805	213	condition rated 5	\$276,900		276,900	2016/17
Johnston Street	150	1643-1654	45	condition rated 4	\$18,000			
Johnston Street	150	1644-1643	50	condition rated 5	\$20,000			
Robertson Street	150	1440-2251	365	condition rated 4	\$105,268			
Clyde Street	150	2314-2137	110	condition rated 5	\$44,000			
Irwell Street	225	1676-1673	145	condition rated 4	\$60,900			
Irwell Street	225	1673-1672	117	condition rated 4	\$49,140		297,308	2017/18
Rimu Street	150	1050-1862	125	condition rated 4	\$48,800			
Rata Street	150	1863-1861	125	condition rated 4	\$48,800			
Coutts Road	300	1266-1771	260	condition rated 5	\$124,800			
Churchill Avenue	150	1770-1769	60	condition rated 5	\$24,000		246,400	2018/19
Kana Street	225	1031-1028	540	condition rated 5	\$226,800			
Kitchener Street	150	2154-2155	37	condition rated 4	\$14,800		241,600	2019/20
Garnet Street	150	1504-1480	140	condition rated 5	\$56,000			
Garnet Street	150	1373-1568	202	condition rated 5	\$80,800			
Garnet Street	150	1504-1480	140	condition rated 5	\$56,000			
Ardwick Street	150	1475-1474	255	condition rated 4	\$102,000		294,800	2020/21
Medway Street	225	1675-1667	142	condition rated 4	\$59,640			
Medway Street	225	1667-1668	145	condition rated 4	\$60,900			
Huron Street	225	1968-1959	183	condition rated 4	\$76,860			
Main Street	300	1288-1255	228	condition rated 5	\$109,440		306,840	2021/22
Doctors Road/Culling Terrace	150	1034-1035	70	condition rated 5	\$28,000			



Arawa Street	150	1500-1507	65	condition rated 4	\$26,000			
Mersey Street	225	1467-1468	10	condition rated 4	\$4,200			
Wayland Street	150	2330-2145	65	condition rated 5	\$26,000			
Mary Street	150	1474-1472	75	condition rated 5	\$30,000			
Argyle Street	150	1032-1031	150	condition rated 5	\$60,000			
Gorton Street	300	1919-1929	126	condition rated 5	\$60,480		234,680	2022/23



Statement of Cost of Service - Wastewater

Annual Plan \$,000	Wastewater	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
203	Fees & Charges	209	216	223	230	238	247	255	263	273	282
-	Other Income	-	-	-	-	-	-	-	-	-	-
-	Assets vested in Council	-	-	-	662	-	-	-	-	-	-
203	Total operating revenue	209	216	223	893	238	247	255	263	273	282
Expenditure											
96	Staff Expenses	78	80	82	84	86	88	90	93	95	98
228	Administration Expenses	238	253	257	264	271	277	284	291	299	307
504	Other Expenses	367	382	395	410	425	441	457	475	495	516
438	Depreciation	446	484	491	499	544	553	564	621	630	642
161	Interest: Public Debt	154	122	114	113	214	197	223	224	220	227
1,427	Total operating expenditure	1,283	1,322	1,339	1,370	1,540	1,556	1,618	1,704	1,739	1,790
(1,224)	Operating surplus/(deficit)	(1,074)	(1,106)	(1,117)	(477)	(1,302)	(1,310)	(1,363)	(1,441)	(1,467)	(1,508)
283	Capital	245	241	282	2,870	374	432	355	341	501	479
257	Debt Repayment	74	121	95	-	-	-	-	56	-	-
30	Transfer to reserves	30	30	30	30	30	30	30	30	30	30
(1,794)	Total funding required	(1,423)	(1,498)	(1,524)	(3,377)	(1,706)	(1,772)	(1,748)	(1,868)	(1,997)	(2,017)
Funded by:											
-	Rates - General	-	-	-	-	-	-	-	-	-	-
1,281	Rates - Targeted	977	1,014	1,033	1,057	1,118	1,143	1,170	1,247	1,277	1,311
75	Loan Funding	-	-	-	1,321	44	76	14	-	91	63
438	Depreciation Funding - Reserves Transfer	446	484	491	499	544	553	564	621	630	642
-	Transfer from reserves	-	-	-	500	-	-	-	-	-	-
1,794	Total funding	1,423	1,498	1,524	3,377	1,706	1,772	1,748	1,868	1,997	2,017

STORMWATER ACTIVITY

INTRODUCTION

The Council's stormwater activity consists of the collection and disposal of stormwater to safeguard public health and safety and protect property while minimising to the extent possible, any adverse environmental impacts arising from these activities.

The stormwater network collects stormwater runoff from private households, businesses and roads within the townships of Gore, Mataura, Waikaka, Pukerau and Mandeville. The stormwater is both pumped and gravity fed to discharge into the Mataura River, Waikaka Stream, Pukerau Stream and Otamita Stream. The quality of discharge is monitored and controlled by discharge consents that are managed by Environment Southland.

WHY IS THE SERVICE PROVIDED?

The collection and disposal of stormwater is an essential service for the benefit of residents and businesses throughout the District. The Council's stormwater activity protects the health and physical environment of the community, and is indispensable to economic growth and development. The effective control of stormwater is also necessary to safeguard public safety and minimise risks to property.

Section 11A(a) of the Local Government Act 2002, provides that network infrastructure is a core service of local government, which a local authority must have regard to in terms of its contribution to the community. Section 197 of the Act define network infrastructure as including stormwater collection.

CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcome	Contribution of the Council's Stormwater Management Activity	Level of Service
<i>We have a quality infrastructure with potential for growth.</i>	A reliable stormwater management infrastructure is required to foster a diverse and vibrant economy.	<ul style="list-style-type: none">A reliable service for the collection and disposal of stormwater is provided.
<i>We value and respect our environment.</i>	Stormwater discharges free of contamination do not adversely impact on the environment.	<ul style="list-style-type: none">Stormwater systems that are effective and comply with environmental standards.

FUTURE CHANGES AND STRATEGIC PRIORITIES

A programme to separate combined stormwater/wastewater pipes has been in place for a number of years. This programme provides the benefits of removing stormwater from the wastewater network and as a result placing less pressure on the reticulation and treatment processes contained within that activity.

Capacity issues within the combined stormwater/wastewater network in Gore, means that untreated, diluted wastewater, can be discharged to the Mataura River, via overflow structures. This is a high priority for the Council to address.

Therefore a review of the current stormwater/wastewater separation programme will be undertaken to ensure that capital investment is made in areas of the network that will deliver the most gains in freeing up capacity.

Modelling of the stormwater/wastewater network that is taking place in the latter half of the 2011/12 financial year will assist in developing an understanding of locations within the network where capacity is at its highest.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
A reliable service for the collection and disposal of stormwater.	A reliable service for the collection and disposal of stormwater enables the local economy to operate and grow without interruption.	Compliance with the maximum response times of: 12 hours for urban surface flooding.	Customer Service Request database.	100%	100%	100%	100%	
		Customer satisfaction survey shows the community is satisfied with stormwater services.	Annual customer satisfaction survey.	90%	>85%	>85%	>85%	>85%
Stormwater systems that are effective and comply with environmental standards.	Compliance with conditions imposed by a resource consent ensures that waterways are protected from adverse impacts of providing the stormwater service.	All resource consents are complied with.	Annual report for resource consents.	New	100%	100%	100%	100%

ASSETS

The stormwater system consists of 49.9km of pipework which transports stormwater to outfalls.

The gross replacement cost of these assets is \$19,682,000 (as at 30 June 2011).

In Gore and Mataura, a large proportion of the assets are about 50% through their expected economic lives. The notable exception is the pump station controls in Gore which are nearing the end of their useful life. Replacements are scheduled during the next five years at an estimated cost of \$11,000 per annum..

The population growth in the District is expected to increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur over the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects.

A continuation of the stormwater separation project, taking advantage of the results of modelling of the performance of the current system, is expected to enhance capacity in both stormwater collection and disposal, and the wastewater network. This should assist in coping with any increase in demand that is likely to arise with the expected increase in population.

An allowance for new stormwater reticulation vested to the Council from developers in 2016 of \$973,000 has also been made in our Long Term Plan projections to take cognisance of the anticipated increase in population.

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 separate rates.

SIGNIFICANT NEGATIVE EFFECTS

Stormwater services generally provide a significant public good to the community with respect to public health and safety. However there are some adverse impacts that require careful management.

Users of the stormwater network may from time to time contaminate stormwater with products such as oil or paint. To counter this risk, the Council monitors stormwater discharge quality under resource consent requirements, investigates any reports of contamination and promotes public awareness of appropriate use of the stormwater network.

Additionally, during significant storm events there is the potential for damage to occur to river banks and river beds from scouring of discharge points. To alleviate this risk, the Council has installed outlet structures.



Statement of Cost of Service - Stormwater

Annual Plan \$,000	Stormwater	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
-	Fees & Charges	-	-	-	-	-	-	-	-	-	-
-	Other Income	-	-	-	-	-	-	-	-	-	-
-	Assets vested in Council	-	-	-	973	-	-	-	-	-	-
-	Total operating revenue	-	-	-	973	-	-	-	-	-	-
Expenditure											
-	Staff Expenses	20	21	21	22	22	23	24	24	25	25
57	Administration Expenses	60	63	64	66	68	69	71	73	75	77
-	Other Expenses	89	93	99	99	103	106	110	114	119	124
264	Depreciation	264	307	310	313	351	355	359	408	412	417
-	Interest: Public Debt	22	44	34	24	12	-	-	-	-	-
320	Total operating expenditure	454	528	528	524	557	554	564	619	631	643
(320)	Operating surplus/(deficit)	(454)	(528)	(528)	449	(557)	(554)	(564)	(619)	(631)	(643)
-	Capital	130	104	108	1,085	117	122	128	135	142	150
-	Debt Repayment	84	159	168	177	171	-	-	-	-	-
-	Transfer to reserves	-	-	-	-	51	233	231	273	270	266
(320)	Total funding required	(668)	(791)	(804)	(814)	(896)	(908)	(922)	(1,028)	(1,044)	(1,060)
Funded by:											
-	Rates - General	-	-	-	-	-	-	-	-	-	-
57	Rates - Targeted	405	484	494	500	545	554	564	619	631	643
-	Loan Funding	-	-	-	-	-	-	-	-	-	-
264	Depreciation Funding - Reserves Transfer	264	307	310	313	351	355	359	408	412	417
-	Transfer from reserves	-	-	-	-	-	-	-	-	-	-
320	Total funding	668	791	804	814	896	908	922	1,028	1,044	1,060

SOLID WASTE

INTRODUCTION

The solid waste activity is responsible for the management of solid waste services in the Gore District and responsibilities include:

- Kerbside recycling collection service delivery
- Kerbside residual waste collection service delivery
- Transfer Station service delivery
- Landfill operations
- Education and advocacy (waste minimisation)

WHY IS THE SERVICE PROVIDED?

Gore District faces the challenges of using resources whilst ensuring that our environment and our health are not harmed, through inefficient use or by the waste generated. The disposal of solid waste in a way that protects the health of the community and the environment is a fundamental requirement for community wellbeing.

Under the Local Government Act 2002 and the Waste Minimisation Act 2008, the Council is required to encourage and promote effective and efficient waste management and minimisation within its District.

The Gore District Council maintains a “hands on” approach to this activity because it considers that waste can be most effectively and efficiently managed by the Council, where long term social, economic, environmental and cultural wellbeings can be balanced for the benefits of the community.

CONTRIBUTION TO COUNCIL OUTCOMES

Council Outcome	Contribution of the Council's Solid Waste Activity	Level of Service
<i>We value and respect our environment.</i>	The Council's solid waste services allow for efficient, hygienic and environmentally friendly disposal of solid waste generated in the District.	<ul style="list-style-type: none"> • A transfer station is provided to meet the needs of the community. • An effective kerbside refuse and recycling collection service is provided in urban areas. • Waste minimisation is promoted to improve the environment. • The number of fly-tipping incidents is reduced with the introduction of kerbside recycling.



FUTURE CHANGES AND STRATEGIC PRIORITIES

In recent years the Council has undertaken extensive consultation with the community on the merits and scope of a kerbside recycling service. The 2009 LTCCP provided for the introduction of a new service in 2012/13. This plan provides for a new two bin recycling service to be introduced on 1 July 2012.

The new service is a joint initiative of the three territorial authorities in Southland to minimise waste and provide a comprehensive service to urban ratepayers.

Included in the budget projections is an expected increase in cost for waste disposal due to the impacts of the Emissions Trading Scheme (ETS). Whilst the Council does not own the disposal facility, any additional costs incurred by the service provider from the ETS will be passed on to the Council.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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 recycling service is provided in urban areas.	Timely uplifting and removal of kerbside bins 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 recycling 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.	6,245 tonnes (a 7.44% decrease from 2009/10)	Decreasing by 1%	Decreasing by 1%	Decreasing by 1%	Decreasing by 1%
The number of "fly tipping" incidents is reduced with the introduction of kerbside recycling.	Illegitimate dumping of refuse on roadsides and riverbanks harms the environment.	Complaints received by members of the public.	Customer service log.	New measure.	<5 pa	<5 pa	<5 pa	<5 pa

ASSETS

The Council owns a transfer station in Gore and four closed landfill sites in Gore, Mataura, Waikaka and Pukerau. There are no ETS effects emanating from these sites.

Maintenance of the above assets is undertaken and managed by Bond Contracting Ltd as part of its Southland-wide solid waste management contract held with the Southland Wastenet Councils. 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 leachate 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.



Statement of Cost of Service - Solid Waste

Annual Plan \$,000	Solid Waste	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
653	Fees & Charges	525	542	559	578	598	619	639	660	684	708
147	Other Income	40	41	43	44	46	47	49	50	52	54
801	Total operating revenue	565	583	602	622	644	666	688	711	736	762
Expenditure											
124	Staff Expenses	298	305	312	320	329	337	344	353	363	373
163	Administration Expenses	170	181	184	188	193	198	203	208	214	219
880	Other Expenses	1,143	1,180	1,217	1,259	1,303	1,347	1,391	1,437	1,489	1,541
38	Depreciation	71	71	71	71	71	71	71	71	71	71
92	Interest: Public Debt	130	130	130	136	144	130	144	144	144	144
1,296	Total operating expenditure	1,812	1,866	1,915	1,975	2,040	2,083	2,154	2,214	2,281	2,348
(495)	Operating surplus/(deficit)	(1,247)	(1,283)	(1,313)	(1,352)	(1,396)	(1,417)	(1,466)	(1,503)	(1,545)	(1,587)
-	Capital	530	-	-	-	-	-	-	-	-	-
-	Transfer to reserves	-	-	-	-	-	-	-	-	-	-
(495)	Total funding required	(1,777)	(1,283)	(1,313)	(1,352)	(1,396)	(1,417)	(1,466)	(1,503)	(1,545)	(1,587)
Funded by:											
228	Rates - General	250	258	264	273	286	290	301	309	318	327
228	Rates - Targeted	879	921	962	993	1,039	1,056	1,094	1,124	1,156	1,189
-	Loan Funding	530	-	-	-	-	-	-	-	-	-
38	Depreciation Funding	71	71	71	71	71	71	71	71	71	71
-	Transfer from reserves	47	34	16	16	-	-	-	-	-	-
495	Total funding	1,777	1,283	1,313	1,352	1,396	1,417	1,466	1,503	1,545	1,587

CIVIL DEFENCE

INTRODUCTION

The Gore District Council is part of a Shared Services for Civil Defence and Emergency Management which is delivered through Emergency Management Southland (EMS). EMS was established in 2009 as a means to a more coordinated approach by the four Councils in Southland to Emergency Management. It has led to such efficiencies as the establishment of a standalone Emergency Operations Centre (EOC) and more focused attention on emergency planning, training of Council staff and volunteers, as well as public education activities.

The priority hazards events for EMS to plan and respond to are earthquakes, flooding, biosecurity incursion and tsunami. EMS will also plan and respond to other events as outlined in the five year plan titled, "Southland CDEM Group Plan". EMS will also work with appropriate Councils and agencies to monitor and plan for the uncertainty of climate change. Within its planning and response capability EMS will work with a large number of organisations in a coordinated approach to maximise relationships and community resilience.

EMS is also committed to undertaking reduction, readiness and recovery activities. Recovery activities revolve around having an up to date recovery plan in place that has been agreed upon by the four Councils and major support agencies.

EMS produces an annual business plan outlining its proposed activities and operates under a Heads of Agreement between the four Councils. EMS employs four full time staff as well as managing a large network of volunteers.

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 Council has an obligation under the Civil Defence Emergency Management Act 2002 to protect life, health and property.

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 COUNCIL OUTCOMES

Council Outcome	Contribution from the Council's Civil Defence Emergency Management Activities	Level of Service
<i>We live in a compassionate caring community.</i>	The Council's civil defence emergency management 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"> • 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

The levels of preparedness for an emergency has increased within the last 12 months. The impact of the Canterbury earthquakes may well be the catalyst for the improvement. There is still room for much improvement. In the event of a major emergency, it is highly likely that people will need to be able to cope independently for at least three days before help arrives. Ongoing public education is underway to improve public knowledge on Southland's major hazards, with the outcome of having a better prepared community.

The activity also relies on volunteers and these resources are becoming more difficult to find. EMS is looking at ways to improve retention of staff for civil defence sectors by tapping into existing structures such as Lions Clubs, Rural Fire and through support to organisations such as the Southland Rural Support Trust and Red Cross.

Climate change is a very topical issue at present and the Council needs to be prepared for the impacts that it may bring.

LEVELS OF SERVICE 2012-2022

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. Funding of the Council's civil defence activity is derived primarily from targeted rates.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	Performance Target			Indicative Performance Measures Years 4-10
					Year 1	Year 2	Year 3	
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 are indications of a caring community.	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 annual survey.	Annual survey conducted by EMS.	44%	50%	50%	50%	54%

ASSETS

The major asset is the Emergency Operation Centre (EOC) which is owned by Environment Southland with EMS paying support costs. Minor equipment includes a variety of communications equipment including VHF repeater sites, radio base sets, handheld radios and headset telephones. Computer and display equipment within the EOC is part funded by capital purchase or lease agreements. Maintenance and checks on these items are carried out regularly. In the future there may be a need to review the type of radio equipment used as national organisations move toward digital communication.

The cost of this authority is primarily funded by rates with a small contribution being made by the Ministry of Civil Defence.

SIGNIFICANT NEGATIVE EFFECTS

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



Statement of Cost of Service - Civil Defence

Annual Plan \$,000	Civil Defence	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
-	Other Income	-	-	-	-	-	-	-	-	-	-
-	Total operating revenue										
Expenditure											
-	Administration Expenses	-	-	-	-	-	-	-	-	-	-
79	Other Expenses	81	84	87	90	93	96	99	102	106	110
-	Depreciation	-	-	-	-	-	-	-	-	-	-
79	Total operating expenditure	81	84	87	90	93	96	99	102	106	110
(79)	Operating surplus/(deficit)	(81)	(84)	(87)	(90)	(93)	(96)	(99)	(102)	(106)	(110)
-	Capital	-	-	-	-	-	-	-	-	-	-
(79)	Total funding required	(81)	(84)	(87)	(90)	(93)	(96)	(99)	(102)	(106)	(110)
Funded by:											
79	Rates - General	81	84	87	90	93	96	99	102	106	110
-	Depreciation Funding - Reserves Transfer	-	-	-	-	-	-	-	-	-	-
79	Total funding	81	84	87	90	93	96	99	102	106	110

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 20.2647ha 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 COUNCIL OUTCOMES

Council Outcome	Contribution of the Council's cemeteries	Level of Service
<i>We live in a compassionate caring society.</i>	The provision of well-maintained cemeteries is an essential service that contributes to the spiritual and mental wellbeing 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.	<ul style="list-style-type: none"> • Cemeteries are provided that meet the needs of users. • Cemeteries are aesthetically pleasing to users and visitors.
<i>We value and respect our environment.</i>	Cemeteries provided are of a high quality and visually appealing.	



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 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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 outcome of a compassionate caring community.	Complaints received annually regarding the standard of the cemeteries.	Customer service request.	1 complaint	<3	<3	<3	<3
Cemeteries are aesthetically pleasing to users and visitors.	Well maintained cemeteries provide a pleasing environment and reinforce the outcome of a compassionate caring community.	Percentage of residents and ratepayers satisfied with cemeteries.	Annual customer satisfaction survey.	99%	95%	95%	95%	95%

ASSETS

Name	Total Area
Charlton Park Cemetery Open to all interments Operated and administered by the Council	8.0937ha
Gore Cemetery Closed for new burials but open for additions to existing plots and ashes. Operated and administered by the Council	3.5511ha
Mataura Cemetery Open to all interments Operated and administered by the Council	4.0469ha
Pukerau Cemetery Open to all interments Operated and administered by the Council	3.2223ha
Waikaka Cemetery Open to all interments Operated and administered by Waikaka Cemetery Trustees	1.2141ha
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 gross replacement cost of \$339,096, with a land value of \$300,000 (Parks and Reserves Activity Management Plan 2011). Maintenance of the above assets, with the exception of Waikaka Cemetery, are 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 increase by about 1,000 people over the period covered by the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects. The cemetery assets have ample capacity to cope with any increase in demand that may emanate from this rise in population.

SIGNIFICANT NEGATIVE EFFECTS

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



Statement of Cost of Service - Cemeteries

Annual Plan \$,000	Cemeteries	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
108	Other Income	111	114	118	122	126	130	135	139	144	149
108	Total operating revenue	111	114	118	122	126	130	135	139	144	149
Expenditure											
99	Staff Expenses	102	104	106	109	112	115	117	120	124	127
61	Administration Expenses	66	67	68	70	72	73	75	78	80	82
42	Other Expenses	44	46	50	47	50	50	53	54	65	57
13	Depreciation	13	13	13	13	13	13	13	13	13	13
216	Total operating expenditure	224	231	237	239	247	252	259	265	282	280
(107)	Operating surplus/(deficit)	(114)	(117)	(120)	(117)	(121)	(121)	(124)	(126)	(137)	(130)
86	Capital	63	80	10	4	47	32	39	80	3	46
20	Transfer to reserves	20	20	23	29	20	20	20	20	30	20
(214)	Total funding required	(197)	(216)	(153)	(151)	(188)	(173)	(183)	(226)	(171)	(196)
Funded by:											
127	Rates - General	147	163	140	137	141	141	144	178	157	137
13	Depreciation Funding - Reserves Transfer	13	13	13	13	13	13	13	13	13	13
73	Transfer from reserves	36	40	-	-	34	18	26	34	-	46
214	Total funding	197	216	153	151	188	173	183	226	171	196

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 Council 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 COUNCIL OUTCOMES

Council Outcome	Contribution of Public Conveniences to Community Outcomes	Level of Service
<i>We have a quality infrastructure with potential for growth.</i>	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.	<ul style="list-style-type: none"> • Public conveniences are provided that meet the needs of users.
<i>We value and respect our environment.</i>	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

Two new three cubicle Novaloo toilet facilities were installed at the southern end of Main Street, Gore in March 2009. Following the successful completion of this project, one further addition is planned in the next 10 years. This is a new facility to be located in Mataura at a site yet to be confirmed. There is a financial allocation of \$130,000 in the 2013/14 financial year for this project.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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 quality infrastructure with potential for growth.	Number of complaints in any one week regarding cleanliness of the facilities (including graffiti).	Customer services log.	7 for the entire year.	<10 per annum	<10 per annum	<10 per annum	<10 per annum
		Percentage of the community that is satisfied with public conveniences as measured by the biennial customer satisfaction survey.	Annual customer satisfaction survey.	88%	>80%	>85%	>85%	>85%

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.

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.



Statement of Cost of Service - Public conveniences

Annual Plan \$,000	Public conveniences	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
-	Other Income	-	-	-	-	-	-	-	-	-	-
-	Total operating revenue	-	-	-	-	-	-	-	-	-	-
Expenditure											
-	Staff Expenses	-	-	-	-	-	-	-	-	-	-
5	Administration Expenses	5	5	5	5	5	5	5	6	6	6
91	Other Expenses	92	94	100	99	101	104	107	111	115	126
7	Depreciation	7	7	7	7	7	7	7	7	7	7
28	Interest: Public Debt	28	28	36	38	40	36	40	40	40	40
130	Total operating expenditure	132	134	149	149	153	153	160	164	168	179
(130)	Operating surplus/(deficit)	(132)	(134)	(149)	(149)	(153)	(153)	(160)	(164)	(168)	(179)
-	Capital	-	134	-	-	-	-	-	-	-	-
3	Debt Repayment	3	3	3	3	3	3	3	3	3	3
-	Transfer to reserves	-	-	-	-	-	-	-	-	-	-
(133)	Total funding required	(134)	(270)	(151)	(152)	(155)	(155)	(162)	(166)	(170)	(182)
Funded by:											
38	Rates - General	37	40	43	43	44	44	47	48	49	52
88	Rates - Targeted	86	93	101	101	104	103	109	111	114	122
-	Loan Funding	-	130	-	-	-	-	-	-	-	-
7	Depreciation Funding	7	7	7	7	7	7	7	7	7	7
-	Transfer from reserves	5	-	-	-	-	-	-	-	-	-
133	Total funding	134	270	151	152	155	155	162	166	170	182



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. It also operates 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 COUNCIL OUTCOMES

Council Outcome	Contribution from the Council's Property Activities	Level of Service
<i>We have a choice of quality places to go and things to do.</i>	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.
<i>We live in a compassionate caring community.</i>	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	<ul style="list-style-type: none"> Provision of buildings that assist in meeting community demand for indoor meeting and recreation spaces.

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 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 10/11	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.	2 complaints.	<3 per year	<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.	Annual customer satisfaction survey.	98%	>80%	>80%	>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

Maintenance of the assets is undertaken by contractors 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 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.

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 is facing a number of other pressures with its Civic Administration Building. Some of the more pressing issues are:

- Insufficient storage for regulatory files.
- Very cramped accommodation for building control staff.
- Insufficient interview rooms where discussions with customers can be conducted in private.
- Cramped and outmoded staff tearoom.

There are also a number of design deficiencies in terms of the location and size of offices that would ideally be addressed in any building upgrade.

In the 2009 LTCCP the Council proposed a capital cost in the 2010/11 year in recognition of some of these problems. At the time a simple extension to create some additional floor space was thought to be a practical way forward. Since then the Council has pushed the project back in subsequent annual plans due to the need to arrive at and develop a sustainable solution that adequately addresses all salient issues. Further complicating the design conundrum are the following factors:

- a. Earthquake strengthening that may be required to bring the Civic Administration Building and the adjoining James Cumming Wing up to a standard that complies with the current building code;
- b. any increase in building standards that may have to be met following the Canterbury Earthquakes Royal Commission's report to the Government later in 2012;
- c. any increase in staff that may result from a growth in population and economic activity flowing from proposed large scale lignite development projects; and
- d. the realisation that with the upswing in the usage of the James Cumming Wing, the option for the Council to occupy further space in that complex may no longer be viable.



Given this potpourri of uncertainty, the Council is tentative about providing an estimate of cost for the project when a number of key factors remain unknown. However, it is becoming increasingly apparent that an upgrade of the building is required and the project cannot be deferred indefinitely.

In the interests of transparency, the Council has allocated the sum of \$3 million for an upgrade to the Civic Administration Building. This upgrade has been scheduled to commence in 2015/16, which will give sufficient time for a number of the nebulous features noted above to become more definitive.

It should be noted that the \$3 million estimate is only a rough order of cost. It contains an allowance of \$650,000 for new offices should they be required if staff numbers grow in the future. Even without any growth, the Council is likely to face the need for a substantial upgrade to address shortcomings that have now been present for the past few years. This expenditure is to be funded by way of loan, repayable over 20 years.

SIGNIFICANT NEGATIVE EFFECTS

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



Statement of Cost of Service - Community & Civic Buildings

Annual Plan \$,000	Community & Civic Buildings	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
61	Rent Received	62	64	66	68	71	73	76	78	81	84
43	Other Income	44	45	47	49	50	52	54	55	57	59
104	Total operating revenue	106	110	113	117	121	125	129	134	138	143
Expenditure											
61	Staff Expenses	63	64	66	68	69	71	73	74	76	79
217	Administration Expenses	228	234	237	243	250	256	262	269	277	284
334	Other Expenses	343	332	365	364	445	420	461	419	428	420
149	Depreciation	149	149	149	149	149	209	209	209	209	209
147	Interest: Public Debt	94	92	92	158	277	268	278	248	230	222
908	Total operating expenditure	878	871	911	982	1,190	1,224	1,284	1,220	1,221	1,214
(805)	Operating surplus/(deficit)	(772)	(762)	(797)	(865)	(1,069)	(1,099)	(1,154)	(1,086)	(1,082)	(1,071)
19	Capital	-	-	121	1,500	1,500	-	-	-	68	-
32	Debt Repayment	-	-	-	-	-	150	-	150	150	150
-	Transfer to reserves	13	-	-	-	-	-	-	-	-	-
(856)	Total funding required	(785)	(762)	(918)	(2,365)	(2,569)	(1,249)	(1,154)	(1,236)	(1,301)	(1,221)
Funded by:											
618	Rates - General	527	541	573	642	843	966	867	920	944	931
69	Rates - Targeted	90	71	86	73	77	73	78	107	147	80
19	Loan Funding	-	-	-	1,500	1,500	-	-	-	-	-
149	Depreciation Funding	149	149	149	149	149	209	209	209	209	209
-	Transfer from reserves	18	-	110	-	-	-	-	-	-	-
856	Total funding	785	762	918	2,365	2,569	1,249	1,154	1,236	1,301	1,221

LEADERSHIP

Democracy



Central Administration



Summary Statement of Cost of Service - Leadership

Annual Plan \$,000	Leadership	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
7	Democracy	7	7	7	8	8	8	9	9	9	9
2,302	Administration	2,429	2,493	2,507	2,577	2,661	2,730	2,816	2,905	2,987	3,061
2,309	Total operating revenue	2,436	2,500	2,515	2,585	2,669	2,738	2,824	2,914	2,996	3,071
Expenditure											
650	Democracy	686	720	709	734	774	768	794	837	841	863
2,269	Administration	2,325	2,384	2,479	2,466	2,538	2,692	2,674	2,747	2,927	2,911
2,920	Total operating expenditure	3,011	3,105	3,188	3,200	3,312	3,459	3,468	3,583	3,768	3,774
(611)	Operating surplus/(deficit)	(576)	(605)	(673)	(615)	(643)	(721)	(644)	(669)	(772)	(703)
Capital											
17	Democracy	16	-	-	18	18	19	-	-	21	21
516	Administration	-	114	16	19	105	18	22	116	20	-
534	Total capital	16	114	16	37	123	37	22	116	41	21
-	Debt Repayment	37	37	37	37	37	37	37	37	37	37
(1,145)	Net cost of this function	(628)	(755)	(726)	(689)	(803)	(794)	(703)	(822)	(849)	(761)
Funded by:											
629	Rates - General	660	704	692	721	749	742	768	810	813	834
14	Rates - Targeted	15	15	16	16	17	17	18	18	19	19
83	Depreciation Funding	83	83	83	83	83	83	83	83	83	83
(81)	Reserve Transfers	(130)	(47)	(65)	(131)	(46)	(48)	(166)	(89)	(65)	(175)
500	Loan Funding	-	-	-	-	-	-	-	-	-	-
1,145	Total funding	628	755	726	689	803	794	703	822	849	761

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 COUNCIL OUTCOMES

Council Outcomes	Contribution of the Council’s Democracy activities	Level of Service
<i>We live in a compassionate, caring community.</i>	<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.
<i>We have a choice of quality places to go and things to do.</i>	<p>Effective leadership and stewardship of the District and its resources contribute to the quality of life and overall wellbeing 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 10 years.



LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2012-2022

Level of Service	How it Contributes to our Council Outcomes	Specific Measure	Performance monitoring methodology/ source (how do we measure, or where do we get data from)	Current Performance 2010/11	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.	Annual community satisfaction survey.	94%	>85%	85%	>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.	Annual community satisfaction survey.	90%	80%	80%	80%	80%

ASSETS

The assets allocated to the democracy function include computer equipment, office furniture, and three 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 three 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 increase by about 1,000 people over the period covered in the Long Term Plan. This increase is expected to occur in the latter half of the 10 year planning period as a consequence of direct and indirect employment and economic activity from proposed large scale lignite development projects. This increase in population is likely to impact on electoral ward boundaries when they are reviewed in 2018/19.

SIGNIFICANT NEGATIVE EFFECTS

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



Statement of Cost of Service - Democracy

Annual Plan \$,000	Democracy	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
7	Other Income	7	7	7	8	8	8	9	9	9	9
7	Total operating revenue	7	7	7	8	8	8	9	9	9	9
Expenditure											
9	Staff Expenses	10	10	10	10	11	11	11	11	12	12
227	Elected Members	229	234	240	246	253	259	265	272	279	286
-	Election Expenses	5	22	-	6	24	-	7	27	7	7
299	Administration Expenses	321	330	331	341	351	359	369	380	391	401
14	Community Halls Expenses	15	15	16	16	17	17	18	18	19	19
85	Other Expenses	90	93	96	99	102	106	109	113	117	121
16	Depreciation	16	16	16	16	16	16	16	16	16	16
650	Total operating expenditure	686	720	709	734	774	768	794	837	841	863
(643)	Operating surplus/(deficit)	(679)	(713)	(702)	(727)	(766)	(759)	(786)	(828)	(831)	(854)
17	Capital	16	-	-	18	18	19	-	-	21	21
-	Transfer to reserves	-	22	22	8	-	-	16	16	-	-
(661)	Total funding required	(695)	(735)	(724)	(753)	(784)	(778)	(802)	(844)	(853)	(875)
Funded by:											
629	Rates - General	660	704	692	721	749	742	768	810	813	834
14	Rates - Targeted	15	15	16	16	17	17	18	18	19	19
16	Depreciation Funding - Reserves Transfer	16	16	16	16	16	16	16	16	16	16
2	Transfer from reserves	4	-	-	-	2	3	-	-	6	5
661	Total funding	695	735	724	753	784	778	802	844	853	875

CENTRAL ADMINISTRATION

The administrative activities of the 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

As foreshadowed in the 2009-19 LTCCP the Council has just completed a review of the rating boundaries of the District. The existing boundaries were set at the time of the establishment of the Gore District Council in 1989. These were based around what existed with the former local authorities (i.e. Gore Borough, Mataura Borough and Southland County) prior to amalgamation.

Proposed changes to the urban rating boundaries were included in the draft Long Term Plan and were the subject of considerable debate, with 46 written submissions being received on the issue. At Council's deliberation meeting on the 12th of June 2012 it was decided to defer any decisions on changes to the current rating boundaries until after the District Growth Strategy has been completed. This is expected to occur in the next 18 months.



Statement of Cost of Service - Administration

Annual Plan \$,000	Administration	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Revenue											
2,023	Administration Recoveries	2,172	2,231	2,241	2,302	2,373	2,427	2,493	2,566	2,643	2,710
16	Fees & Charges	16	17	17	18	19	19	20	21	21	22
263	Other Income	240	244	249	257	269	284	303	319	322	329
2,302	Total operating revenue	2,429	2,493	2,507	2,577	2,661	2,730	2,816	2,905	2,987	3,061
Expenditure											
1,205	Staff Expenses	1,312	1,343	1,376	1,411	1,448	1,483	1,517	1,557	1,599	1,642
998	Other Expenses	922	953	1,017	970	1,005	1,128	1,074	1,110	1,249	1,192
67	Depreciation	67	67	67	67	67	67	67	67	67	67
-	Interest: Public Debt	24	21	19	17	18	14	16	13	13	11
2,269	Total operating expenditure	2,325	2,384	2,479	2,466	2,538	2,692	2,674	2,747	2,927	2,911
32	Operating surplus/(deficit)	103	108	28	112	123	38	142	159	60	151
516	Capital	-	114	16	19	105	18	22	116	20	-
-	Debt Repayment	37	37	37	37	37	37	37	37	37	37
133	Transfer to reserves	134	95	93	123	110	111	150	144	131	181
(617)	Total funding required	(67)	(137)	(117)	(67)	(129)	(127)	(67)	(138)	(127)	(67)
Funded by:											
-	Rates - General	-	-	-	-	-	-	-	-	-	-
500	Loan Funding	-	-	-	-	-	-	-	-	-	-
67	Depreciation Funding	67	67	67	67	67	67	67	67	67	67
50	Transfer from reserves	-	70	50	-	62	60	-	71	60	-
617	Total funding	67	137	117	67	129	127	67	138	127	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 2010. Land and buildings are revalued every 3 years.
- Infrastructural assets have been valued at depreciated replacement cost by Opus International Consultants at 30 June 2010. Infrastructural assets are revalued every 3 years.

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 its 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

Annual Plan		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Income										
3,991	General Rates, uniform annual general charges	4,086	4,227	4,350	4,569	4,930	5,141	5,149	5,380	5,458	5,538
7,560	Targeted rates (other than a targeted rate for water supply)	8,471	8,949	9,314	9,646	9,988	10,157	10,803	11,061	11,290	11,552
3,742	Fees, charges and targeted rates for water supply	3,434	3,512	3,613	3,753	3,947	4,064	4,183	4,307	4,444	4,582
2,488	Subsidies and grants	2,245	2,286	2,501	2,694	2,736	2,702	3,233	3,051	3,006	3,116
-	Development and financial contributions	-	-	-	55	57	59	61	63	65	67
125	Interest & dividends	105	105	105	108	115	125	138	149	146	147
-	Assets vested in Council	-	-	-	4,419	-	-	-	-	-	-
(76)	Net change in value of derivative instruments	197	61	30	-	-	-	-	-	-	-
17,831	Total income	18,538	19,142	19,913	25,244	21,774	22,247	23,567	24,011	24,409	25,002
	Expenditure										
2,842	Community Services	2,835	2,771	2,831	2,887	3,090	3,184	3,255	3,366	3,448	3,579
12,352	District Assets	12,982	13,507	13,902	14,250	15,170	15,541	15,924	16,648	17,050	17,450
2,621	Leadership	2,690	2,775	2,856	2,859	2,961	3,100	3,099	3,204	3,377	3,373
17,814	Total expenditure	18,507	19,052	19,589	19,996	21,221	21,825	22,278	23,217	23,875	24,403
17	Surplus/(deficit) for the period	31	89	324	5,247	554	422	1,288	793	533	600
	Total operating expenses are made up of:										
726	Interest	742	725	730	811	1,028	964	1,027	992	972	950
4,127	Depreciation	4,197	4,572	4,614	4,669	5,054	5,183	5,230	5,677	5,727	5,783
12,962	Other expenses	13,569	13,755	14,245	14,516	15,139	15,679	16,021	16,549	17,176	17,670
17,814		18,507	19,052	19,589	19,996	21,221	21,825	22,278	23,217	23,875	24,403

PROSPECTIVE STATEMENT OF COMPREHENSIVE INCOME

Annual Plan \$000		2013 \$000	2014 \$000	2015 \$000	2016 \$000	2017 \$000	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000
17	Surplus for the year	31	89	324	5,247	554	422	1,288	793	533	600
-	Other comprehensive income Gain/(loss) on property, plant and equipment revaluation	35,934	-	-	37,372	-	-	42,881	-	-	53,444
17	Total comprehensive income for the year	35,965	89	324	42,619	554	422	44,169	793	533	54,043

PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

Annual Plan \$000		2013 \$000	2014 \$000	2015 \$000	2016 \$000	2017 \$000	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000
336,309	Opening equity	335,886	371,851	371,940	372,264	414,883	415,437	415,859	460,028	460,821	461,355
17	Total recognised comprehensive income for the year	35,965	89	324	42,619	554	422	44,169	793	533	54,043
336,326	Total equity at the end of the year	371,851	371,940	372,264	414,883	415,437	415,859	460,028	460,821	461,355	515,398

The opening equity balance for the 2013 year has been adjusted to more accurately reflect the current financial position of the Gore District Council.

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

Annual Plan \$000		2013 \$000	2014 \$000	2015 \$000	2016 \$000	2017 \$000	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000
EQUITY											
138,077	Accumulated funds	135,782	135,634	136,017	141,475	141,666	141,563	141,822	141,589	141,394	141,150
1,226	Special Reserves	3,112	3,350	3,290	3,079	3,442	3,967	4,996	6,023	6,750	7,595
197,023	Asset Revaluation Reserve	232,957	232,957	232,957	270,329	270,329	270,329	313,210	313,210	313,210	366,653
336,326	TOTAL EQUITY	371,851	371,940	372,264	414,883	415,437	415,859	460,028	460,821	461,355	515,398
ASSETS											
Current Assets											
17	Bank Account	669	669	669	669	669	669	669	669	669	669
900	Debtors	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564
1,234	Short term deposits	1,425	1,663	1,603	1,328	1,487	1,616	1,982	2,136	2,037	1,890
76	Derivative Instruments	0	0	0	0	0	0	0	0	0	0
2,227	Total Current Assets	3,658	3,896	3,836	3,561	3,720	3,849	4,215	4,369	4,270	4,123
Non Current Assets											
68	Investments	232	232	232	232	232	232	232	232	232	232
347,301	Fixed Assets	381,755	381,613	381,797	426,968	428,878	428,383	471,436	470,994	470,740	523,861
347,369	Total Non Current Assets	381,987	381,845	382,029	427,200	429,110	428,615	471,668	471,226	470,972	524,093
349,596	TOTAL ASSETS	385,645	385,741	385,865	430,762	432,831	432,464	475,883	475,596	475,242	528,216
LIABILITIES											
Current Liabilities											
-	Derivative Instruments	91	30	-	-	-	-	-	-	-	-
1,525	Creditors and other payables	2,279	2,279	2,279	2,279	2,279	2,279	2,279	2,279	2,279	2,279
1,525	Total Current Liabilities	2,370	2,309	2,279	2,279	2,279	2,279	2,279	2,279	2,279	2,279
Non Current Liabilities											
11,607	Term Liabilities	11,314	11,382	11,212	13,490	15,005	14,216	13,466	12,386	11,498	10,430
138	Landfill Aftercare Provision	110	110	110	110	110	110	110	110	110	110
11,745	Total Non Current Liabilities	11,424	11,492	11,322	13,600	15,115	14,326	13,576	12,496	11,608	10,539
13,270	TOTAL LIABILITIES	13,794	13,801	13,601	15,879	17,394	16,605	15,855	14,775	13,887	12,818
336,326	NET ASSETS	371,851	371,940	372,264	414,883	415,437	415,859	460,028	460,821	461,355	515,398

The opening balances for the 2013 year have been adjusted to more accurately reflect the current financial position of the Gore District Council.

PROSPECTIVE STATEMENT OF CASH FLOWS

Annual Plan \$000		2013 \$000	2014 \$000	2015 \$000	2016 \$000	2017 \$000	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000
Cashflow from operating activities											
	Cash was provided from:										
17,782	Operating Revenue	18,236	18,975	19,777	20,717	21,659	22,123	23,428	23,862	24,262	24,855
125	Interest	105	105	105	108	115	125	138	149	146	147
17,907		18,341	19,080	19,882	20,825	21,774	22,247	23,567	24,011	24,409	25,002
	Cash was disbursed to:										
12,962	Supplies and Employees	13,569	13,755	14,245	14,516	15,139	15,679	16,021	16,549	17,176	17,670
726	Interest	742	725	730	811	1,028	964	1,027	992	972	950
13,687		14,310	14,480	14,975	15,327	16,167	16,642	17,048	17,541	18,148	18,620
4,220	Net cashflow from operating activities	4,030	4,600	4,907	5,498	5,607	5,605	6,519	6,470	6,260	6,383
Cashflow from investing activities											
	Cash was disbursed to:										
4,225	Purchase of Fixed Assets	4,474	4,431	4,797	8,050	6,964	4,687	5,403	5,235	5,473	5,461
(4,225)	Net cashflow from investing activities	(4,474)	(4,431)	(4,797)	(8,050)	(6,964)	(4,687)	(5,403)	(5,235)	(5,473)	(5,461)
Cashflow from financing activities											
	Cash was provided from:										
805	Loan Funds Applied	776	637	415	2,996	2,085	272	223	223	327	313
	Cash was disbursed to:										
750	Repayment of Debt	466	569	585	719	570	1,061	973	1,304	1,214	1,382
55	Net cashflow from financing activities	310	68	(170)	2,278	1,516	(789)	(749)	(1,081)	(887)	(1,069)
50	Increase / (decrease) in cash held	(134)	238	(60)	(275)	159	129	366	154	(100)	(147)
1,201	Opening cash brought forward	2,228	2,094	2,332	2,272	1,997	2,156	2,285	2,651	2,805	2,706
1,251	Ending cash balances	2,094	2,332	2,272	1,997	2,156	2,285	2,651	2,805	2,706	2,559
Represented by:											
1,234	Short Term Deposits	1,425	1,663	1,603	1,328	1,487	1,616	1,982	2,136	2,037	1,890
17	Current Account	669	669	669	669	669	669	669	669	669	669
1,251		2,094	2,332	2,272	1,997	2,156	2,285	2,651	2,805	2,706	2,559

The opening cash balance for the 2013 year has been adjusted to more accurately reflect the current financial position of the Gore District Council.

RECONCILIATION BETWEEN COST OF SERVICE STATEMENTS, STATEMENT OF FINANCIAL PERFORMANCE AND FUNDING IMPACT STATEMENTS

Annual Plan \$000		2013 \$000	2014 \$000	2015 \$000	2016 \$000	2017 \$000	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000
Income											
3,623	Community Services	3,474	3,481	3,593	3,777	4,002	4,097	4,212	4,321	4,425	4,559
15,101	District Assets	15,794	16,551	17,269	22,462	18,773	19,190	20,392	20,734	21,076	21,578
2,952	Leadership	3,110	3,219	3,222	3,322	3,435	3,498	3,610	3,742	3,828	3,925
21,676	Total activity income per Cost of Service Statements	22,378	23,251	24,084	29,562	26,209	26,785	28,213	28,798	29,329	30,062
	Add										
(76)	Net change in fair value of financial assets carried at fair value through profit or loss (interest rate swaps)	197	61	30	-	-	-	-	-	-	-
-	Gain on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-
(76)		197	61	30	-	-	-	-	-	-	-
	Less										
(3,769)	Internal recoveries	(4,037)	(4,170)	(4,202)	(4,318)	(4,435)	(4,538)	(4,647)	(4,787)	(4,920)	(5,059)
17,831	Total Income per Statement of Financial Performance	18,538	19,142	19,913	25,244	21,774	22,247	23,567	24,011	24,409	25,002
	Less										
(1,547)	NZTA Subsidy received for Capital Expenditure	(1,508)	(1,610)	(1,799)	(1,989)	(2,019)	(1,568)	(2,463)	(2,260)	(2,187)	(2,256)
76	Net change in fair value of financial assets carried at fair value through profit or loss (interest rate swaps)	(197)	(61)	(30)	-	-	-	-	-	-	-
-	Assets vested in Council	-	-	-	(4,419)	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	(55)	(57)	(59)	(61)	(63)	(65)	(67)
(1,471)		(1,705)	(1,672)	(1,829)	(6,463)	(2,076)	(1,626)	(2,524)	(2,323)	(2,253)	(2,323)
16,360	Total Operating Income per Funding Impact Statement	16,833	17,470	18,084	18,781	19,698	20,621	21,043	21,688	22,156	22,679

Expenditure											
3,493	Community services	3,535	3,489	3,552	3,628	3,854	3,965	4,057	4,192	4,299	4,452
15,170	District assets	15,998	16,629	17,051	17,487	18,490	18,938	19,399	20,229	20,729	21,236
2,920	Leadership	3,011	3,105	3,188	3,200	3,312	3,459	3,468	3,583	3,768	3,774
21,583	Total activity expenditure per Cost of Service Statements	22,544	23,223	23,791	24,315	25,656	26,363	26,925	28,005	28,796	29,462
	Less										
(3,769)	Internal expenditure	(4,037)	(4,170)	(4,202)	(4,318)	(4,435)	(4,538)	(4,647)	(4,787)	(4,920)	(5,059)
17,814	Total Operating Expenditure per Statement of Financial Performance	18,507	19,052	19,589	19,996	21,221	21,825	22,278	23,217	23,875	24,403
	Less										
(4,127)	Depreciation	(4,197)	(4,572)	(4,614)	(4,669)	(5,054)	(5,183)	(5,230)	(5,677)	(5,727)	(5,783)
13,687	Total Operating Expenditure per Funding Impact Statement	14,310	14,480	14,975	15,327	16,167	16,642	17,048	17,541	18,148	18,620

SIGNIFICANT FORECASTING ASSUMPTIONS

Schedule 10 (Section 17) of the Local Government Act 2002 Amendment Act 2010 contains provisions relating to significant forecasting assumptions'. The Act requires that the Council identifies the significant forecasting assumptions and risks underlying the financial estimates. Where there is a high level of uncertainty, the 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 LTP. These assumptions are necessary as the planning term for the LTP 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	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty																				
<p>Population growth – Council staff have prepared estimates based upon two major United States studies completed subsequent to the introduction of major industry. These forecasts are prepared on the basis that proposed lignite developments take place, with an expected direct job creation of 400 positions. Based on the aforementioned studies, the expected population increase over the period of the plan is 1,000.</p> <p>Project of population over the term of the plan is:</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%;">2013</td><td style="width: 90%;">12,280</td></tr> <tr><td>2014</td><td>12,280</td></tr> <tr><td>2015</td><td>12,280</td></tr> <tr><td>2016</td><td>12,980</td></tr> <tr><td>2017</td><td>13,100</td></tr> <tr><td>2018</td><td>13,280</td></tr> <tr><td>2019</td><td>13,280</td></tr> <tr><td>2020</td><td>13,280</td></tr> <tr><td>2021</td><td>13,280</td></tr> <tr><td>2022</td><td>13,280</td></tr> </table>	2013	12,280	2014	12,280	2015	12,280	2016	12,980	2017	13,100	2018	13,280	2019	13,280	2020	13,280	2021	13,280	2022	13,280	<p>That population growth is higher than projected, putting increased pressure on Council to provide additional infrastructure and services.</p>	<p>Low/Medium</p>	<p>Medium</p>	<p>The projected population increase should be accommodated within the capacity of the Council’s existing infrastructure, given the resident population of the District when the systems were commissioned.</p> <p>Where growth requires extra infrastructure, Council will require development contributions. Costs over this amount will likely be funded by a loan.</p>
2013	12,280																							
2014	12,280																							
2015	12,280																							
2016	12,980																							
2017	13,100																							
2018	13,280																							
2019	13,280																							
2020	13,280																							
2021	13,280																							
2022	13,280																							
	<p>That population growth is lower than projected, putting pressure on Council to maintain existing infrastructure and services.</p>	<p>Low</p>	<p>Low</p>	<p>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.</p> <p>A consistent decline in population would adversely affect the ability of the Council to set rates at a level</p>																				



Forecasting Assumption	Risk	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty
				that was affordable to the community.
<p>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:</p> <p>Year 1 2.5% - 5.2% Year 2 2.4% - 4.7% Year 3 2.4% - 4.7% Year 4 2.6% - 5.0% Year 5 2.6% - 5.1% Year 6 2.4% - 4.6% Year 7 2.3% - 4.8% Year 8 2.6% - 5.2% Year 9 2.7% - 5.5% Year 10 2.7% - 5.7%</p>	That actual inflation will be significantly different from assumed inflation.	<p>Low Years (1-3)</p> <p>Medium Years (4-10)</p>	<p>Low Years (1-3)</p> <p>Medium Years (4-10)</p>	<p>Inflation is affected by external economic factors.</p> <p>Council’s costs and the income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made.</p> <p>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.</p>
<p>Interest Expense – Interest on externally borrowed term debt is calculated as follows:</p> <p>2013-2015 6.51% 2016 6.80% 2017-2022 7.20%</p> <p>Interest on internally borrowed term debt is calculated at 5%.</p>	That interest rates will change from those used in the calculations.	High	Low	<p>Interest rates on borrowed funds are largely influenced by factors external to the New Zealand economy.</p> <p>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.</p>
<p>Interest Received – Interest received has been factored into the plan as investments covering funds for selected special reserves. No other</p>	That the banking institutions holding the investments do not maintain their liquidity.	Low	Low	Investments are held with reputable financial institutions which Council staff monitors regularly. The financial materiality is



Forecasting Assumption	Risk	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty
investments are anticipated with debt repayment the main priority.				assessed as “Low” as the interest earned is retained with the core Special Reserve and is not 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 intact.
Debt Repayment – Debt for infrastructure assets will be repaid from surplus depreciation funds. For the District Plan debt repayments will be made over a 10 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. The Council has assumed that asset values will increase at the rate of inflation projected in the BERL estimates..	Infrastructure assets are revalued at 30 June 2013, 2016 and 2019 and 2022.	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 157.	That more detailed analysis of planned capital works once complete may alter the depreciation expense. That assets wear out earlier than	Low Low	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



Forecasting Assumption	Risk	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty
	estimated.			expense would also increase). The negative impacts may be at least partially offset by other assets lasting longer than estimated. Council rate for depreciation.
<p>New Zealand Transport Agency (NZTA) requirements and specifications for the performance of subsidised work will not alter to the extent that they impact adversely on operating costs.</p> <p>The NZTA subsidy Council as used in the LTP is 55-65% (depending on expenditure type) for all years of the plan.</p>	Changes in subsidy rate and variation in criteria for inclusion in subsidised works programme.	Low	Medium	NZTA 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.
<p>Resource consents - Conditions of resource consents held by Council will not be altered significantly.</p>	<p>Conditions of resource consent are altered significantly and without sufficient warning.</p> <p>Work is not performed in accordance with the conditions of the consent.</p>	<p>Low</p> <p>Low</p>	<p>Low</p> <p>Medium</p>	Failure to utilise the Actiflo Treatment Plant and Mataura oxidation ponds projects within the conditions in the consent could result in extra cost. Should non-compliance with consent conditions result only in carrying out additional testing the projected costs are unlikely to exceed \$10,000. However, if the testing indicates that a change to the consent conditions is required to achieve compliance costs it could be up to \$30,000 to action the change.
External factors – There will be no unexpected changes to legislation or other external factors	There are unexpected changes that alter the	Medium	Low	Most changes to legislation are programmed and known about in



Forecasting Assumption	Risk	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty
that alter the nature of services provided by Council.	services provided by Council.			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.
Effects of climate change – Upcoming reports from the Intergovernmental Panel on Climate Change (IPCC) and National Institute of Water and Atmospheric Research (NIWA) on climate change will almost certainly influence the Government’s position and the Council will need to be flexible to respond either to an increasing or decreasing emphasis on climate change as the case may be. The Council may find it has overestimated or underestimated its responses.	Climate change reports cause Government to alter its position significantly and this places greater or lesser pressures on the Council to respond.	Medium	Either Government response scenario could affect capital and operating budgets.	It is premature to alter the Council’s current approaches to climate change.
Sources of funds for future replacement of significant assets – It is assumed that funding for the replacement of significant assets will be obtained from the appropriate sources as set out in the Council’s Revenue and Financing Policy.	The main risk is that budgets for some capital replacements may not have been included and sources may not meet requirements.	Low	Medium	There is little or no risk that sources of funds for replacement of significant assets will not be achieved. Funding of all asset replacements during the life of the ten year plan has been disclosed.
Emissions Trading Scheme (ETS) – The legislative requirement under the Climate Change Response Act is for landfill operators to	That the actual increase in costs to the Council, in relation to the ETS, are different to	Medium	Low	Costs are determined by the ETS market which is currently very volatile. Whilst it is believed that current provisions are



Forecasting Assumption	Risk	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty
<p>report emissions from January 2013 and surrender units for period January-December 2013 in January 2014 (and yearly after that).</p> <p>Gore District Council does not directly own the landfill used to dispose of local waste. This is owned and operated by an independent third party who charges the Council for the use of their facilities.</p> <p>With this in mind the Council has prepared this LTP under the assumption that the only effect that the above law will have on Council operations is an indirect increase in the costs for waste disposal to the landfill.</p>	those forecast.			conservative it will be some time before trends in this market become entrenched. A 50% increase in the ETS component of user fees is estimated to cost the Council \$35,700.
<p>Societal changes – All significant societal changes in the Gore region over the period covered by the LTP will occur in relation to the proposed lignite mine. Refer to the above assumption in relation to population growth for further detail.</p> <p>While this will change the nature of work undertaken in the area, employees migrating to the Gore region will largely come from within New Zealand and therefore there will be no requirement to respond to changes in social diversity.</p>	That there are unforeseen changes to the social framework of the Gore region.	Low	Refer to population growth assumption above.	Refer to population growth assumption above.



Forecasting Assumption	Risk	Level of uncertainty	Financial materiality	Reasons and financial effect of uncertainty
It is not anticipated that there will be a significant change in the age demographic over the term of the plan.				



STATEMENT CONCERNING BALANCING OF THE BUDGET

In accordance with Section 100 of the Local Government Act 2002 and Schedule 1 of the Local Government Act 2002 Amendment Act 2010, 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 Plan (LTP) meets this test.

Where it is possible surpluses are used to repay debt. There are circumstances where surpluses cannot be used to repay debt. If a surplus is generated in an activity that does not have a debt it cannot 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 buildup 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 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 June 2012.

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 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 2011.

The prospective financial information contained in the Long Term Plan is prepared in accordance with the Local Government Act 2002 and the Local Government Act 2002 Amendment Act 2010 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 26 June 2012 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 LTP round in three 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 and the Local Government Act 2002 Amendment Act 2010.

The reporting scope of the non-financial measures is that required under Schedule 1, part 4 of the Local Government Act 2002 Amendment Act 2010.

The reporting period covered corresponds to the financial reporting period 1 July 2012 to 30 June 2022.

FUNDING IMPACT STATEMENT

Following is the Funding Impact Statement for the period commencing 1 July 2012. This has been prepared solely to comply with the Local Government (Financial Reporting) Regulations 2011. It does not comply with Generally Accepted Accounting Practice (GAAP) as stated by S.111(2) of the Local Government Act 2002 and should be not relied on for any other purpose.

Funding Impact Statement - Council Wide

Annual Plan	Council Wide	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
\$,000		\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Sources of operating funding											
4,121	General Rates, uniform annual general charges, rates penalties	4,219	4,365	4,492	4,716	5,083	5,298	5,311	5,547	5,632	5,718
7,560	Targeted rates (other than a targeted rate for water supply)	8,471	8,949	9,314	9,646	9,988	10,157	10,803	11,061	11,290	11,552
1,442	Subsidies and grants for operating purposes	1,153	1,105	1,146	1,163	1,190	1,623	1,274	1,314	1,359	1,420
2,881	Fees charges and targeted rates for water supply	2,638	2,692	2,765	2,877	3,043	3,130	3,218	3,308	3,409	3,512
130	Interest and dividends from investments	105	105	105	108	115	125	138	149	146	147
225	Local authorities fuel tax, fines, infringement fees, and other receipts	246	254	262	271	279	288	298	309	320	331
16,360	Total operating funding (A)	16,833	17,470	18,084	18,781	19,698	20,621	21,043	21,688	22,156	22,679
Applications of operating funding											
12,466	Payments to staff and suppliers	13,042	13,224	13,700	13,970	14,579	15,102	15,426	15,937	16,541	17,009
726	Finance costs	742	725	730	811	1,028	964	1,027	992	972	950
496	Other operating funding applications	527	531	546	546	560	576	594	612	636	660
13,687	Total applications of operating funding (B)	14,310	14,480	14,975	15,327	16,167	16,642	17,048	17,541	18,148	18,620
2,673	Surplus/(deficit) of operating funding (A - B)	2,522	2,990	3,109	3,454	3,531	3,979	3,995	4,147	4,008	4,059
Sources of capital funding											
1,547	Subsidies and grants for capital expenditure	1,508	1,610	1,799	1,989	2,019	1,568	2,463	2,260	2,187	2,256
-	Development and financial contributions	-	-	-	55	57	59	61	63	65	67
55	Increase (decrease) in debt	310	68	(170)	2,341	1,719	(393)	(87)	(208)	(60)	(78)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
1,602	Total capital funding (C)	1,818	1,678	1,629	4,385	3,795	1,234	2,437	2,114	2,193	2,245
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
4,225	Capital Expenditure - to replace existing assets	3,944	4,173	4,531	8,050	6,964	4,687	5,403	5,235	5,473	5,461
-	Capital Expenditure - to improve level of service	530	258	266	-	-	-	-	-	-	-
50	Increase (decrease) in reserves	(134)	238	(60)	(211)	363	525	1,029	1,027	728	844
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
4,275	Total applications of capital funding (D)	4,340	4,668	4,737	7,839	7,326	5,212	6,432	6,262	6,200	6,305
(2,673)	Surplus/(deficit) of Capital Funding (C - D)	(2,522)	(2,990)	(3,109)	(3,454)	(3,531)	(3,979)	(3,995)	(4,147)	(4,008)	(4,059)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-

Revenue and Financing Mechanisms

The Council is required to prepare a funding impact statement in accordance with the Local Government (Rating) Act 2002, the Local Government Act 2002 Amendment Act 2010.

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		✓✓✓		
Sewerage		✓✓		✓
Wastewater		✓✓		✓
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 the Council proposes to carry out in the next financial year will be funded as follows:

Significant Activity	Rates	Depreciation	Borrowing	Reserves	Grants & Subsidies
Community Services					
District Promotions		✓		✓	
Libraries		✓		✓	
District Assets					
Aquatic Centres		✓	✓		
Cemeteries		✓		✓	
Sewerage	✓	✓		✓	
Wastewater	✓	✓		✓	
Parks and Reserves		✓		✓	
Property		✓		✓	
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, except for significant capital expenditure where the funding source will be from borrowings. Refer to each Significant Activity Statement for further details.

Introduction to Rating Mechanisms

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 2012/13 financial year, the Gore District Council proposes to raise \$14,479,840 from the rating of properties in the District. This represents a district wide increase of 2.97%, along with a 5.82% payable by serviced properties for a new waste recycling service.

Total rates per Forecast Statement of Financial Performance	\$12,559,891
Add GST	1,883,983
Add remissions provided for	35,966
Total Rates	\$14,479,840

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	10,483,000	3,762,501	234,339	14,479,840

Each property's liability for targeted rates will be assessed based on its capital value as at 30 June 2012.

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 \$634.73 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, 28.96% will be collected through the uniform annual general charges, which is close to 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 \$3,994,361 and will be used to finance the following activities:

• Democracy	• Grants
• A&P Showgrounds	• Civic Buildings
• 21.55% Solid Waste	• Cemeteries
• District Promotions	• Arts and Heritage
• 51.45% Aquatic facilities	• 51.45% District Libraries
• 30% Public Toilets	• 51.45% MLT Event Centre

The Council proposes to set a Southland Regional Heritage Trust rate of \$31.49 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 \$198,843 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 0.000163 cents for each \$ of capital value.

This charge will raise \$437,943 and will be used to finance the following activities:

- Regulatory
- District Plan

Targeted Rates

The Council proposes to collect 71.04% 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 \$3,647,860 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:

- 48.55% of District pools
- 48.55% of District Libraries
- 48.55 of MLT Event Centre

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	0.001508
Commercial	0.003765

Mataura

	Per \$ Capital Value
Residential	0.000645
Commercial	0.003996

Rural

	Per \$ Capital Value
All properties	0.001036

Heavy Industrial

	Per \$ Capital Value
All properties	
Capital Value under \$550,000	0.033256
Capital Value between \$550,000 and \$1,000,000	0.009452
Capital Value over \$1,000,000	0.004800



Fixed Targeted Ward Rate

This charge will raise \$2,108,252 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	\$266.44
Commercial	
Capital Value under \$88,000	\$429.12
Capital Value between \$88,001 and \$185,000	\$771.80
Capital Value between \$185,001 and \$435,000	\$1,329.04
Capital Value between \$435,001 and \$807,000	\$2,284.53
Capital Value between \$807,001 and \$1,750,000	\$2,871.09
Capital Value \$1,750,001 and above	\$3,395.92

Mataura	
	Fixed Charge
Residential	\$205.58
Commercial	
Capital Value under \$88,000	\$429.12
Capital Value between \$88,001 and \$185,000	\$771.80
Capital Value between \$185,001 and \$435,000	\$1,329.04
Capital Value between \$435,001 and \$807,000	\$2,284.53

Rural	
	Fixed Charge
Capital Value under \$100,000	\$174.74
Capital Value \$100,000 and above	\$309.44

Water, Stormwater, Drainage, and Solid Waste

This charge will raise \$3,877,962 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

\$257.89on each separately used or inhabited part of a rating unit that is connected to either the Gore or Mataura water schemes.

\$128.94on 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.

\$268.47 on each separately used or inhabited part of a rating unit that is connected to either the Gore or Mataura drainage schemes.

\$134.24 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

\$74.22 on each rating unit serviced by the Pukerau drainage scheme.

Waikaka

\$98.96 on each rating unit serviced by the Waikaka drainage scheme.

\$49.48 on each rating unit not connected but has the ability to be serviced by the Waikaka drainage scheme.

Water Closets

\$268.47 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 \$268.47 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 \$134.24 for short term accommodation premises (as determined by the Council) for the second and subsequent urinals in Gore and Mataura.

\$49.48 for the second and every additional water closet and urinal on all non-residential rating units in Waikaka.

Solid Waste

\$215.96 on each separately used or inhabited part of a rating unit in Gore and Mataura for those receiving standard size bins.

\$185.96 for each separately used or inhabited part of a rating unit in Gore and Mataura receiving small bins.

\$55.80 solid waste network charge.

Otama Water Scheme

This charge will raise \$196,869 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 \$17,750.



Each rating unit in the will be charged a fixed below:

Mandeville	46.00
Otama	57.50
Pukerau	30.00
Tuturau	34.86
Waikaka	35.78
Knapdale	\$57.50

following communities charge as indicated



DISTRICT STATISTICS

POPULATION	
Statistics NZ estimated at 30.6.11	
Gore	7,590
Mataura	1,520
Rural	<u>3,170</u>
	<u>12,280</u>

	Capital Value \$	No. of Rating Units	No. of UAGC's	No. of Water Connections	No. of Drainage
Gore	825,902,400	3,814	3,925	4,165	4,981
Mataura	80,000,600	801	846	902	1,051
Rural	1,729,570,750	1,321	1,507	0	0
Heavy Industry	31,836,000	6	6	8	163
	2,667,309,750	5,942	6,284	5,075	6,195



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 important 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 wellbeing 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 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 Plan or where required by the Act in an amendment to the Long Term 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 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 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 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 or 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 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 wellbeing 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, reserve, village greens, cemeteries, sports fields and recreational areas	?	?	?	?
	The lands and buildings as a whole used for the administration of the District	?			

ACTIVITY OR GROUP OF ACTIVITIES	ASSET	STRATEGIC ISSUES			
	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	?	?		?
Land Drainage	The land drainage system as a whole including stormwater pipe network, the open river system, waterways, wetlands and retention basins	?	?	?	?
Wastewater	The wastewater 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 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 Plan (LTP) or Annual Plan,
- Amends an LTP,
- 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 LTP.

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 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 wellbeing 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	0	0
Targeted Rates	0	0
Revenue	0	0
NZ Transport Agency Income	0	0
Investment Income	0	0
Debt		0
Proceeds from Asset Sales		0
Development Contributions		0
Financial Contributions		0
Grants and Subsidies	0	0
Working Capital		0
Special Reserves		0



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

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<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
<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

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<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
<ul style="list-style-type: none"> Drainage (Waste and Stormwater) 	<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 stormwater 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 stormwater 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

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<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"> Targeted Rates General Rates Fees & Charges 	<ul style="list-style-type: none"> Public – High Private – Low Other - Low
<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

Activity	Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Funding Source	Funding Source Proportion
<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"> 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
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	High	Low	Low
Regulatory Services	Med/High	Med	Low
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 LTP.

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 LTP.

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 LTP 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 LTP 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 debt shall be \$1,500 per capita.

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 swap options.

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:

- Recommended maximum floating rate debt of 20% of total debt portfolio, but reviewable dependent on market conditions. A six monthly report to be provided to the Council on debt profile.

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 General Manager, Corporate Services 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 LTP. 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 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 LTP 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 represented by 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 wellbeing 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 wellbeing 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

⁴ Local Government Act 2002, section 10 (b).



- *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 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.



FUNDING IMPACT STATEMENTS

This appendix contains the funding impact statements for each significant activity that are required to be included in the Long Term Plan by Schedule 10 of the Local Government Act 2002 Amendment Act 2010.

Funding Impact Statement - Arts & Heritage

Annual Plan \$,000	Arts & Heritage	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
452	General Rates, uniform annual general charges, rates penalties	453	527	552	636	635	634	670	689	697	732
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
5	Subsidies and grants for operating purposes	5	5	6	6	6	6	6	7	7	7
16	Fees charges and targeted rates for water supply	16	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
473	Total operating funding (A)	475	532	557	642	641	640	676	696	704	739
Applications of operating funding											
337	Payments to staff and suppliers	345	392	388	412	440	456	472	491	510	531
32	Finance costs	33	33	49	67	69	61	66	64	62	60
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
81	Internal charges and overheads applied	87	90	90	93	95	98	100	103	106	109
451	Total applications of operating funding (B)	465	514	527	572	604	614	638	658	679	700
22	Surplus/(deficit) of operating funding (A - B)	10	18	30	70	37	26	38	38	25	39
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	250	238	(25)	(25)	(25)	(25)	(25)	(25)	(25)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	-	250	238	(25)	(25)	(25)	(25)	(25)	(25)	(25)
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
22	Capital Expenditure - to replace existing assets	-	-	21	33	-	24	-	-	26	-
-	Capital Expenditure - to improve level of service	-	258	266	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	10	10	(20)	12	12	(23)	13	13	(26)	14
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
22	Total applications of capital funding (D)	10	268	268	45	12	1	13	13	(25)	14
(22)	Surplus/(deficit) of Capital Funding (C - D)	(10)	(18)	(30)	(70)	(37)	(26)	(38)	(38)	(25)	(39)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-

Funding Impact Statement - Visitor Services

Annual Plan \$,000	Visitor Services	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
352	General Rates, uniform annual general charges, rates penalties	358	375	382	392	404	414	425	438	451	464
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
31	Fees charges and targeted rates for water supply	31	32	34	35	36	37	38	40	41	42
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
383	Total operating funding (A)	390	407	415	427	440	451	464	477	492	506
Applications of operating funding											
233	Payments to staff and suppliers	244	250	257	265	273	280	288	297	306	315
-	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
142	Internal charges and overheads applied	153	157	158	162	167	171	176	181	186	191
376	Total applications of operating funding (B)	397	407	415	427	440	451	464	477	492	506
8	Surplus/(deficit) of operating funding (A - B)	(7)	-	-	-	-	-	-	-	-	-
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
5	Capital Expenditure - to replace existing assets	5	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
3	Increase (decrease) in reserves	(12)	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
8	Total applications of capital funding (D)	(7)	-	-	-	-	-	-	-	-	-
(8)	Surplus/(deficit) of Capital Funding (C - D)	7	-	-	-	-	-	-	-	-	-
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Library

Annual Plan \$,000	Library	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
324	General Rates, uniform annual general charges, rates penalties	334	339	355	350	361	370	380	391	402	415
376	Targeted rates (other than a targeted rate for water supply)	315	320	335	330	341	349	358	369	380	392
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
16	Fees charges and targeted rates for water supply	18	18	19	20	20	21	22	23	23	24
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
9	Local authorities fuel tax, fines, infringement fees, and other receipts	9	9	10	10	10	11	11	11	12	12
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
724	Total operating funding (A)	676	687	719	710	733	751	771	793	817	844
Applications of operating funding											
508	Payments to staff and suppliers	498	496	516	524	540	554	569	585	603	624
6	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
163	Internal charges and overheads applied	175	180	180	185	191	195	201	207	213	218
677	Total applications of operating funding (B)	674	675	696	709	731	749	769	792	816	842
47	Surplus/(deficit) of operating funding (A - B)	3	11	23	1	2	2	2	2	2	2
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(2)	Increase (decrease) in debt	(1)	(1)	(1)	(1)	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(2)	Total capital funding (C)	(1)	(1)	(1)	(1)	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
45	Capital Expenditure - to replace existing assets	35	10	21	-	-	-	-	-	-	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	(34)	-	-	-	2	2	2	2	2	2
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
45	Total applications of capital funding (D)	1	10	21	-	2	2	2	2	2	2
(47)	Surplus/(deficit) of Capital Funding (C - D)	(3)	(11)	(23)	(1)	(2)	(2)	(2)	(2)	(2)	(2)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Grants

Annual Plan \$,000	Grants	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
351	General Rates, uniform annual general charges, rates penalties	373	318	326	319	324	333	343	352	367	382
50	Targeted rates (other than a targeted rate for water supply)	52	53	55	57	59	61	63	65	67	70
151	Subsidies and grants for operating purposes	155	160	165	171	176	182	189	195	202	209
-	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
553	Total operating funding (A)	580	531	546	546	560	576	594	612	636	660
Applications of operating funding											
-	Payments to staff and suppliers	-	-	-	-	-	-	-	-	-	-
6	Finance costs	3	-	-	-	-	-	-	-	-	-
496	Other operating funding applications	527	531	546	546	560	576	594	612	636	660
-	Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-
503	Total applications of operating funding (B)	530	531	546	546	560	576	594	612	636	660
50	Surplus/(deficit) of operating funding (A - B)	50	-	-	-	-	-	-	-	-	-
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(50)	Increase (decrease) in debt	(50)	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(50)	Total capital funding (C)	(50)	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
-	Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-
(50)	Surplus/(deficit) of Capital Funding (C - D)	(50)	-	-	-	-	-	-	-	-	-
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Planning & Regulatory

Annual Plan \$,000	Planning & Regulatory	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
383	General Rates, uniform annual general charges, rates penalties	381	416	433	457	533	562	569	584	593	602
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
250	Subsidies and grants for operating purposes	80	-	-	-	-	-	-	-	-	-
818	Fees charges and targeted rates for water supply	843	857	871	886	983	1,000	1,017	1,035	1,055	1,075
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
38	Local authorities fuel tax, fines, infringement fees, and other receipts	49	51	52	54	56	58	60	62	64	66
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,490	Total operating funding (A)	1,353	1,324	1,356	1,397	1,572	1,620	1,646	1,680	1,711	1,743
Applications of operating funding											
1,083	Payments to staff and suppliers	1,048	929	938	929	1,071	1,120	1,130	1,183	1,199	1,257
30	Finance costs	29	31	28	25	18	17	16	15	14	13
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
265	Internal charges and overheads applied	284	292	293	301	311	318	326	336	346	355
1,378	Total applications of operating funding (B)	1,360	1,252	1,259	1,255	1,400	1,455	1,473	1,534	1,559	1,625
112	Surplus/(deficit) of operating funding (A - B)	(7)	71	97	143	172	165	173	146	153	119
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	55	57	59	61	63	65	67
(87)	Increase (decrease) in debt	39	(49)	(50)	(96)	(18)	(18)	(18)	(18)	(18)	(11)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(87)	Total capital funding (C)	39	(49)	(50)	(41)	39	41	43	45	47	57
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
38	Capital Expenditure - to replace existing assets	-	23	-	24	72	-	-	28	28	55
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
(13)	Increase (decrease) in reserves	32	(1)	47	78	138	206	216	162	172	120
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
25	Total applications of capital funding (D)	32	22	47	102	211	206	216	191	200	175
(112)	Surplus/(deficit) of Capital Funding (C - D)	7	(71)	(97)	(143)	(172)	(165)	(173)	(146)	(153)	(119)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Aquatic Services

Annual Plan \$,000	Aquatic Services	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
409	General Rates, uniform annual general charges, rates penalties	483	463	505	508	518	547	537	559	562	552
474	Targeted rates (other than a targeted rate for water supply)	456	437	476	480	489	516	507	528	531	521
86	Subsidies and grants for operating purposes	30	28	29	41	34	32	33	34	39	53
477	Fees charges and targeted rates for water supply	485	501	517	535	553	572	591	610	632	655
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,446	Total operating funding (A)	1,456	1,429	1,527	1,564	1,593	1,668	1,668	1,732	1,764	1,780
Applications of operating funding											
923	Payments to staff and suppliers	1,008	980	1,008	1,085	1,081	1,157	1,131	1,185	1,249	1,308
148	Finance costs	154	154	160	162	166	148	157	153	148	122
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
191	Internal charges and overheads applied	205	211	212	218	224	229	236	243	250	256
1,261	Total applications of operating funding (B)	1,367	1,346	1,380	1,465	1,472	1,534	1,524	1,581	1,647	1,686
185	Surplus/(deficit) of operating funding (A - B)	89	84	147	99	122	134	144	151	117	94
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(47)	Increase (decrease) in debt	8	89	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(47)	Total capital funding (C)	8	89	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
85	Capital Expenditure - to replace existing assets	54	163	74	56	58	60	71	78	53	61
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
53	Increase (decrease) in reserves	43	10	10	(20)	-	10	10	10	-	(30)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
138	Total applications of capital funding (D)	97	173	84	36	58	70	81	88	53	31
(185)	Surplus/(deficit) of Capital Funding (C - D)	(89)	(84)	(147)	(99)	(122)	(134)	(144)	(151)	(117)	(94)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Parks & Reserves

Annual Plan \$,000	Parks & Reserves	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
-	General Rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
1,718	Targeted rates (other than a targeted rate for water supply)	1,833	1,983	1,993	2,042	2,066	2,111	2,199	2,233	2,320	2,393
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
17	Fees charges and targeted rates for water supply	17	18	18	19	19	20	20	21	21	22
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
903	Internal charges and overheads recovered	951	973	989	1,014	1,041	1,066	1,092	1,121	1,152	1,182
2,638	Total operating funding (A)	2,802	2,974	3,000	3,075	3,126	3,197	3,311	3,375	3,493	3,597
Applications of operating funding											
1,412	Payments to staff and suppliers	1,536	1,569	1,682	1,666	1,709	1,761	1,816	1,875	1,940	1,999
7	Finance costs	2	1	1	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
989	Internal charges and overheads applied	1,048	1,074	1,087	1,115	1,147	1,173	1,203	1,236	1,271	1,304
2,409	Total applications of operating funding (B)	2,586	2,644	2,770	2,781	2,856	2,935	3,019	3,111	3,211	3,303
229	Surplus/(deficit) of operating funding (A - B)	216	330	230	293	270	262	292	263	282	293
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(6)	Increase (decrease) in debt	(9)	(6)	(6)	(7)	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(6)	Total capital funding (C)	(9)	(6)	(6)	(7)	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
182	Capital Expenditure - to replace existing assets	228	217	319	253	202	263	201	200	308	158
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
41	Increase (decrease) in reserves	(21)	107	(94)	34	68	(2)	91	64	(26)	136
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
223	Total applications of capital funding (D)	207	324	225	287	270	262	292	263	282	293
(229)	Surplus/(deficit) of Capital Funding (C - D)	(216)	(330)	(230)	(293)	(270)	(262)	(292)	(263)	(282)	(293)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Roading

Annual Plan \$,000	Roading	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
-	General Rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
1,945	Targeted rates (other than a targeted rate for water supply)	2,082	2,197	2,378	2,576	2,635	2,630	3,070	2,966	2,952	3,071
909	Subsidies and grants for operating purposes	802	828	860	890	916	1,343	985	1,015	1,046	1,083
20	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
178	Local authorities fuel tax, fines, infringement fees, and other receipts	188	194	201	207	213	220	228	236	244	253
30	Internal charges and overheads recovered	64	62	54	61	54	56	47	59	56	71
3,082	Total operating funding (A)	3,136	3,281	3,493	3,733	3,818	4,248	4,330	4,276	4,298	4,477
Applications of operating funding											
1,894	Payments to staff and suppliers	1,884	1,942	2,010	2,072	2,135	2,203	2,280	2,365	2,445	2,531
12	Finance costs	21	29	38	49	61	64	81	91	101	111
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
236	Internal charges and overheads applied	284	289	282	294	295	302	301	320	324	346
2,141	Total applications of operating funding (B)	2,190	2,260	2,329	2,415	2,490	2,569	2,661	2,775	2,870	2,988
941	Surplus/(deficit) of operating funding (A - B)	946	1,021	1,163	1,318	1,327	1,679	1,669	1,501	1,428	1,489
Sources of capital funding											
1,547	Subsidies and grants for capital expenditure	1,508	1,610	1,799	1,989	2,019	1,568	2,463	2,260	2,187	2,256
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
77	Increase (decrease) in debt	126	129	132	134	135	137	140	143	145	147
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
1,624	Total capital funding (C)	1,634	1,739	1,930	2,122	2,154	1,704	2,603	2,403	2,333	2,403
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
2,554	Capital Expenditure - to replace existing assets	2,597	2,764	3,083	3,451	3,471	3,373	4,293	3,904	3,750	3,903
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
10	Increase (decrease) in reserves	(17)	(4)	10	(10)	10	10	(21)	-	10	(10)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
2,565	Total applications of capital funding (D)	2,580	2,760	3,094	3,440	3,481	3,383	4,272	3,904	3,760	3,893
(941)	Surplus/(deficit) of Capital Funding (C - D)	(946)	(1,021)	(1,163)	(1,318)	(1,327)	(1,679)	(1,669)	(1,501)	(1,428)	(1,489)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - General Works

Annual Plan \$,000	General Works	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
-	General Rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
813	Internal charges and overheads recovered	850	904	918	941	967	989	1,014	1,041	1,069	1,097
813	Total operating funding (A)	850	904	918	941	967	989	1,014	1,041	1,069	1,097
Applications of operating funding											
443	Payments to staff and suppliers	459	472	485	499	514	528	542	558	575	592
-	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
307	Internal charges and overheads applied	330	339	340	350	360	369	379	390	402	412
750	Total applications of operating funding (B)	789	811	825	849	874	897	921	948	976	1,004
63	Surplus/(deficit) of operating funding (A - B)	61	93	93	93	93	93	93	93	93	93
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
131	Capital Expenditure - to replace existing assets	55	16	111	80	78	83	37	63	167	165
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
(68)	Increase (decrease) in reserves	6	77	(18)	13	15	10	56	30	(74)	(73)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
63	Total applications of capital funding (D)	61	93	93	93	93	93	93	93	93	93
(63)	Surplus/(deficit) of Capital Funding (C - D)	(61)	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Water

Annual Plan \$,000	Water	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
-	General Rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
1,260	Targeted rates (other than a targeted rate for water supply)	1,280	1,362	1,387	1,421	1,501	1,544	1,574	1,674	1,695	1,740
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
284	Fees charges and targeted rates for water supply	290	300	309	320	331	342	354	365	378	392
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,544	Total operating funding (A)	1,571	1,662	1,696	1,741	1,832	1,886	1,927	2,039	2,074	2,132
Applications of operating funding											
784	Payments to staff and suppliers	717	740	761	789	821	841	870	914	933	977
56	Finance costs	48	39	29	22	7	29	7	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
366	Internal charges and overheads applied	383	407	413	424	435	445	456	468	481	494
1,206	Total applications of operating funding (B)	1,147	1,186	1,203	1,235	1,263	1,316	1,333	1,382	1,415	1,470
338	Surplus/(deficit) of operating funding (A - B)	423	476	493	506	569	570	595	657	659	662
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(131)	Increase (decrease) in debt	(136)	(155)	(116)	(204)	356	(309)	(95)	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(131)	Total capital funding (C)	(136)	(155)	(116)	(204)	356	(309)	(95)	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
240	Capital Expenditure - to replace existing assets	515	307	364	292	921	261	258	290	385	422
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
(34)	Increase (decrease) in reserves	(227)	15	13	9	4	-	242	368	275	240
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
206	Total applications of capital funding (D)	288	322	377	301	925	261	500	657	659	662
(338)	Surplus/(deficit) of Capital Funding (C - D)	(423)	(476)	(493)	(506)	(569)	(570)	(595)	(657)	(659)	(662)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Wastewater

Annual Plan \$,000	Wastewater	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
-	General Rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
1,281	Targeted rates (other than a targeted rate for water supply)	977	1,014	1,033	1,057	1,118	1,143	1,170	1,247	1,277	1,311
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
203	Fees charges and targeted rates for water supply	209	216	223	230	238	247	255	263	273	282
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,484	Total operating funding (A)	1,187	1,230	1,255	1,287	1,356	1,390	1,424	1,510	1,549	1,593
Applications of operating funding											
600	Payments to staff and suppliers	445	462	477	494	512	530	547	568	590	614
161	Finance costs	154	122	114	113	214	197	223	224	220	227
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
228	Internal charges and overheads applied	238	253	257	264	271	277	284	291	299	307
989	Total applications of operating funding (B)	837	837	848	870	997	1,003	1,054	1,083	1,110	1,148
495	Surplus/(deficit) of operating funding (A - B)	349	393	407	417	359	386	370	427	440	446
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(182)	Increase (decrease) in debt	(74)	(121)	(95)	1,321	44	76	14	(56)	91	63
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(182)	Total capital funding (C)	(74)	(121)	(95)	1,321	44	76	14	(56)	91	63
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
283	Capital Expenditure - to replace existing assets	245	241	282	2,208	374	432	355	341	501	479
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
30	Increase (decrease) in reserves	30	30	30	(470)	30	30	30	30	30	30
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
313	Total applications of capital funding (D)	275	271	312	1,738	404	462	385	371	531	509
(495)	Surplus/(deficit) of Capital Funding (C - D)	(349)	(393)	(407)	(417)	(359)	(386)	(370)	(427)	(440)	(446)
()	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Stormwater

Annual Plan \$,000	Stormwater	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
-	General Rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
57	Targeted rates (other than a targeted rate for water supply)	405	484	494	500	545	554	564	619	631	643
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
57	Total operating funding (A)	405	484	494	500	545	554	564	619	631	643
Applications of operating funding											
-	Payments to staff and suppliers	109	114	120	121	126	129	134	138	144	150
-	Finance costs	22	44	34	24	12	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
57	Internal charges and overheads applied	60	63	64	66	68	69	71	73	75	77
57	Total applications of operating funding (B)	191	221	218	210	205	199	205	211	219	227
-	Surplus/(deficit) of operating funding (A - B)	214	263	276	290	339	355	359	408	412	417
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	(84)	(159)	(168)	(177)	(171)	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	(84)	(159)	(168)	(177)	(171)	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to replace existing assets	130	104	108	112	117	122	128	135	142	150
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	51	233	231	273	270	266
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
-	Total applications of capital funding (D)	130	104	108	112	168	355	359	408	412	417
-	Surplus/(deficit) of Capital Funding (C - D)	(214)	(263)	(276)	(290)	(339)	(355)	(359)	(408)	(412)	(417)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Solid Waste

Annual Plan \$,000	Solid Waste	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
228	General Rates, uniform annual general charges, rates penalties	250	258	264	273	286	290	301	309	318	327
228	Targeted rates (other than a targeted rate for water supply)	910	939	962	993	1,039	1,056	1,094	1,124	1,156	1,189
30	Subsidies and grants for operating purposes	40	41	43	44	46	47	49	50	52	54
771	Fees charges and targeted rates for water supply	525	542	559	578	598	619	639	660	684	708
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,258	Total operating funding (A)	1,725	1,779	1,827	1,888	1,969	2,012	2,083	2,143	2,210	2,277
Applications of operating funding											
1,003	Payments to staff and suppliers	1,441	1,484	1,530	1,579	1,631	1,684	1,736	1,791	1,852	1,914
92	Finance costs	130	130	130	136	144	130	144	144	144	144
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
163	Internal charges and overheads applied	170	181	184	188	193	198	203	208	214	219
1,258	Total applications of operating funding (B)	1,741	1,795	1,843	1,903	1,969	2,012	2,083	2,143	2,210	2,277
()	Surplus/(deficit) of operating funding (A - B)	(16)	(16)	(16)	(16)	-	-	-	-	-	-
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	530	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	530	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to improve level of service	530	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	(16)	(16)	(16)	(16)	-	-	-	-	-	-
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
-	Total applications of capital funding (D)	514	(16)	(16)	(16)	-	-	-	-	-	-
-	Surplus/(deficit) of Capital Funding (C - D)	16	16	16	16	-	-	-	-	-	-
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Civil Defence

Annual Plan \$,000	Civil Defence	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
79	General Rates, uniform annual general charges, rates penalties	81	84	87	90	93	96	99	102	106	110
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
79	Total operating funding (A)	81	84	87	90	93	96	99	102	106	110
Applications of operating funding											
79	Payments to staff and suppliers	81	84	87	90	93	96	99	102	106	110
-	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-
79	Total applications of operating funding (B)	81	84	87	90	93	96	99	102	106	110
-	Surplus/(deficit) of operating funding (A - B)	-	-	-	-	-	-	-	-	-	-
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
-	Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-
-	Surplus/(deficit) of Capital Funding (C - D)	-	-	-	-	-	-	-	-	-	-
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Cemeteries

Annual Plan \$,000	Cemeteries	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
127	General Rates, uniform annual general charges, rates penalties	147	163	140	137	141	141	144	178	157	137
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
3	Subsidies and grants for operating purposes	3	3	3	4	4	4	4	4	4	4
105	Fees charges and targeted rates for water supply	107	111	114	118	123	127	131	135	140	145
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
236	Total operating funding (A)	258	277	257	259	267	272	279	318	302	286
Applications of operating funding											
141	Payments to staff and suppliers	145	150	156	156	162	165	170	174	188	185
-	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
61	Internal charges and overheads applied	66	67	68	70	72	73	75	78	80	82
202	Total applications of operating funding (B)	211	218	224	226	233	238	245	251	268	266
33	Surplus/(deficit) of operating funding (A - B)	47	60	33	33	33	33	33	66	33	20
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
86	Capital Expenditure - to replace existing assets	63	80	10	4	47	32	39	80	3	46
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
(53)	Increase (decrease) in reserves	(16)	(20)	23	29	(14)	2	(6)	(14)	30	(26)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
33	Total applications of capital funding (D)	47	60	33	33	33	33	33	66	33	20
(33)	Surplus/(deficit) of Capital Funding (C - D)	(47)	(60)	(33)	(33)	(33)	(33)	(33)	(66)	(33)	(20)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Public Conveniences

Annual Plan \$,000	Public Conveniences	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
38	General Rates, uniform annual general charges, rates penalties	37	40	43	43	44	44	47	48	49	52
88	Targeted rates (other than a targeted rate for water supply)	86	93	101	101	104	103	109	111	114	122
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
125	Total operating funding (A)	122	133	144	145	148	148	155	159	163	175
Applications of operating funding											
91	Payments to staff and suppliers	92	94	100	99	101	104	107	111	115	126
28	Finance costs	28	28	36	38	40	36	40	40	40	40
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
5	Internal charges and overheads applied	5	5	5	5	5	5	5	6	6	6
123	Total applications of operating funding (B)	124	126	141	142	145	145	152	156	160	172
3	Surplus/(deficit) of operating funding (A - B)	(2)	6	3	3	3	3	3	3	3	3
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(3)	Increase (decrease) in debt	(3)	127	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(3)	Total capital funding (C)	(3)	127	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	Capital Expenditure - to replace existing assets	-	134	-	-	-	-	-	-	-	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	(5)	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
-	Total applications of capital funding (D)	(5)	134	-	-	-	-	-	-	-	-
(3)	Surplus/(deficit) of Capital Funding (C - D)	2	(6)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Community & Civic Buildings

Annual Plan \$,000	Community & Civic Buildings	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
618	General Rates, uniform annual general charges, rates penalties	527	541	573	642	843	966	867	920	944	931
69	Targeted rates (other than a targeted rate for water supply)	90	71	86	73	77	73	78	107	147	80
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
104	Fees charges and targeted rates for water supply	106	110	113	117	121	125	129	134	138	143
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
791	Total operating funding (A)	724	722	772	833	1,041	1,164	1,074	1,161	1,229	1,154
Applications of operating funding											
396	Payments to staff and suppliers	406	396	431	432	514	491	534	493	505	498
147	Finance costs	94	92	92	158	277	268	278	248	230	222
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
217	Internal charges and overheads applied	228	234	237	243	250	256	262	269	277	284
759	Total applications of operating funding (B)	729	722	761	833	1,041	1,014	1,074	1,011	1,011	1,004
32	Surplus/(deficit) of operating funding (A - B)	(5)	-	11	-	-	150	-	150	218	150
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
(13)	Increase (decrease) in debt	-	-	-	1,500	1,500	(150)	-	(150)	(150)	(150)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
(13)	Total capital funding (C)	-	-	-	1,500	1,500	(150)	-	(150)	(150)	(150)
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
19	Capital Expenditure - to replace existing assets	-	-	121	1,500	1,500	-	-	-	68	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	(5)	-	(110)	-	-	-	-	-	-	-
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
19	Total applications of capital funding (D)	(5)	-	11	1,500	1,500	-	-	-	68	-
(32)	Surplus/(deficit) of Capital Funding (C - D)	5	-	(11)	-	-	(150)	-	(150)	(218)	(150)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Democracy

Annual Plan \$,000	Democracy	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
629	General Rates, uniform annual general charges, rates penalties	660	704	692	721	749	742	768	810	813	834
14	Targeted rates (other than a targeted rate for water supply)	15	15	16	16	17	17	18	18	19	19
7	Subsidies and grants for operating purposes	7	7	7	8	8	8	9	9	9	9
-	Fees charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
650	Total operating funding (A)	682	726	715	745	774	768	794	837	841	863
Applications of operating funding											
335	Payments to staff and suppliers	349	374	362	378	407	393	410	441	434	446
-	Finance costs	-	-	-	-	-	-	-	-	-	-
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
299	Internal charges and overheads applied	321	330	331	341	351	359	369	380	391	401
634	Total applications of operating funding (B)	670	704	693	718	758	752	778	821	825	847
16	Surplus/(deficit) of operating funding (A - B)	12	22	22	26	16	16	16	16	16	16
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Total capital funding (C)	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
17	Capital Expenditure - to replace existing assets	16	-	-	18	18	19	-	-	21	21
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
(2)	Increase (decrease) in reserves	(4)	22	22	8	(2)	(3)	16	16	(6)	(5)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
16	Total applications of capital funding (D)	12	22	22	26	16	16	16	16	16	16
(16)	Surplus/(deficit) of Capital Funding (C - D)	(12)	(22)	(22)	(26)	(16)	(16)	(16)	(16)	(16)	(16)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



Funding Impact Statement - Administration

Annual Plan \$,000	Administration	2013 \$,000	2014 \$,000	2015 \$,000	2016 \$,000	2017 \$,000	2018 \$,000	2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000
Sources of operating funding											
130	General Rates, uniform annual general charges, rates penalties	133	138	142	147	152	157	162	168	174	180
-	Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
19	Fees charges and targeted rates for water supply	18	19	19	20	21	21	22	23	24	24
130	Interest and dividends from investments	105	105	105	108	115	125	138	149	146	147
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
2,023	Internal charges and overheads recovered	2,172	2,231	2,241	2,302	2,373	2,427	2,493	2,566	2,643	2,710
2,302	Total operating funding (A)	2,429	2,493	2,507	2,577	2,661	2,730	2,816	2,905	2,987	3,061
Applications of operating funding											
2,203	Payments to staff and suppliers	2,234	2,296	2,393	2,381	2,453	2,611	2,591	2,667	2,847	2,834
-	Finance costs	24	21	19	17	18	14	16	13	13	11
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-
2,203	Total applications of operating funding (B)	2,258	2,317	2,412	2,399	2,471	2,625	2,607	2,680	2,860	2,844
99	Surplus/(deficit) of operating funding (A - B)	170	175	95	179	190	105	208	226	127	217
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
500	Increase (decrease) in debt	(37)	(37)	(37)	(37)	(37)	(37)	(37)	(37)	(37)	(37)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
500	Total capital funding (C)	(37)	(37)	(37)	(37)	(37)	(37)	(37)	(37)	(37)	(37)
Applications of capital funding											
-	Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
516	Capital Expenditure - to replace existing assets	-	114	16	19	105	18	22	116	20	-
-	Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-
83	Increase (decrease) in reserves	134	25	43	123	48	51	150	73	71	181
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
599	Total applications of capital funding (D)	134	139	59	142	153	69	172	189	90	181
(99)	Surplus/(deficit) of Capital Funding (C - D)	(170)	(175)	(95)	(179)	(190)	(105)	(208)	(226)	(127)	(217)
-	Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-



SCHEDULE OF SPECIAL RESERVE FUND MOVEMENTS

Schedule of Special Reserve Fund Movements

As required by the Local Government Act 2002 Amendment Act 2010 detailed below are the proposed cumulative movements in the Special Reserve Funds of the Gore District Council for the ten years ended 30 June 2022

Name of Reserve	Purpose	Opening Balance	Additions	Withdrawals	Closing Balance
(a) Special Bequests		\$	\$	\$	\$
Dorothy Newman Trust	Maintenance and improvement of Gore Parks and Reserves	14	10	-	24
Dolamore Trust	Purchase of Library Books	4	3	-	6
Latham Trust	Maintenance and improvement of Gore Parks and Reserves	67	47	-	114
AMA Dolamore Trust	Maintenance and improvement of Dolamore Park	53	37	-	90
JH Dolamore Trust	Maintenance and improvement of Gore Parks and Reserves	31	22	-	53
CA Coster Fund	Provision or extension of amenities in Matura area	298	210	-	508
Total Special bequests		-	-	-	-
(b) Council created reserves					
Rural Special Fund	Provision of amenities in rural areas of the District	377	265	-	642
Creative New Zealand	Funding of cultural activities	2	-	-	2
Otama Water Scheme	Funding capital works on Otama Water Scheme	127	130	95	162
Council wide Asset Replacement and Maintenance Reserves	Funding long term maintenance and replacement of Council assets	1,715	5,382	2,641	4,456
Drainage Contributions Reserve	Funding additional connections to drainage network	19	-	-	19
Solid Waste Recycling Initiatives	Funding enhancements to Council's waste minimisation initiatives	64	-	64	-
Solid Waste Operational Reserve	Funding future maintenance requirements	117	-	49	68
Parks and Reserves Development Reserves	Funding future development requirements	120	-	-	120
Roading Training Reserve	Funding future staff training requirements	15	-	-	15
Roading Reserve contributions	Funding future development requirements	7	-	-	7
Urban Rooding Rating Reserve	Funding future urban roading operational works	31	-	-	31
Urban Rooding Capital Works Reserve	Funding future urban roading capital works	72	-	-	72
Rural Rooding Rating reserve	Funding future rural roading operational works	66	-	-	66
Rural Rooding Capital Works reserve	Funding future rural roading capital works	2	-	-	2
Airport Reserve	Funding future operations	15	-	-	15
Sister City Reserve	Funding future sister city initiatives	4	-	-	4
Matura Initiatives reserve	Funding future initiatives in Matura	3	-	-	3
Rural Halls Reserve	Funding future maintenance costs of rural halls	25	17	-	42
Long Term Plan reserve	Funding future iterations of long term plan	-	200	170	30
District Plan Reserve	Funding future reviews of district plan	-	590	-	590
Regulatory Reserve Contributions	Funding future Council development projects	-	453	-	453
Total Council created reserves					
Grand Total		3,246	7,367	3,019	7,595

Note:

Over the life of this Plan a total of \$3,867,749 of total reserve funds has been lent internally to other activities within Council, as some of these reserves will not be called upon for a number of years. These have been advanced at an interest rate of 5%





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