

GORE DISTRICT LONG TERM PLAN 2015 - 2025



CONTENTS

MISSION STATEMENT	1
LONG TERM PLAN	2
MAYORAL AND EXECUTIVE FOREWORD	3
INDEPENDENT AUDITOR'S REPORT	6
FINANCIAL PRUDENCE BENCHMARKS DISCLOSURE STATEMENT	8
FINANCIAL STRATEGY	12
FINANCIAL OVERVIEW	19
INFRASTRUCTURE STRATEGY	20
COMMITTEE STRUCTURE	48
MANAGEMENT STRUCTURE	49
GORE DISTRICT COUNCIL COMMUNITY OUTCOMES	50
GROUPS OF ACTIVITIES	52
WATER SUPPLY	53
WASTEWATER	57
STORMWATER	61
ROADING AND FOOTPATHS	65
PARKS, RESERVES, AQUATIC FACILITIES, CIVIC BUILDINGS & RECREATION	71
OTHER DISTRICT ASSETS INCLUDING SOLID WASTE AND CIVIL DEFENCE	75
COMMUNITY SERVICES – ARTS & HERITAGE, LIBRARIES, PROMOTIONS AND GRANTS	79
REGULATORY AND PLANNING	85
DEMOCRACY AND ADMINISTRATION	89
PROSPECTIVE FINANCIAL STATEMENTS	93
STATEMENT OF ACCOUNTING POLICIES	99
SIGNIFICANT ASSUMPTIONS	109
STATEMENT CONCERNING BALANCING OF THE BUDGET	116
FUNDING IMPACT STATEMENT	117
DISTRICT STATISTICS AND RATING BASE INFORMATION	133
SIGNIFICANCE AND ENGAGEMENT POLICY	134
MAORI CAPACITY TO CONTRIBUTE TO DECISION-MAKING PROCESSES	142
REVENUE AND FINANCING POLICY	143
INVESTMENT POLICY	154
LIABILITY MANAGEMENT POLICY	156
POLICY ON PARTNERSHIPS WITH THE PRIVATE SECTOR	161
FINANCIAL CONTRIBUTION POLICY	164
REMISSION OF RATES	166
RATING OF MAORI FREEHOLD LAND	169
EQUAL EMPLOYMENT OPPORTUNITY POLICY	170
SCHEDULE OF SPECIAL RESERVE FUND MOVEMENTS	171

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 outlines:

- 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 coordination 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.

This year's Long Term Plan process was the first under the Local Government Amendment Bill 2014, which brought major changes to the way councils connect with their communities. The Bill abolished the requirement to prepare a Long Term Plan summary and, indeed, a draft Long Term Plan.

It did require councils to produce a Long Term Plan consultation document. The consultation document was the only lawful basis on which to undertake the mandatory engagement with the community. Councils had to produce supporting documentation, which we have, and adopt their Long Term Plans in June.

The consultation document, which for the Gore District Council was our 24-page Gore's Future, succinctly described the key issues from the Long Term Plan, as well as making the key choices and implications clear to the public. The rationale for this was that by focusing people's attention on the key issues a community faces, and a council's plans to address the issues, the consultation document encouraged the right debate with an informed community.

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 was 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 the Council's 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

The other document relevant to this Long Term Plan is:

- **The District Plan**

The 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.

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

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

MAYORAL AND EXECUTIVE FOREWORD

The 2015 – 2025 Long Term Plan contains some of the most important decisions this Council has faced in the past decade. It contains projects and expenditure that are the most significant for a generation. They will define this council just as the decisions of our forefathers defined Gore as a prosperous rural town.

We will continue to build on that and live up to our reputation as offering the best of a rural lifestyle with all the services, facilities and attractions of our metropolitan cousins. It's what we call Rural City Living.

Your councillors are part of the community. We are farmers, retailers, labourers, mothers and grandparents. As you will see, we are proud of our District and proud of being part of its future.

We have committed to prudently investing to create a vibrant and satisfying lifestyle, a place where people will want to live and businesses will want to establish. To fulfil this vision of a district ready to grow and prosper, we need good infrastructure.

It is against this backdrop that the Council will undertake what has become known as the Big 5 projects. These are:

- Removing sludge from the Gore oxidation pond
- Increasing wastewater capacity in West Gore
- Removing manganese and oxides from Gore's water
- Hilbre Avenue reservoir replacement
- New Zealand Drinking Water Standards compliance

The first two projects have been started already to ensure our wastewater network has the capabilities to meet future demands in the South Gore/West Gore area. They were flagged in our last Long Term Plan, and will have a financial impact during the lifetime of this plan and beyond.

Other major initiatives the Council will undertake during the lifetime of this Plan touch on enhancing promotional and recreational opportunities in the District.

Gore's heritage precinct is seen as integral in the development and promotion of the District as a heritage tourism destination. There are already significant assets in the precinct and a major redevelopment will be carried out to enhance these, develop new attractions and make the precinct area more attractive to visitors.

Recreational opportunities that are relevant today, meet the expectations of our community and are financially sustainable, were the drivers behind a review of the Mataura swimming pool and providing other options. This was one of the main issues the Council received feedback on and after much deliberation the Council decided to close the Mataura swimming pool at the conclusion of the 2016/17 swimming season which is expected to be April 2017. In the meantime the Council in collaboration with the Mataura Community Board will investigate the introduction of an alternative recreational facility in Mataura. A sum of \$500,000 has been allocated for this purpose.

The challenge we faced for this Long Term Plan was how to balance our once-in-a-generation projects with rates affordability and prudent debt management. Over the next 10 years we plan to complete about \$13.8 million worth of work on key infrastructural projects.

Feedback from the consultation process generally accepted the need for these infrastructure projects with a qualification that they be phased in over a longer period. Unfortunately the need to comply with the likes of New Zealand Drinking Water Standards and develop capacity in the West Gore wastewater network has provided limited scope for manoeuvre in this area.

This Long Term Plan has been a long process and one we could not have done alone.

We received 213 feedback forms, which was more than double the number received three years ago. This level of input from the community was extremely pleasing, as was the number of people who took the time to talk to councillors in support of their feedback.

As a result, the Council made some changes to its draft Long Term Plan. These were:

- The proposal to freeze the Uniform Annual General Charge at \$650.00 throughout the life of the plan has been amended, so that the amount as a percentage of total rates cannot fall below 25%. This will therefore mean that the freezing of \$650.00 will only remain for about two years before the 25% threshold or “floor” is reached.
- The proposal to set aside an annual sum of \$40,000 for a Heritage Preservation Fund has been deleted.
- A grant of \$10,000 in the 2015/16 year for a local cycle trails coordinating group to assist with planning for new cycle trails being mooted in the Gore District.
- A grant of \$4,000 in the 2017/18 year to the Mataura School to assist with the payment of additional transportation costs, incurred as a result of the closure of the Mataura swimming pool.



Tracy Hicks JP
Gore District Mayor

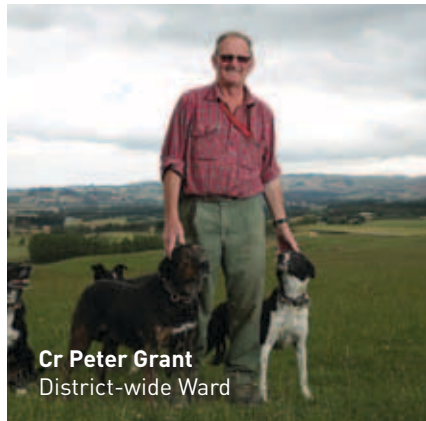


Stephen Parry
Chief Executive



A COUNCIL FOR YOU

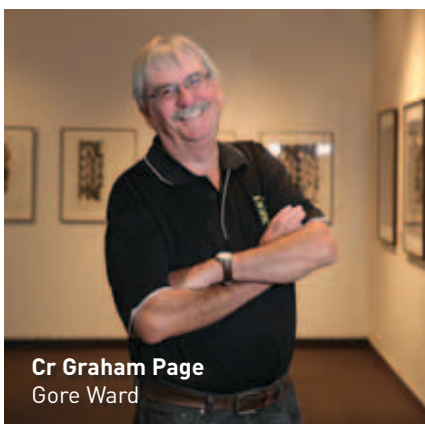
Your councillors are just like you – they are businessmen and labourers, mothers and fathers, farmers and retailers. They pay rates, use our wonderful facilities and work hard to fulfil your aspirations for the District. Like you, they are proud to call the Gore District home and look forward to working with you for Gore's Future.



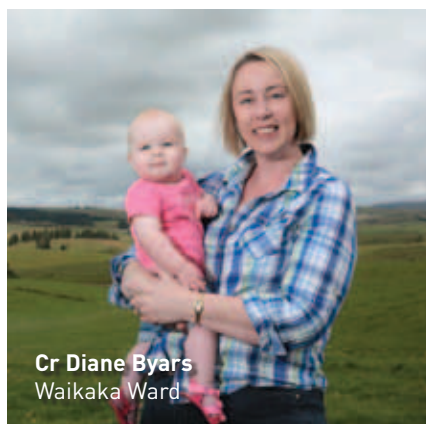
Cr Peter Grant
District-wide Ward



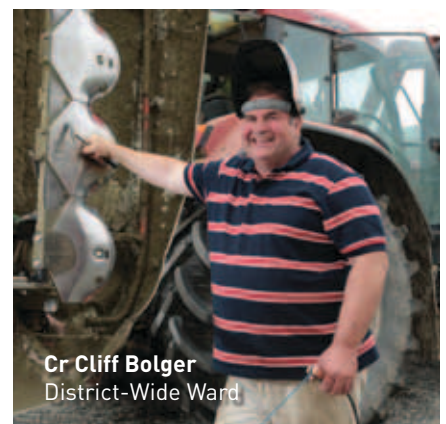
Cr Doug Grant
Gore Ward



Cr Graham Page
Gore Ward



Cr Diane Byars
Waikaka Ward



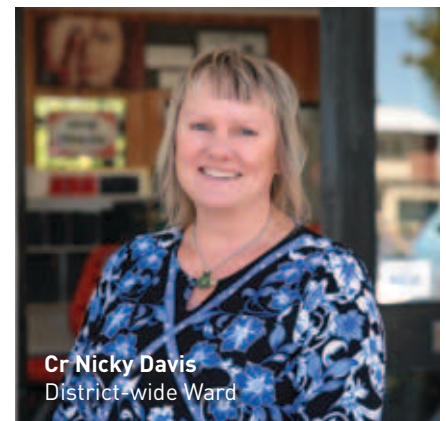
Cr Cliff Bolger
District-Wide Ward



Cr Anne Gover
Gore Ward



Cr Steve Dixon
Mataura Ward



Cr Nicky Davis
District-wide Ward



Cr Ralph Beale
Gore Ward



Cr Bret Highsted
Gore Ward



Cr Graham Sharp
Waimumu-Kaiwera Ward

INDEPENDENT AUDITOR'S REPORT

To the reader:

Independent auditor's report on Gore District Council's 2015/25 Long-Term Plan

I am the Auditor-General's appointed auditor for Gore District Council (the Council). Section 94 of the Local Government Act 2002 (the Act) requires an audit report on the Council's long term plan (the plan). I have carried out this audit using the staff and resources of Deloitte. We completed the audit on 30 June 2015.

Opinion

In my opinion:

- the plan provides a reasonable basis for:
- long-term, integrated decision-making and coordination of the Council's resources; and
- accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 8 to 11 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 and accurately reflect the information drawn from the Council's audited information.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the plan.

Basis of Opinion

We carried out our work in accordance with the Auditor-General's Auditing Standards, relevant international standards and the ethical requirements in those standards.¹

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate audit procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our audit procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face over the next 30 years;
- the information in the plan is based on materially complete and reliable asset and activity information;
- the Council's key plans and policies have been consistently applied in the development of the forecast information;
- the assumptions set out within the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures and forecast financial information has been adequately explained within the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

¹ The International Standard on Assurance Engagements (New Zealand) 3000 (Revised): *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and The International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*.

Responsibilities of the Council and Auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

I am responsible for expressing an independent opinion on aspects of the plan, as required by sections 94 and 259C of the Act. I do not express an opinion on the merits of the plan's policy content.

Independence

We have followed the independence requirements of the Auditor-General, which incorporate those of the External Reporting Board. Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council or any of its subsidiaries.



Brett Tomkins, Deloitte

On behalf of the Auditor-General, Dunedin, New Zealand

FINANCIAL PRUDENCE BENCHMARKS DISCLOSURE STATEMENT

WHAT IS THE PURPOSE OF THIS STATEMENT?

The purpose of this statement is to disclose the Council’s planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The Council is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations). Refer to the Regulations for more information, including definitions of some of the terms used in this statement.

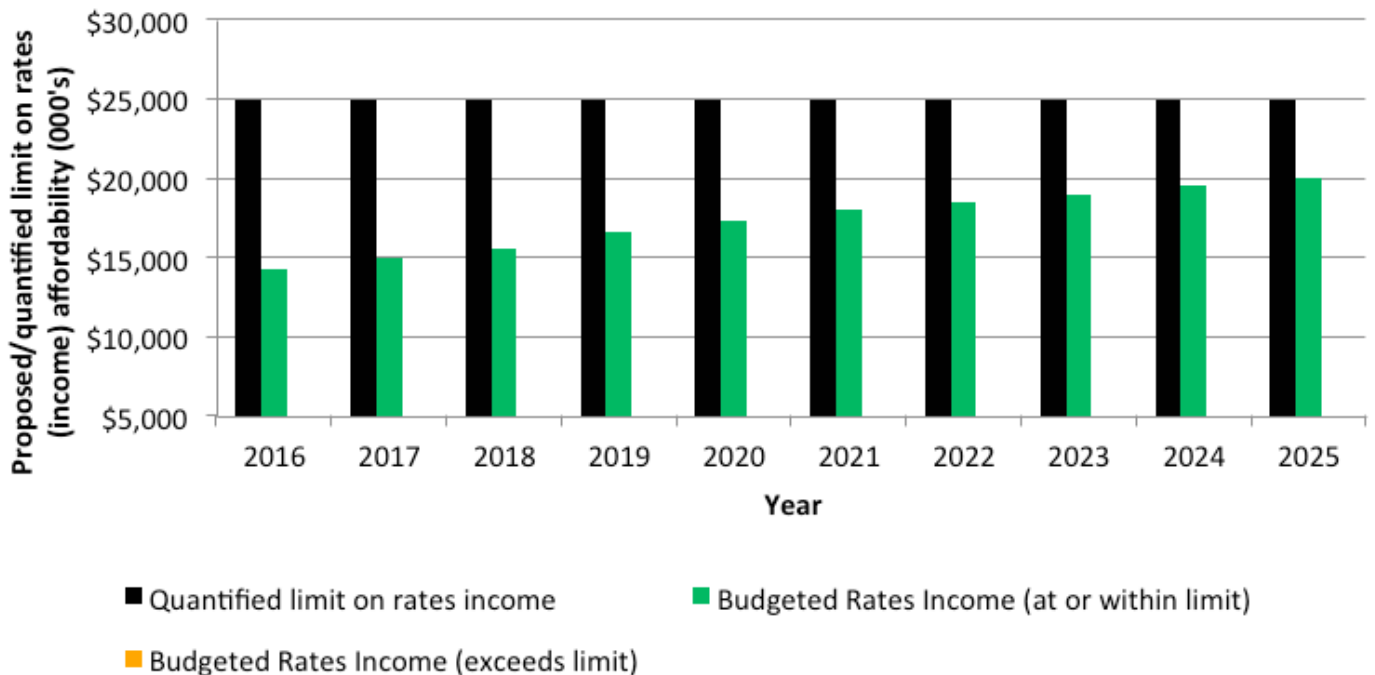
RATES AFFORDABILITY BENCHMARK

The Council meets the rates affordability benchmark if:

- its actual rates income equals or is less than each quantified limit on rates; and
- its actual rates increases equal or are less than each quantified limit on rates increases.

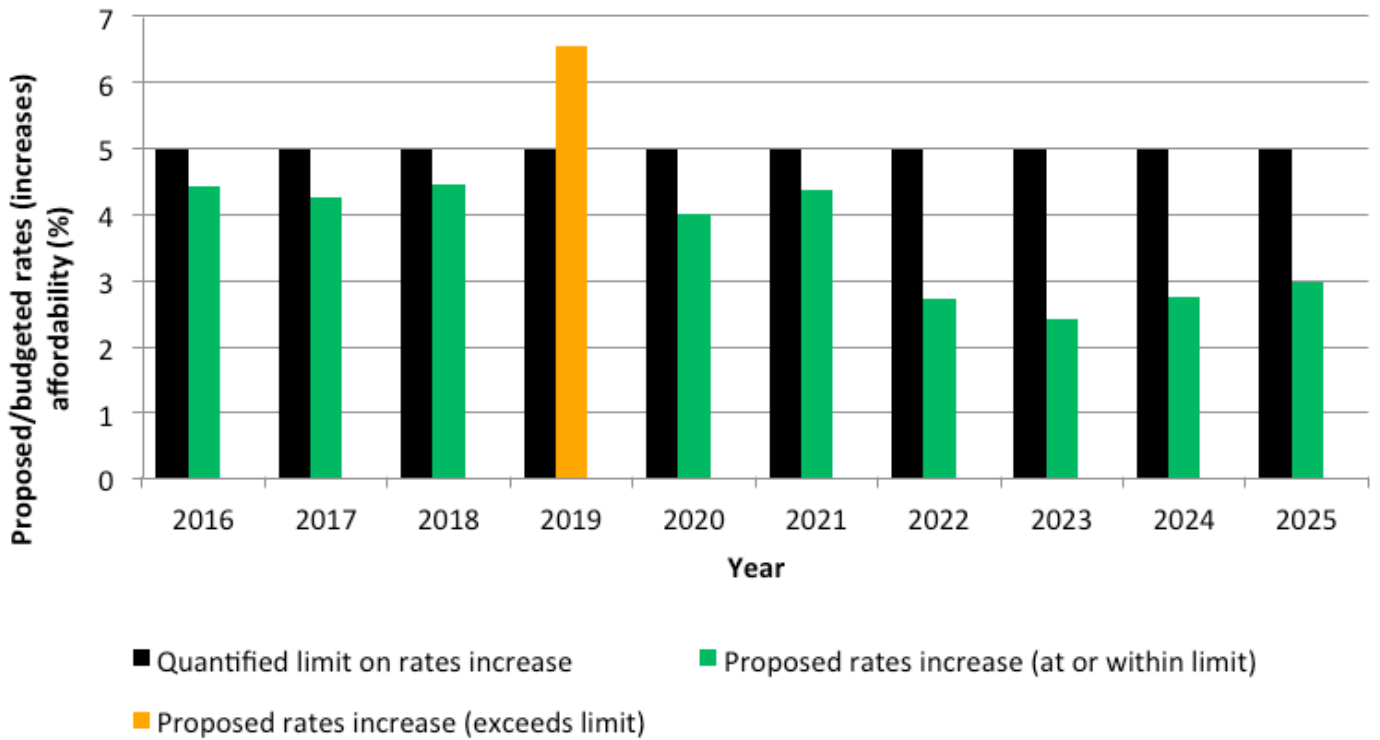
RATES (INCREASES) AFFORDABILITY

The following graph compares the Council’s planned rates with a quantified limit on rates contained in the Financial Strategy included in this Long Term Plan. The quantified limit is \$25 million.



RATES (INCOME) AFFORDABILITY

The following graph compares the Council’s planned rates increases with a quantified limit on rates increases contained in the Financial Strategy included in this Long Term Plan. The quantified limit is 5% per annum.

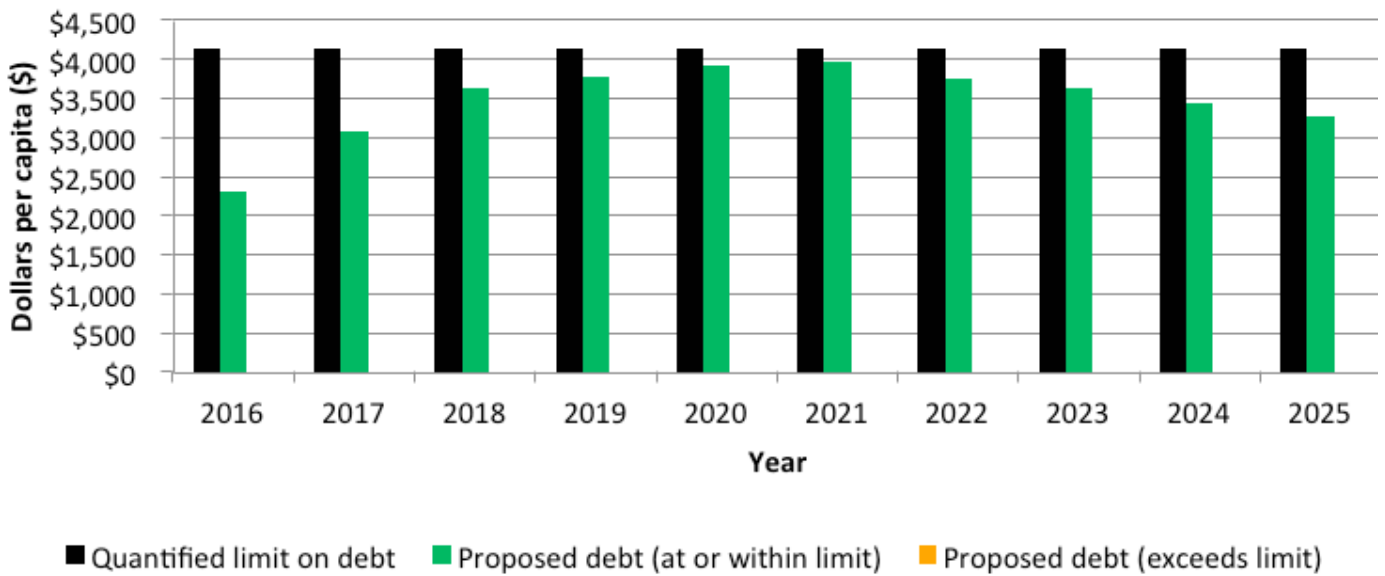


The proposed breach of the rates increase limit in 2019 is explained in the financial strategy on page 15

DEBT AFFORDABILITY BENCHMARK

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

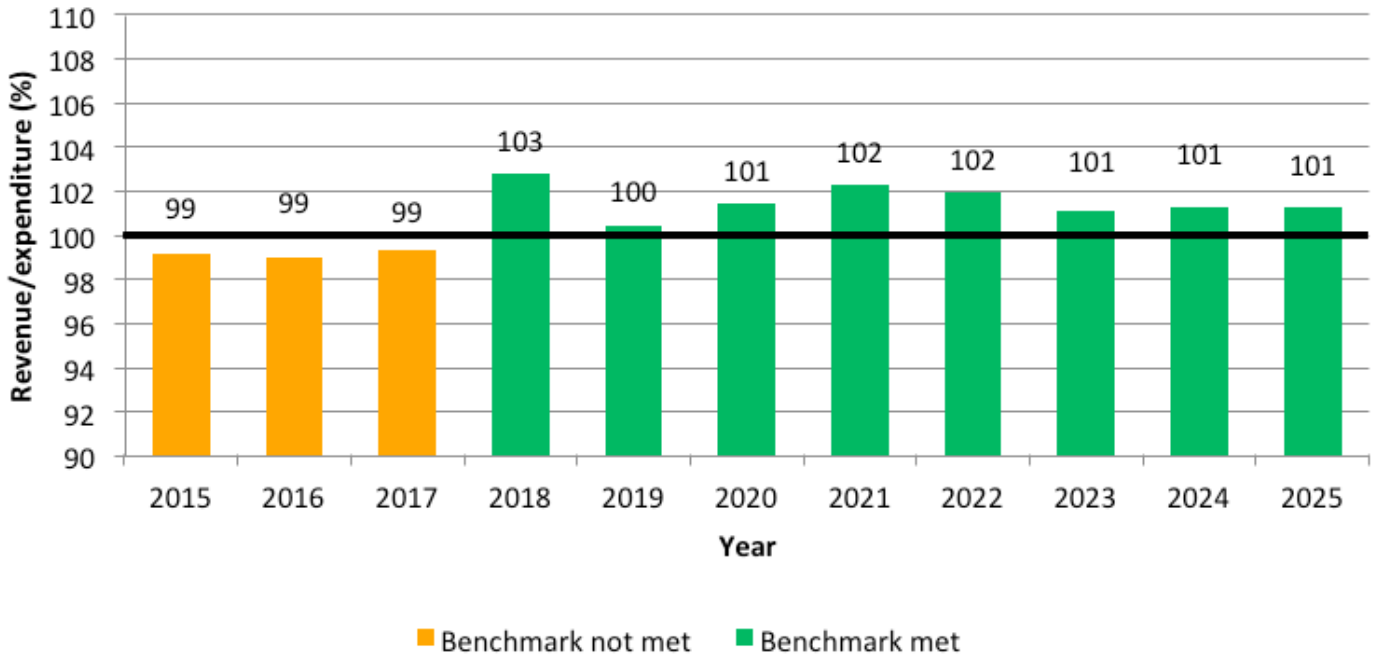
The following graph compares the Council’s planned debt with a quantified limit on borrowing contained in the Financial Strategy included in this Long Term Plan. The quantified limit is \$4,150 per rating unit.



BALANCED BUDGET BENCHMARK

The following graph displays the Council’s planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.

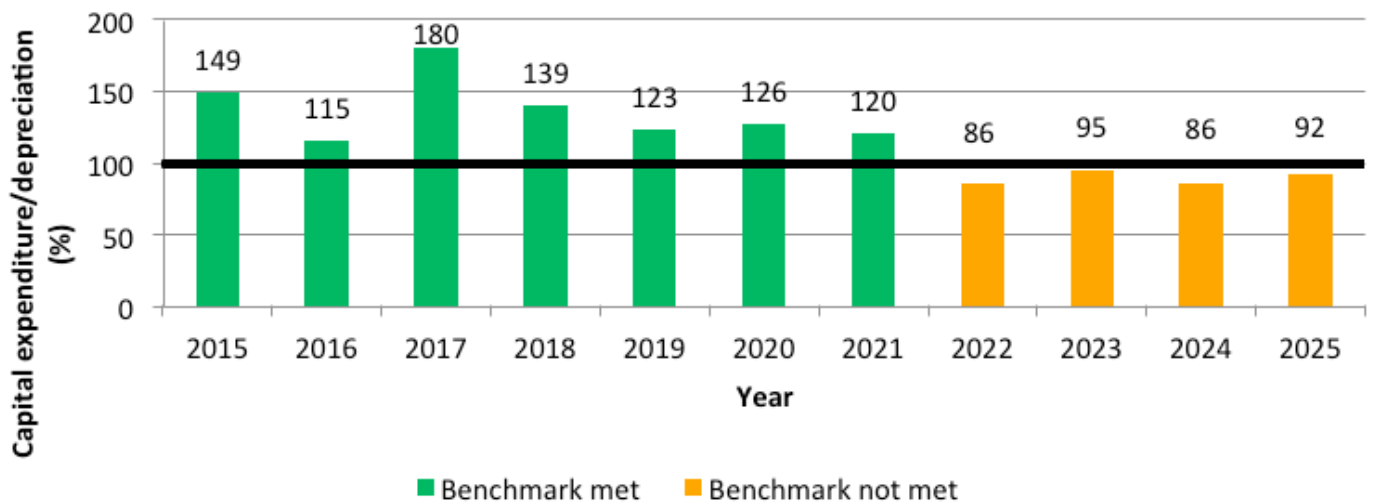


More information can be found about the balanced budget on page 116.

ESSENTIAL SERVICES BENCHMARK

The following graph displays the Council’s planned capital expenditure on network services as a proportion of expected depreciation on network services.

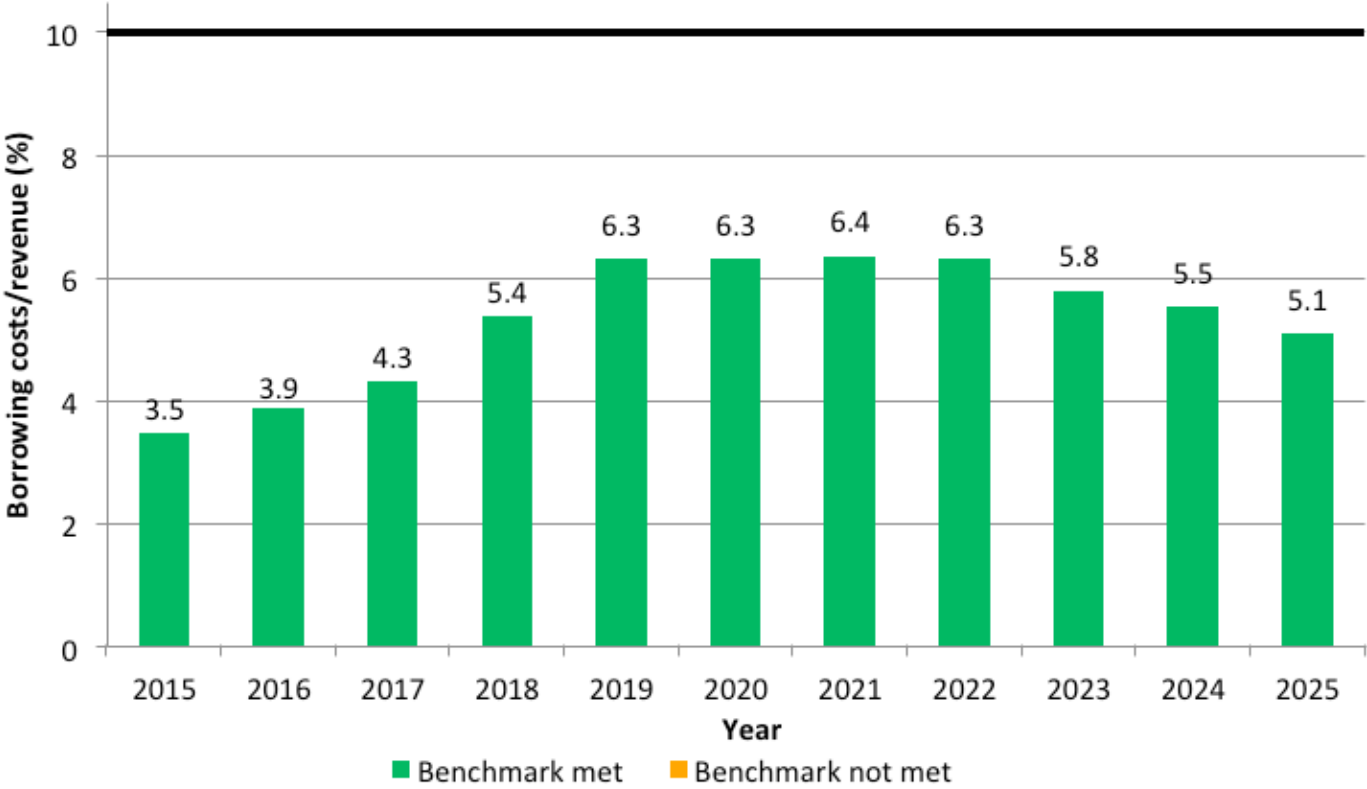
The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.



DEBT SERVICING BENCHMARK

The following graph displays the Council’s planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the district’s population will grow more slowly than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.



FINANCIAL STRATEGY

The key points to be derived from this strategy are:

- The Council will continue to apply a cautious and conservative approach to operating expenditure.
- Current levels of service will be maintained, with increased levels of service planned for Gore’s water and wastewater system.
- Rates are the primary source of funding for Council activities.
- Debt levels will increase to accommodate five 1-in-50-year projects but an active repayment plan is in place throughout the next decade.
- With the exception of year four of the plan (2018/19), all rate increases are less than the self-imposed 5% limit.
- The Council’s books are balanced for eight out of 10 years of the plan.

Overall, the Council’s objective in applying a prudent financial strategy is to balance all of these factors when considering new capital works or other projects.

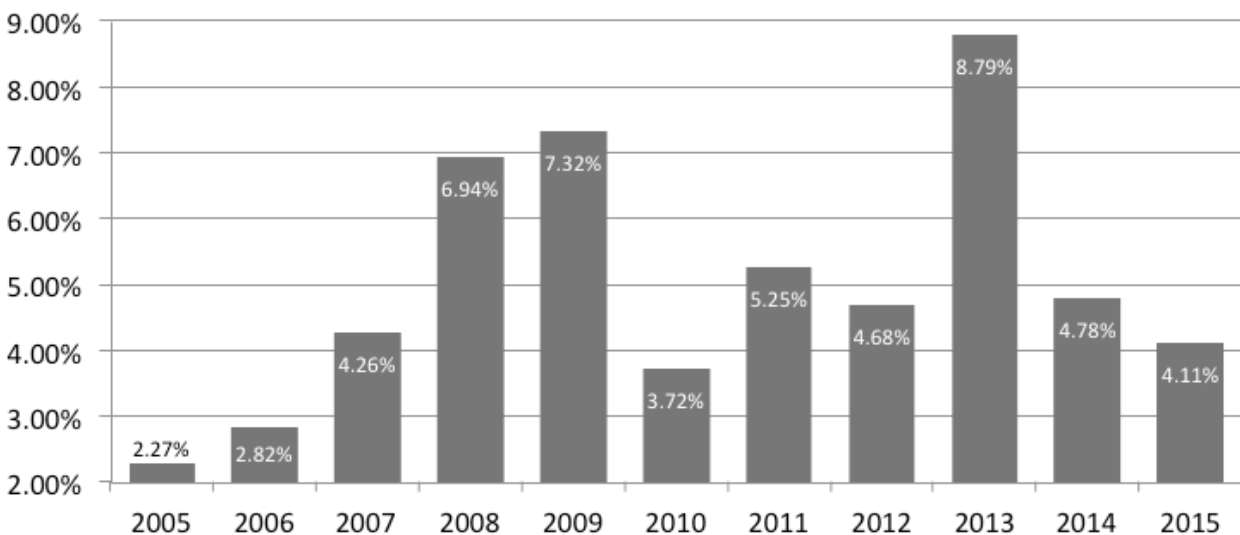
INTRODUCTION

This strategy is designed to inform ratepayers, residents and regular readers of the Council’s Long Term and Annual Plan documents about the 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 ten years since, the average rate increase in the Gore District, up until and including the 2014/15 financial year, has been 4.99%.

HISTORICAL RATE INCREASES

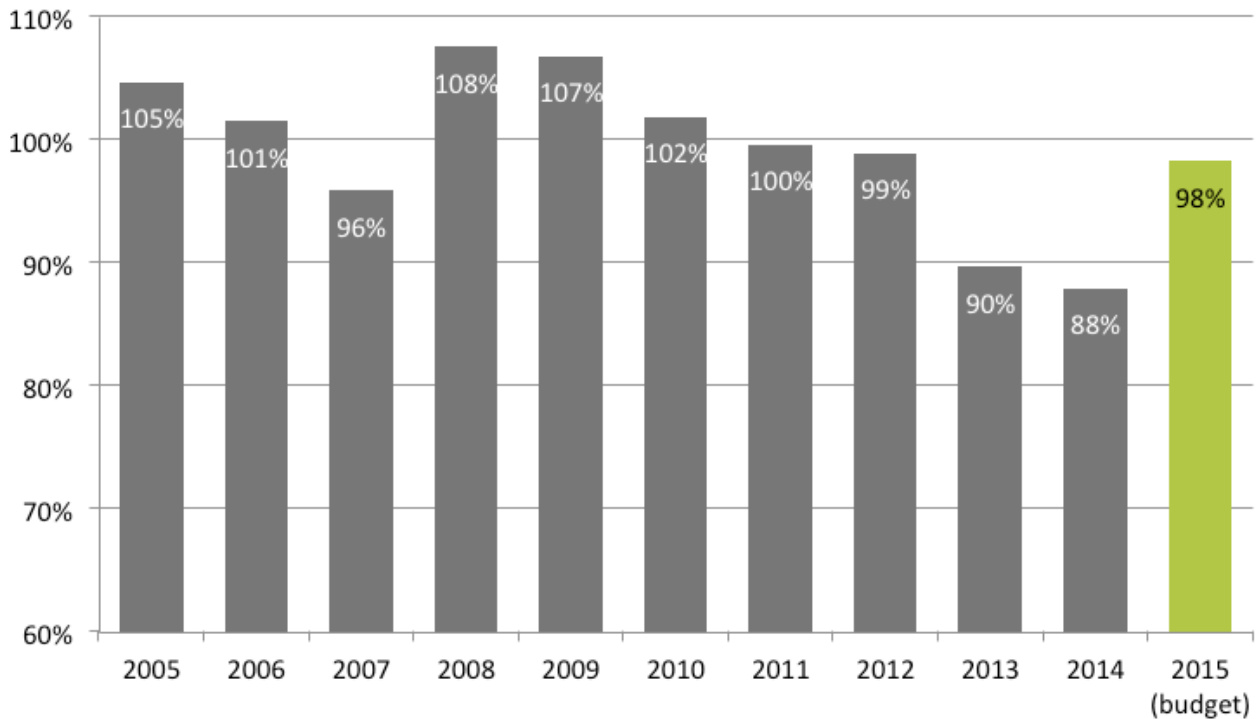


The 8.79% increase in 2012/13 was due to the introduction of the highly successful kerbside recycling and waste collection service. If the effect of the introduction of this service was removed the ten year average increase would have been 4.47%.

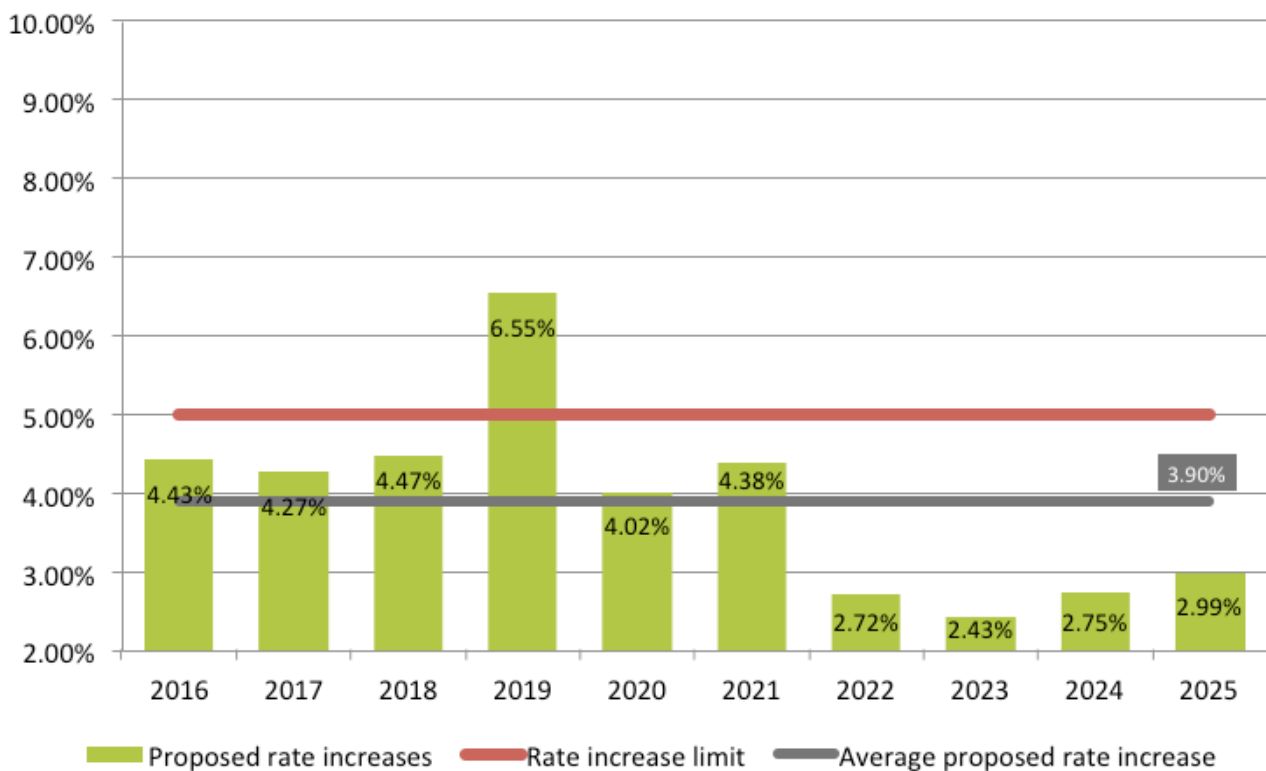
Apart from recycling, the Council has undertaken large capital works in the form of upgrading sewerage treatment processes in Gore and Mataura as well as the establishment of the refuse transfer station in Gore, and the Council’s share of the establishment of the regional landfill in Southland.

Notwithstanding these large capital investments the ratio of debt to rates has been falling over this time, to the point where presently for every dollar of rates income the Council owes 88 cents of debt. To use an analogy, this is like a resident having an annual income of \$100,000 and a mortgage of \$88,000. This places the Council in a good position to be able to take on new debt to fund once in a generation projects that are on its planning horizon.

RATIO OF DEBT TO RATES



PROPOSED RATES INCREASE



The next ten years and beyond

The 2015-2025 Long Term Plan includes five once in a generation projects. Three of these: desludging the oxidation ponds, upgrade of the Civic Administration building and the upgrade of our three water treatment plants to comply with the national drinking water standards, have been signalled before in previous long term plans. In addition to these three projects the Hilbre Avenue Reservoir requires renewal and the Council wants to fix the dirty water issue in West Gore caused by manganese in the Jacobstown Well.

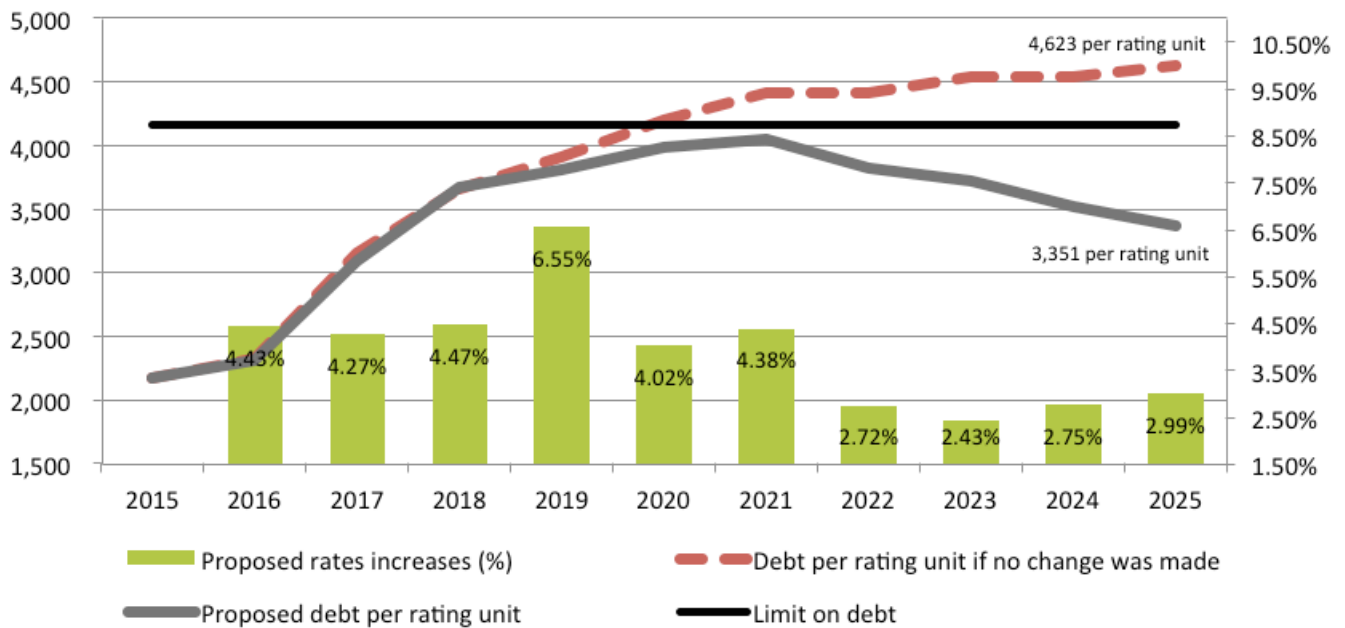
The most affordable way to fund these projects is by loan, though a small portion of each project can be funded from existing budgets. Choosing to fund these projects with loans means that one generation of rate payers is not unfairly burdened with the cost, as future generations will also experience the benefits from these assets.

The Council is aware from the extensive modelling undertaken of our 3 Waters network that other large infrastructure renewal projects lie beyond this ten year planning cycle. Given their magnitude, these projects will likely be funded by debt. Therefore it is imperative firm headway be made to reduce the overall debt by the end of this plan.

One key to achieving the repayment of debt is to change the way the Council funds the interest on the loans for 3 Waters assets. Historically the rates collected for depreciation has funded capital work, loan repayments and interest. This strategy has helped keep rates low. However under a debt funded intensified capital work programme which drives higher interest costs, there is not sufficient funding from the rates collected for depreciation to cover all three.

To help us get the debt down, it is proposed, starting in year four (2018/19) of the plan, to fund the interest costs by rates. This is in addition to the rates we already collect for depreciation. This would mean a 6.55% rates increase in that year, a breach in the self-imposed rate increase limit. However given the large capital programme, without this change in direction debt would soon start to rise to unmanageable levels. The effects of not making this strategic change can be seen below.

DEBT PER RATING UNIT AND RATES INCREASES



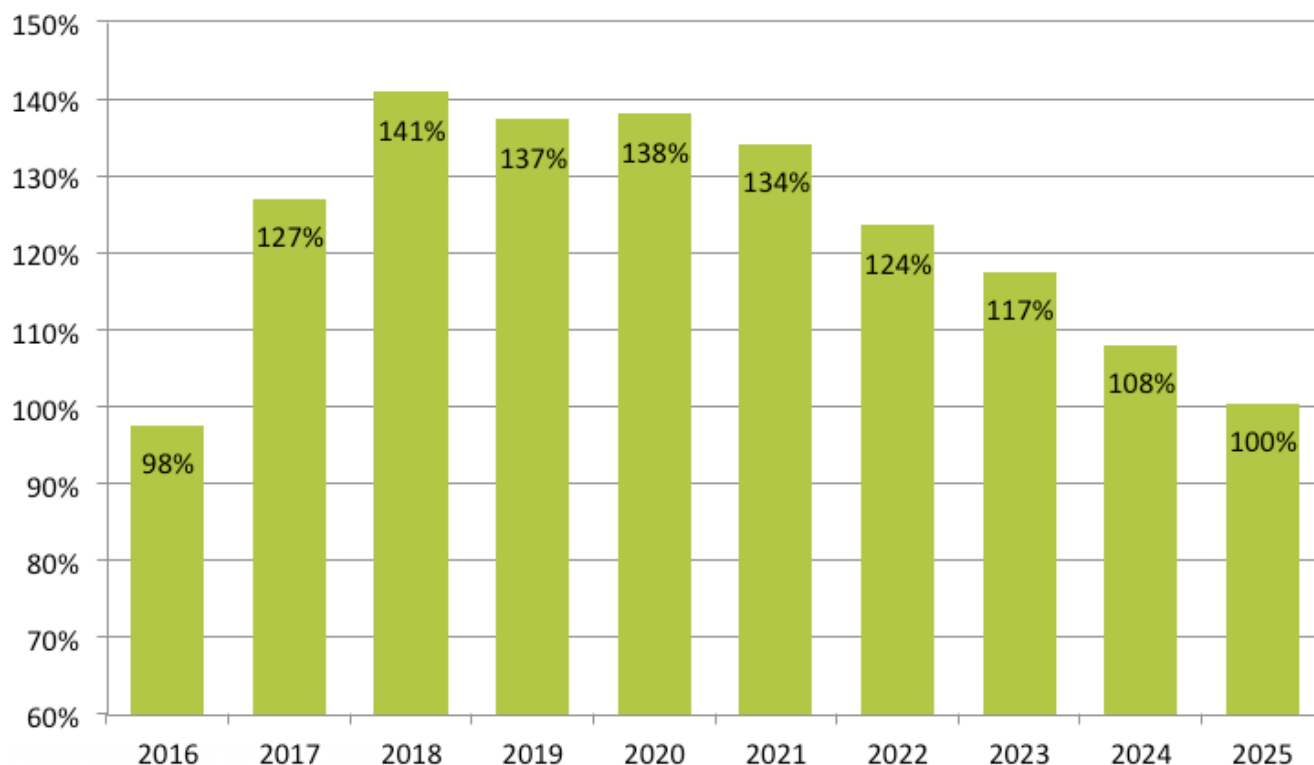
Breaching the rates increase limit once in 2018/19 means the Council:

- can prudently manage the required increased level of borrowing;
- puts the books back into surplus for 8 of the 10 years;
- is better placed to undertake large renewal projects scheduled after 2025;
- has more headroom in its self-imposed debt limit to respond to unforeseen infrastructure issues.

This plan also looks to aggressively retire the Gore Aquatic Centre debt through a gradual year on year increase in loan repayments. This plan also proposes the replacement of the Matura pool in year three (2017/18) with a new low maintenance recreational facility funded over 4 years by existing rates. Once this project is completed the rates funding would be directed to further retirement of the Gore Aquatic Centre debt. This would see the pool debt (presently \$2.3 million) repaid in eleven years.

This means our ratio of debt to rates will increase, but with the changes we are making, by 2025 it will have dropped back to a similar level as in 2016. The ratio of debt to rates will peak in 2018 at \$1.41 of debt for every \$1 of rates income. To use our previous analogy, this is like having an annual income of \$100,000 and a mortgage of \$141,000.

PROPOSED RATIO OF DEBT TO RATES



Financial limits

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

- annual rates increases – less than 5%
- total rates collected of \$25 million per annum
- debt – a maximum of \$4,150 per rating unit

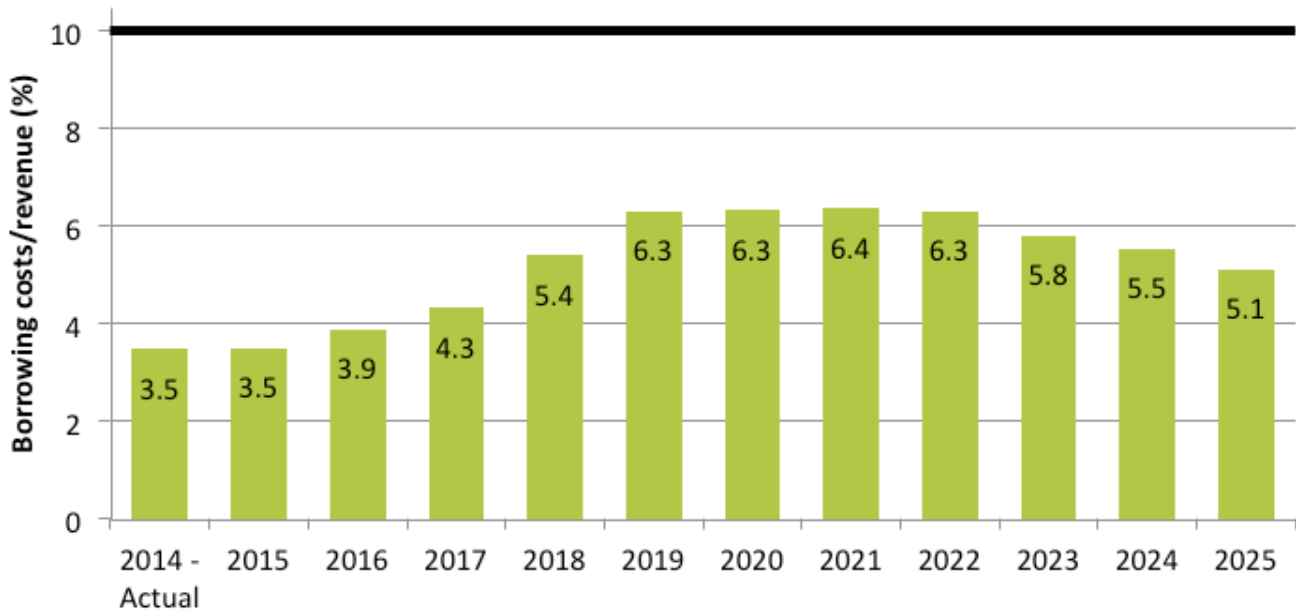
Comment

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 2018/19 financial year in which total rates are expected to rise by 6.53%.

The current debt level of the Council stands at \$11,563,000 which represents a ratio of \$1,919 per rating unit. The Long Term Plan provides for debt to peak at around \$4,025 per rating unit with a projected balance of \$3,351 per rating unit at the end of the 10 year planning period.

One of the benchmarks set by Central Government assesses the ratio of borrowing costs to revenue. A local authority the size of the Gore District is deemed to have achieved the benchmark if its borrowing costs as a portion of revenue is 10% or less. The long term plan meets this prudence test as shown below.

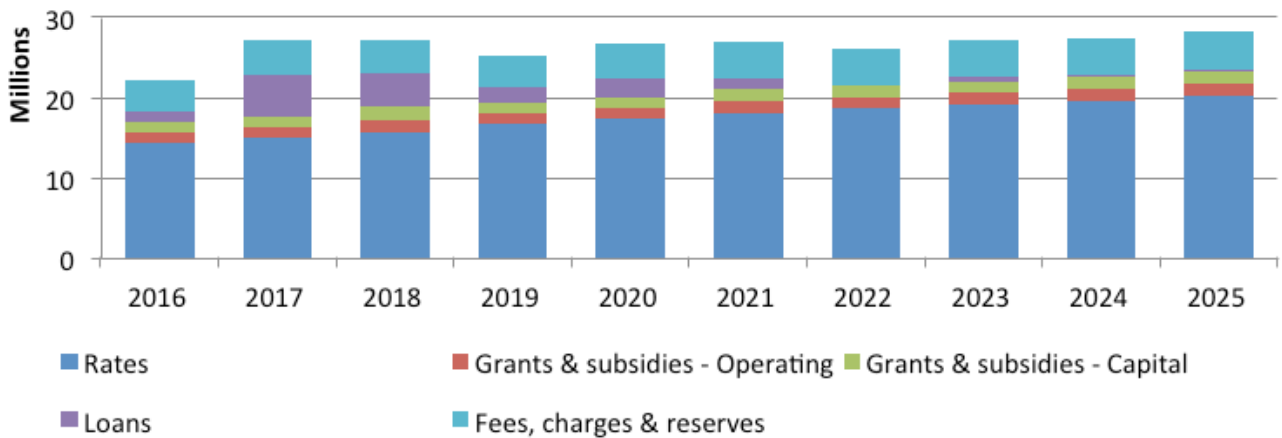
BORROWING COSTS/REVENUE



Funding Sources

The Council does not have any investments in trading operations or Council Controlled Organisations. It also has modest reserves totalling \$1,509,000 which are set aside for specific purposes and are not available as a general funding mechanism for the Council’s operations.

PROPOSED FUNDING SOURCES



The graph above 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.

Levels of service

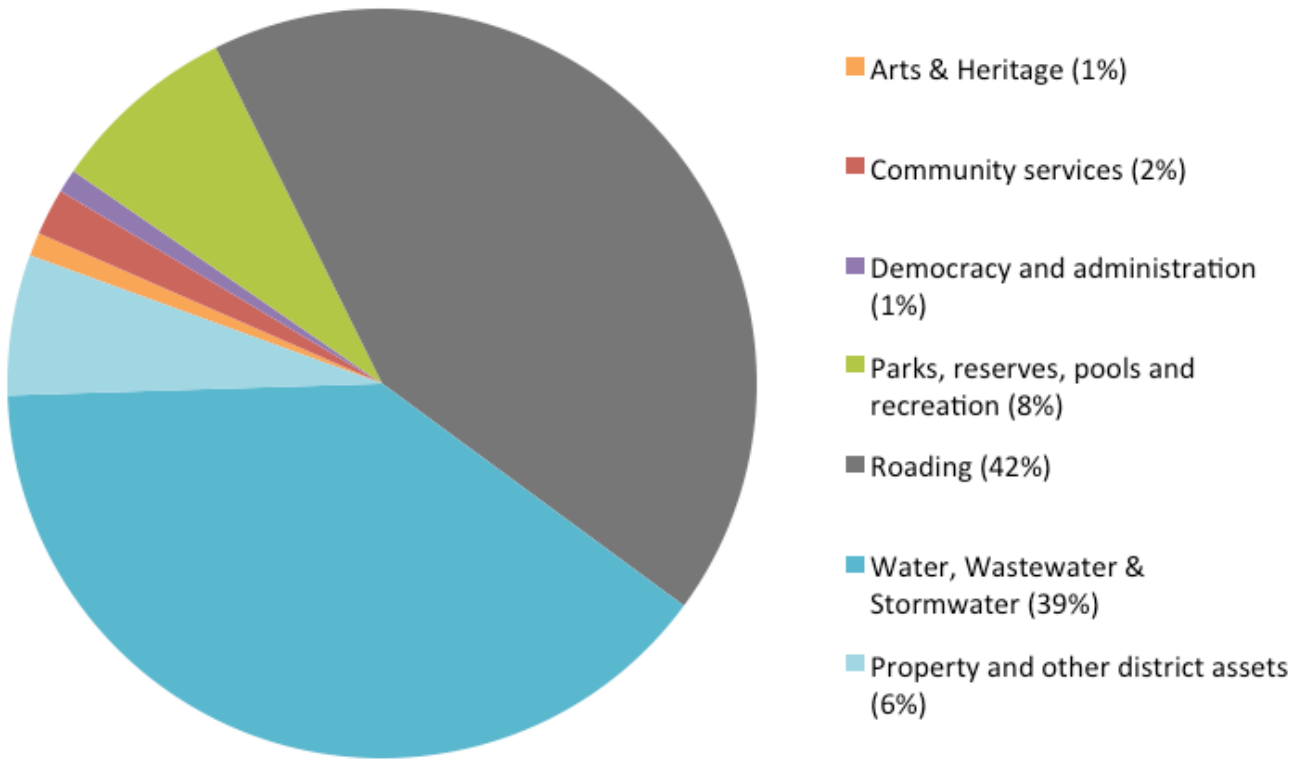
The Council is confident, based on its experience over the past 10 years as illustrated in the historical rates increases graph shown earlier, that it can maintain existing levels of service within the rates limits set out above.

Capital expenditure on network infrastructure

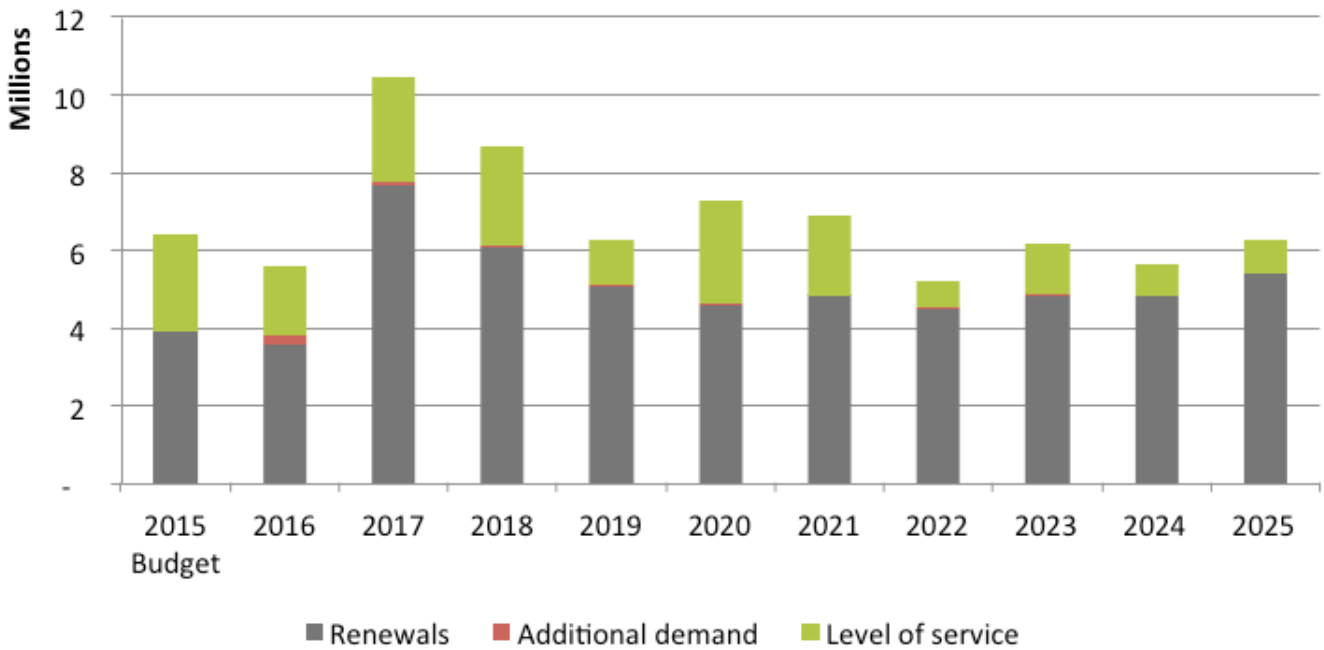
With the exception of the big five projects mentioned previously, the Council is forecasting a relatively stable level of capital expenditure for the renewal of its roading and 3 waters assets with the exception of the renewal of the pyramid bridge (year three).

Further details of the projects are contained in the relevant areas of the plan.

CAPITAL EXPENDITURE BY THEME



CAPITAL EXPENDITURE BY TYPE



Population growth and land use assumptions

The Council is not expecting population growth over the life of this plan given statistics from the latest census. The Gore District experienced a drop in population albeit very slight. This is the second consecutive census where the District's population has declined. Our culture is becoming more diverse as the Gore District strong agricultural sector draws migrant workers. However demographic profiles show there is still an increasing percentage of elderly in the district.

There are no expected changes in the use of land in the Gore District.

Policy on borrowing security

The Council policy on security is to ensure that the Council is able to provide suitable security to a lender whilst retaining the maximum flexibility and control over assets. The security for most Council debt will be the ability to set 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 (e.g. Standard and Poors) financial institutions.

10 YEAR FINANCIAL OVERVIEW

Area of Spend	Capital spend 2015-2025 (\$M)	Operating Spend 2015-2025 (\$M)	How operating costs are funded	Rates Value per \$100
 Arts & Heritage	\$0.6m	\$5.8m	Rates: 93% Other, including fees and charges: 7%	\$4
 Community Services	\$1.3m	\$28.1m	Rates: 67% Other, including fees and charges: 33%	\$15
 Democracy & Administration	\$1.0m	\$35.2m	Rates: 84% Other, including fees and charges: 16%	\$5
 Parks, Reserves, Pools & Recreation	\$5.4m	\$36.6m	Rates: 81% Other, including fees and charges: 19%	\$22
 Roading	\$28.9m	\$50.7m	Rates: 47% Other, including NZTA subsidy: 53%	\$17
 Water, Wastewater & Stormwater	\$26.8m	\$48.6m	Rates: 85% Other, including fees and charges: 15%	\$21
 Property, Solid Waste & other district assets	\$4.4m	\$31.6m	Rates: 81% Other, including fees and charges: 19%	\$16

INFRASTRUCTURE STRATEGY

1.1 THE GORE DISTRICT

1.2 BACKGROUND

The Gore District consists of two prominent urban areas – Gore and Mataura. Gore is a well-established town and the primary focus of businesses and industries is to service the robust agricultural sector in the surrounding rural areas.

The Council is in many ways a typical example of the majority of its namesakes as a provider of “core” activities. Core activities are considered to be roading, water (urban and rural), wastewater, and stormwater services.

How infrastructure for human, agricultural, cultural and recreational uses is sustainably managed is of considerable importance. The Council has consistently regarded the provision of these core infrastructure services as vital to maintaining the community’s health and well-being.



1.2.1 Purpose of Local Government

The purpose of local government is -

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and
- (b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

1.2.2 Council Objectives

Local Government Act 2002 Amendment Act 2012 Act states that good quality in relation to local infrastructure, means infrastructure, services, and performance that are -

- efficient; and
- effective; and
- appropriate to present and anticipated future circumstances.

The Council’s objectives for the community, under this Long Term Plan and this Infrastructure Strategy are:

- to promote a district ready to grow and prosper;
- to shape the place we live in now and into the future;
- to balance the need for significant investment in public infrastructure with sustainable debt levels and affordable rates.

1.2.3 Outcome Statements

The Council's purpose and objectives also support the Council's outcomes, which are shown below. These community outcomes have been used as a basis for setting the objectives for infrastructure activities and drive the levels of service for the activities.



THIS INFRASTRUCTURE STRATEGY

This is the Council's first Infrastructure Strategy (the Strategy). It has been prepared from the Council's 2015 suite of Activity Management Plans and the Long Term Plan, which it is part of.

The issues discussed reflect the current legislative environment and the communities' priorities across the District.

The financial forecasts are estimates and the reliability of the forecasts decreases beyond ten years.

1.3 STRATEGY LAYOUT

The Strategy’s sections and corresponding LGA Amendment Bill sections are tabled below:

Table 0.1 Strategy Layout

Strategy Section	LGA 2002 as amended (Section 101B)
Identifies the District and provides context	2 (a)
Identifies the core infrastructure included in this strategy	2(a) and 6
Discuss the significant infrastructure issues and the associated assumptions	2(a) & (b)
Illustrate the linkage between strategic documents	2 &
Documents the strategic statements that will guide decision-making for the next 30 years	2(b)
Identifies the response options for the significant issues and documents benefits, cost, timing and funding source	2(b); 3(a) to (e) & 4(a)
Identifies the costs associated with the actions proposed	4(a) to (c)

1.4 CORE INFRASTRUCTURE

This Strategy provides information about the significant infrastructure issues the Council will face over the next 30 years.

This strategy applies to the following groups of activity:

- Roading and Footpaths
- Water supply
- Wastewater Treatment and Disposal (also known as sewage treatment)
- Stormwater

Providing these services forms a substantial part of the Council’s expenditure as outlined below:

- approximately 42% of the Council’s annual operating expenditure
- approximately 81% of the Council’s annual capital expenditure.

3 Waters refers to water supply, wastewater and stormwater. It works with the main types of water services affecting people’s lives – drinking water; wastewater from kitchen, bathrooms, toilets and laundries; and rainwater.

The Roading activity manages a large network of roads, footpaths, streetlights, signs and pavement markings, bridges and culverts. All of these assets contribute to the ability to move people and goods around the District using various modes of transport.

Sound asset management practices and strategic thinking are employed to maintain these assets to ensure consistent and reliable service delivery to the community. A key characteristic of the Gore District is the age of the existing infrastructure. By developing a 30 year infrastructure strategy in this Long Term Plan, the Council is able to demonstrate it is taking a long term strategic view and making prudent decisions regarding the funding of any further development of networks, and maintenance and renewal of the existing assets.

The 30 year infrastructure strategy outlines the key issues associated with the on-going management of the infrastructure and the most likely scenarios for operational and capital expenditure requirements across the thirty year time span of the strategy. By providing a longer view of requirements, residents and ratepayers will get a sense of when expenditure is required and how this may impact on rates requirements beyond the 10 years of the Long Term Plan.

1.4.1 Core Infrastructural Assets

The core Gore District Infrastructure Assets are tabled below:

Table 0.2 Gore District Infrastructure Assets

Strategy Section	Description	Replacement Value	% of total
Water	Water extraction, treatment and distribution	\$33.9M	7.5%
Wastewater	Wastewater collection, treatment and discharge	\$38.9M	8.5%
Stormwater	Stormwater collection and discharge	\$22.6M	5%
Roads and footpaths	Roads urban and rural, sealed and unsealed pavements, drainage including kerbing and surface water channels, bridges and footpaths	\$359.8M	79%
TOTAL		\$455.2M	100%

1.4.2 Other Activities

In time the Parks and Recreation assets and community buildings may be considered to be added to the above list of core infrastructure as the Council's plans for those activities improves.

1.4.3 Infrastructure Performance

3 WATERS SPECIFIC

The Council has limited information on performance of its assets and intends to improve in this area over the next 10 years. Currently maintenance on assets is not recorded to an appropriate level.

At times of very intense or prolonged rain, the stormwater system can surcharge in different urban areas where the stormwater network is at capacity. The Council intends to improve performance with investment in projects and renewals aimed at increasing levels of service.

The Gore wastewater treatment is close to capacity due to trade waste consumers. The area of combined network in Gore has capacity and overflow issues during very intense or after prolonged rainfall. During dry weather the system functions very well. With industrial growth possibilities, trade waste capacity may need to be addressed.

The water treatment plants are approaching the end of their life and do not meet drinking water standards. Additionally, there is a high water loss rate in both Gore and Matura and current water sources do not provide enough water for peak demand in dry summers.

The Council intends to improve performance with investment in projects and renewals aimed at increasing levels of service.

ROADING SPECIFIC

The Council has relatively comprehensive historical records on the performance of most elements of its roading infrastructure. This enables the Council to have a high level of confidence in its forecasting of future performance of the roading infrastructure. Currently there are no capacity performance issues on the network. Unless some significant change to land use or industry occurs in the District this situation is likely to continue for the 30 year term covered by this strategy.

Existing components of the roading network will require renewal during the 30 year period. The relatively comprehensive knowledge the Council has recorded about the network asset components will ensure that there will be few if any surprises.

The greatest risk to the performance of the network is that posed by extreme weather, in particular flood events. Fortunately the risk of larger more destructive events than those considered in the forecasts is low. Monitoring of the actual performance of the network has resulted in the adjustment outwards in the life expectations of some infrastructure components such as pavements and surfacing.

1.4.4 Risks to Asset Performance

The most significant risks to the future performance of the infrastructural assets are:

- Poor renewal investment decisions
- Decreased funding
- Climate change
- Critical asset failure
- Strategic direction change
- Environmental impact
- Change in community expectations

The Council's Risk and Audit Committee consider these risks in regard to the strategic direction of the organisation during decision making and asset management planning. The organisational risk management framework, which forms part of the Activity Management Plan, provides the framework to assess these risks to asset performance.

Options and practices to manage the risks are established to ensure an organisational approach to risk management. Risk management is a dynamic process and needs to be actively managed.

1.5 EMERGING ISSUES

The task of building, operating and maintaining these infrastructure assets in an affordable manner is becoming increasingly difficult in view of:

- Demographic changes
- Environmental impacts
- New technologies
- Frequently changing legislative environment (central & regional government)
- Infrastructure resilience
- Aging of infrastructure
- Climate Change
- Failure to attract businesses to the district
- National funding policy change

The Council considers these emerging issues in decision making and asset management planning. Generally, a watching brief is kept to identify benefits and costs as technologies and policy change develops. Communication and involvement with regulators and industry bodies provides good insight into policy development.

1.5.1 Demographic Changes

The latest census (2013), recorded that 12,033 people were living in the Gore District; a decrease of 0.6% from the previous census in 2006. This makes the Gore District the 16th smallest district out of the 67 throughout New Zealand and accounts for 0.3% of New Zealand's population.

Some key facts about the district include:

- The district covers 1,252 square kilometres
- 10.4% of the population are Maori
- 50.9% are female
- There are 5,469 dwellings, a 2% increase on 2006 (5361 dwellings)
- There are 4,962 occupied dwellings, a 1.6% increase on 2006 (4,884)
- 12.6% of people were born overseas, compared with 5.7% in 2006
- 28.8% of households have one person
- 19% of the population are 65 and older
- 26% of private households are rentals (not owned or held in family trust)

Figure 0.1 The Gore District's Age Distribution

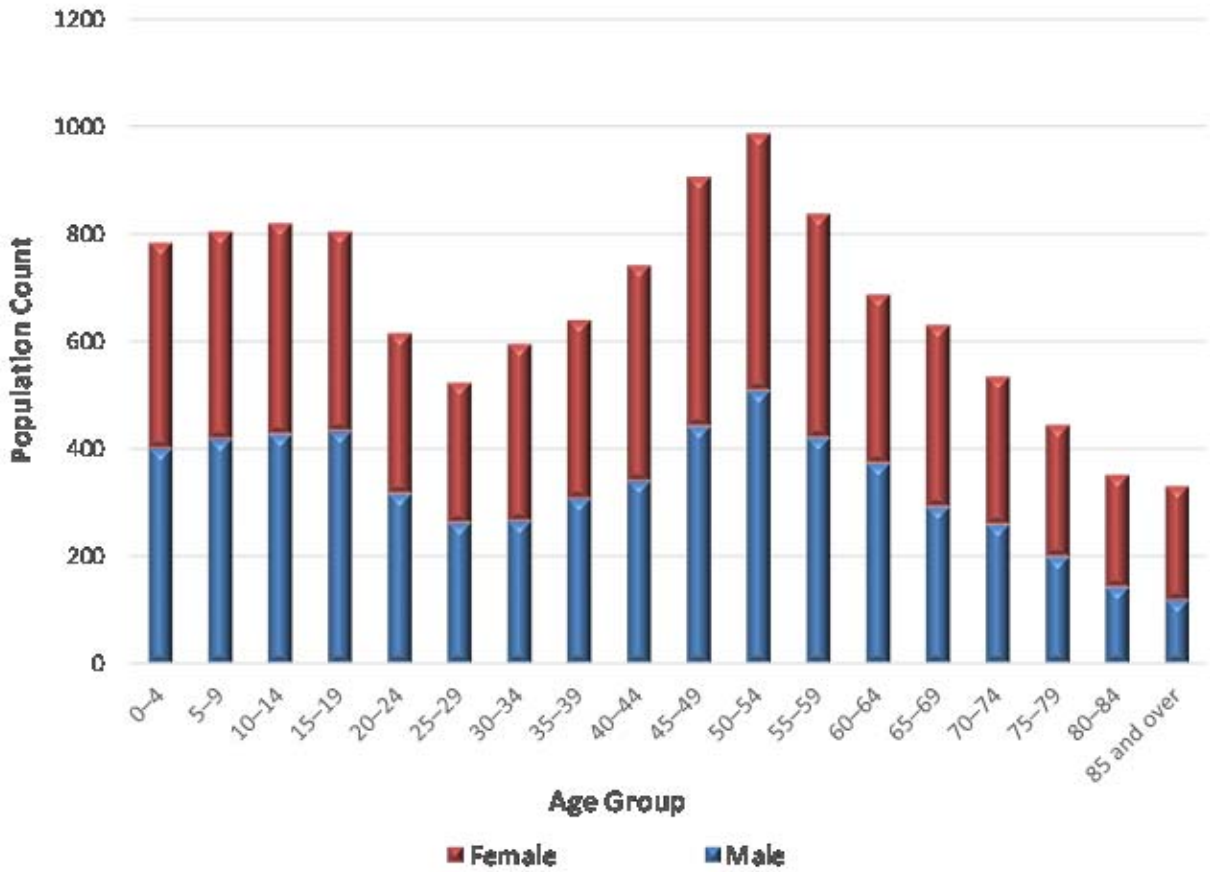
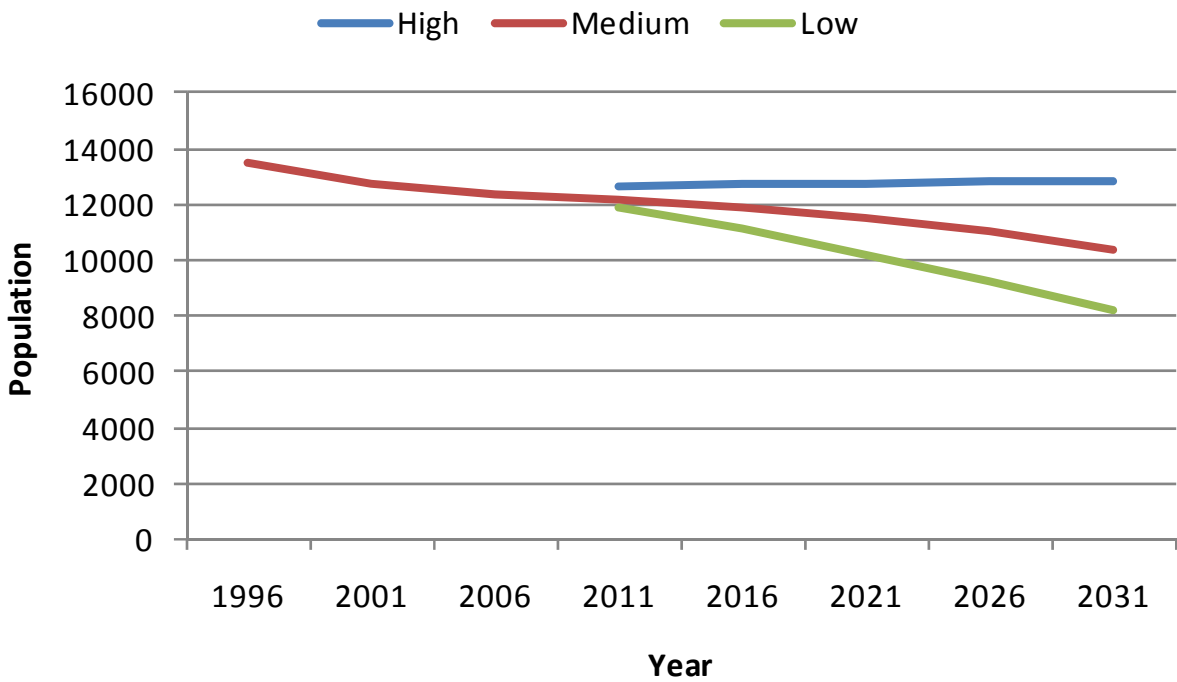


Figure 0.2 Population Projections



Population is likely to decline unless new industry comes to the area. Gore doesn't attract as many "out of town" people as other towns and cities so it is reasonably dependent upon locals staying in the district. However, the percentage of people born overseas has increased indicating that Gore is an attractive place for immigrants. Demand for overall services is likely to remain static.

The 2013 household occupancy rates are not available at the time of writing this strategy. The 2006 size is 2.4 compared with the national average of 2.7. The 65+ age group makes up 19% of the population. This could lead to requirements for additional smaller properties (units etc) and increases in the number of people living alone. This may place further demand and changes on how we deliver services.

1.5.2 New Technologies

Technological change will continue throughout the strategy period. It is expected that through increased internet speeds public information will be easier to obtain. The development of smart vehicles and/or driverless vehicles will change the manner in which transportation systems are utilised.

The 3 Waters activity is in a phase of developing use of technology to ensure core asset management principles are being met. Traditional methods of information management have not been well supported previously. Examples of new technology intended to be used include:

- AssetFinda software
- Field based technology
- Web based GIS system
- 3D modelling of pipe condition & CCTV

The Council has embraced changes in technology available to it in helping manage the roading assets and the network. This will continue with new technologies being assessed for their usefulness and affordability. Use of some new technology can be a requirement placed on the Council by the New Zealand Transport Agency. Examples of new technology being used by the Council to enhance its roading asset management include:

- RAMM Contractor for management of contracts and updating of the RAMM database
- RAMM CAR manager used to manage access onto the network
- dTIMS deterioration modelling software used to forecast pavement and surfacing renewals
- Falling weight deflectometer (FWD) non-destructive measurement of insitu pavement makeup and strength
- High speed data measurement of sealed pavement roughness, condition and skid resistance.

Other new technologies that need to be recognised and accommodated include the rapidly changing social media landscape, which can be used to advantage but can also create new problems.

1.5.3 Changing Government Priorities and Legislative Environment

The National Infrastructure Plan, March 2011, states that:

There are two key outcomes the government would like to drive through its infrastructure strategy:

- Better Use of Existing Infrastructure
- Better Allocation of New Investment

The Government's focus on growth and the economy as detailed in the Business Growth Agenda is a key influence on investment prioritisation.

In addition to the Government focus, upcoming changes to health and safety legislation need to be factored in to the Council's activities including roading and 3 Waters.

ROADING SPECIFIC

A number of items of legislation and government policies directly apply to the roading activity. This is probably more so for roading than for other Council assets as central government contributes over 50% of the funding to the activity.

The Government Policy Statement on Land Transport (GPS) sets out the Government's priorities for its investment in the roading activity. In its GPS 2015 the Government makes it clear that economic growth and productivity, road safety and value for money are the main drivers of its strategic direction. Our Council must take cognisance of this when it formulates its own strategies and programmes.

The Government through the New Zealand Transport Agency (NZTA) has been undertaking a major review of roading through the Roothing Efficiency Group (REG). The REG has especially addressed the economic growth and productivity and value for money strategic drivers. A significant outcome of this is the One Network Roothing Classification which reclassifies all roads both state highways and local roads on a consistent basis nationally. Consistent levels of service applying to each of the new hierarchy categories will also be applied nationally. The transition to these new levels of service will take place over the next three to six years. Funding assistance from NZTA is expected to reflect the network categorisation. Safer Journeys, the Government's longer term road safety strategy is the other major document that needs to influence the Council approach.

3 WATERS SPECIFIC

The Government's focus is moving on from water quality as this has been addressed through the Health (Drinking Water) Amendment Act 2007 and the Drinking Water Standards for New Zealand and the focus is now changing to water quantity and the sensible, sustainable management thereof.

Environmental compliance and progress is reflected through national policy statements and promulgated through regional and district plans.

At the direction of Government, Local Government New Zealand initiated a project in 2014 investigating the status of the water utility sector. The LGNZ 3 Waters project is a proactive and collaborative effort by local government, central government and the water sector to improve asset performance and service provision in potable, waste and stormwater across New Zealand.

The project was established by LGNZ in 2013 to respond to an information gap that was revealed in the 2011 National Infrastructure Plan, when it suggested that the three waters system in New Zealand had issues. The project intends to identify a sustainable management framework that will produce appropriate and affordable long term management of water utilities. An issues paper was prepared and distributed for sector feedback in 2014 and options for a way forward in sector management are currently being presented around the country. Examples of frameworks proposed include:

- Remain as is
- Nationwide memorandum of understanding for asset management
- Limited central government management
- Privatisation of water utilities.

1.5.4 Climate Change

Climate change is considered in some of the Council activities where either its impact is likely to be felt or where the Council considers that it can make a contribution to mitigating its effects.

Initial responses to climate change include the development of mitigation actions from the Risk Management assessments undertaken across Council. At this stage the Council is operating under a "watching brief" and will actively monitor weather and climatic changes to determine if there are likely impacts on utilities and other council-owned infrastructure. The Council is also working closely with other local authorities and the Regional Council to ensure that a co-ordinated approach is taken to assess climate change and develop an appropriate response, particularly regarding hazard and emergency management.

Flood protection of the District has been raised as an activity that the Council may need to assist the Regional Council with. Recent reassessments of the flood banks have identified that the banks no longer offer protection from a 1 in 100 year flood event and are more likely suitable to manage a 1 in 50 year flood event. Any improvement to this flood protection is likely to have a financial impact on the district ratepayers.

Internal network impacts may be more targeted to compromising the quality and use of parks and sports fields and potential flooding of key council properties.

Increasing heavy rainfall events create increased pressure on wastewater and stormwater systems, predominantly through inflow from private stormwater connections and groundwater infiltration through cracked and damaged pipes. Where capacity to transfer wastewater within the network is reduced as a result of inflow and infiltration; overflows and property flooding can occur.

The Gore District Council currently has several locations of overflows that are known to discharge to the environment during rainfall events. The volume and frequency of overflow is variable with extent of the rainfall event. Overflows during such events are diluted by the infiltration of groundwater and inflow of stormwater but nonetheless the overflow is contaminated with sewage.

Although the roading network is affected at times by climatic events there does not appear to be a discernible change in either the frequency or magnitude of these events sufficient to require changes to our infrastructure.

1.5.5 Infrastructure Resilience

The Southland Region is prone to seismic activity. Recent events in Christchurch have provided the infrastructure engineering community with significant learning opportunities. Customers have a high expectation of continuing functionality and service delivery.

Resilience is based on a design philosophy which acknowledges that failure will occur.

Resilience requires early detection and recovery, but not necessarily through re-establishing the failed system.

We have to consider managing and mitigating the risks to, and the resilience of, our infrastructure assets from natural disasters.

The Civil Defence Emergency Management Act 2002 requires lifelines utilities to perform at their fullest possible extent during and after an emergency. There is also a requirement to have plans such as Business Continuity Plans and Civil Defence Emergency Plans in place.

In terms of the roading network the spiderweb configuration of the network ensures that there is natural resilience in the network with alternative routes being available for most journeys.

The main plans and emergency management processes are outlined below:

BUSINESS CONTINUITY PLANS

Some business continuity planning was undertaken for the avian and swine flu epidemics. Although a formal Business Continuity Plan has not yet been developed for the Gore District, the Council has developed Standard Operating Procedures for emergency management which will provide the basis for its Business Continuity Plan. The Council is continuing to discuss development of its Business Continuity Plan with Emergency Management Southland (EMS). Time frames for delivery, reviews and alignment with our neighbouring authorities are included in EMS discussions.

A number of actions have been completed already, by the Council, to assist with continuity of its business during emergency events. These include:

- Installation of a new generator above the flood plain to serve the Council building;
- Investigating systems across the councils to see how to align them to allow information sharing;
- All parks and reserves and essential services vehicles are equipped with radio telephones;
- Remote hosting of the Council roading database (RAMM);
- Seismic assessment of bridges;
- Development of a business case for the replacement of the Pyramid Bridge which carries road traffic as well as the supply main for the Otama Water Scheme.

Key risks for the Council are failure of the Mataura River flood banks protecting Gore and Mataura. Flood bank failure in Gore would result in the inundation of the Council building and disruption of power and telephone lines.

LIFELINES

Previously emergency management was managed in house by the three territorial local authorities and the Regional Council. This function is now housed in Invercargill where three advisors and one manager are in residence. In 2009 a Regional Civil Defence plan was put in place and Environment Management Southland (EMS) was charged with managing civil defence and the lifelines plans at a high level with involvement from the TLAs.

Emergency Management Southland (EMS) main purpose is:

'enhancing the connectivity of lifeline utility organisations across agency and sector boundaries in order to improve infrastructure resilience'

In general the principal objectives of an engineering lifelines group are:

- Engagement amongst lifeline utilities, and between lifeline utilities and Civil Defence Emergency Management (CDEM) agencies;
- Sharing of information on hazards, vulnerabilities, risk reduction and response arrangements;
- Helping individual lifeline utilities improve their risk management (ability to continue to function);
- Helping the region reduce its infrastructure vulnerability and improve resilience.

3 WATERS SPECIFIC

There are three main areas of risk to the activity (mainly related to community property) in supporting the community's lifelines:

- Flooding
- Earthquake
- Loss of power supply

The flood bank system is maintained by Environment Southland and has contained all flood events since their construction.

All of the pumps stations can still be operated during a flood due to the key electrical components being located well above known flood levels.

Environment Southland monitor river levels on a daily basis and the Council has website access to the data. The Council generally have 12-24 hours warning to shut off equipment and gates etc.

A criticality assessment is programmed to be completed by the next Long Term Plan to allow the Council to plan appropriate measures to protect and manage critical assets.

A major earthquake has not been experienced in recent times in the District. However there are areas that could be prone to liquefaction and there is a known fault in the north of the District.

The main Council building has back up emergency power supply; there are also portable generators that are shared with Water Services.

ROADING SPECIFIC

The most significant risks to the roading network are:

- Flooding
- Earthquake
- Snow/ice

Fortunately both flooding and snow/ice events can be predicted and preparations made in the lead up to the event. Generally the areas most likely to be affected are also well known. However earthquakes are unpredictable and preparation for these consists of ensuring that the potential effects on each of our structures is understood and where possible protected against.

1.5.6 Aging infrastructure

3 WATERS SPECIFIC

The infrastructure is aging and the District is approaching an important period to ensure that its infrastructure assets continue to meet the needs of the community in the future. The Gore District must carefully manage its investment in infrastructure to ensure it gets value for every dollar and provide infrastructure in a lawful, functional and affordable manner.

The Council's approach to asset management will assist in managing investment requirements for infrastructure renewals into the future.

ROADING SPECIFIC

In general the roading infrastructure has been renewed in a timely manner. Some bridges in the district are approaching the end of their life expectancies however these have been identified and replacement programmed. Many urban footpaths, which although they have not reached their theoretical life expectancy, need replacement as they were originally poorly constructed and have prematurely failed causing safety issues. An accelerated renewal programme to rectify this will continue.

1.6 ASSUMPTIONS

Table 0.3 Significant Assumptions for 3 Waters

Stated Assumption	Risk	Level of Uncertainty	Financial materiality	Potential Impact Consequence if Assumption wrong
Financial data as provided in the July 2013 asset valuation, using escalated unit rates has been used for planning purposes.	Unit rates do not reflect actual market values.	Low	Med	Financial forecasts for operational and capital programmes do not reflect actual market values.
Cost figures are based upon the best estimates at the time of preparation of the plan.	Cost estimates do not reflect actual market values.	Low	Med	Financial forecasts for operational and capital programmes do not reflect actual market values.
Levels of service within the planning period shall remain the same.	Demand for services may change due to changes in zoning, and new industrial activities.	Med	Med	Unplanned increase or decrease in levels of service expectations. Non-forecast capital or operational expenditure.
Growth predictions are based upon Statistics New Zealand Data and historical data collated by the Council e.g. consents data.	That population growth is higher or lower than projected, putting pressure on the Council to provide appropriate infrastructure and services	Low	Low	Population increase should be accommodated within existing system capacities. Where additional infrastructure is required this will be a combination of development contributions and loan funded. Small decreases in population may not necessarily result in a lower number of ratepayers as on average the number of people per house is decreasing. A consistent decline in population would adversely affect the ability of the Council to set rates at a level that was affordable to the community
Appropriate customer consultation has been undertaken via the LTP process and recent Annual Plans and customer feedback surveys.	Unexpected demands on levels of service and operations.	Low	Low	Insufficient operational funding available to provide service expectation.
The forecasts and capital programme are based upon the best data and knowledge available at the time of preparation.	That the data and knowledge is incorrect and AM planning is under or over stated.	Med	Med	Capital, operational and financial forecasts are inadequate for actual asset requirements.
Deficiencies, where identified, have been prioritised for on-going AM and operational improvement	That not all deficiencies have been identified.	Med	Med	Insufficient operational funding available to address unexpected deficiencies.

Table 0.4: Significant Assumptions for Roading

No.	Assumption	Likelihood of the of assumption eventuating	The likely impact of each assumption
2	<p>NZTA Subsidies That financial assistance from the New Zealand Transport Agency will be available to the extent, at the subsidy rate, and at the times, forecasted in this AMP.</p>	Medium	<p>If financial assistance is not available to the extent forecasted and when required, the Council will have to review the programme – and this may result in certain proposed works being either deferred or deleted, or a greater level of rate input being required to offset the higher than projected cost increase. Conversely, the New Zealand Transport Agency may offer a greater level of financial assistance to enable the Council to do more work – but only if there is a greater level of rate input as well. In those circumstances, the Council will have to decide whether to charge more rates or to decline the offer.</p>
3	<p>Significant Land Use Change That there will not be any substantial changes to land uses in the District, that may have consequential impacts on road use, that have not been foreseen.</p>	Low	<p>If unforeseen land use, of a type that has potential significant effects on road use, occurs, the Council will need to assess the situation. In the case of a major localised development, the Council’s approach will be to seek payment of the costs caused by the development from the developer.</p>
4	<p>Heavy vehicle impacts That the Council has made sufficient provision in the plan for the impact of heavy vehicles on the roads.</p>	Low	<p>Most of the wear and tear on the roads is caused by heavy vehicles – not by cars. In formulating the proposed programme, the Council has forecasted what the future likely heavy traffic volumes and the affected routes are likely to be. However, changes in the dairying industry and / or in the logging industry’s market practices (for instance, changes to the time when the forests are harvested) or the provision of new land use activities in the District could mean that these change – perhaps significantly. Also, the plan does not envisage any legislative changes being made to permit trucks with a higher gross laden weight and possibly longer trucks, on the District’s roads. If either of these things happen, the Council may have to review the sufficiency of the annual programme and / or its work priorities (especially relating to area-wide pavement treatment and seal widening).</p>
5	<p>Maintenance of the integrity of the network That the proposed programme of work will be sufficient to maintain the capacity and integrity of the roading network for its useful life (but especially during the ten year period of this plan).</p>	Low	<p>If the proposed work programme is inadequate the level of service provided by the roading network will deteriorate. Maintenance costs will increase and the safety of road users may be threatened.</p>

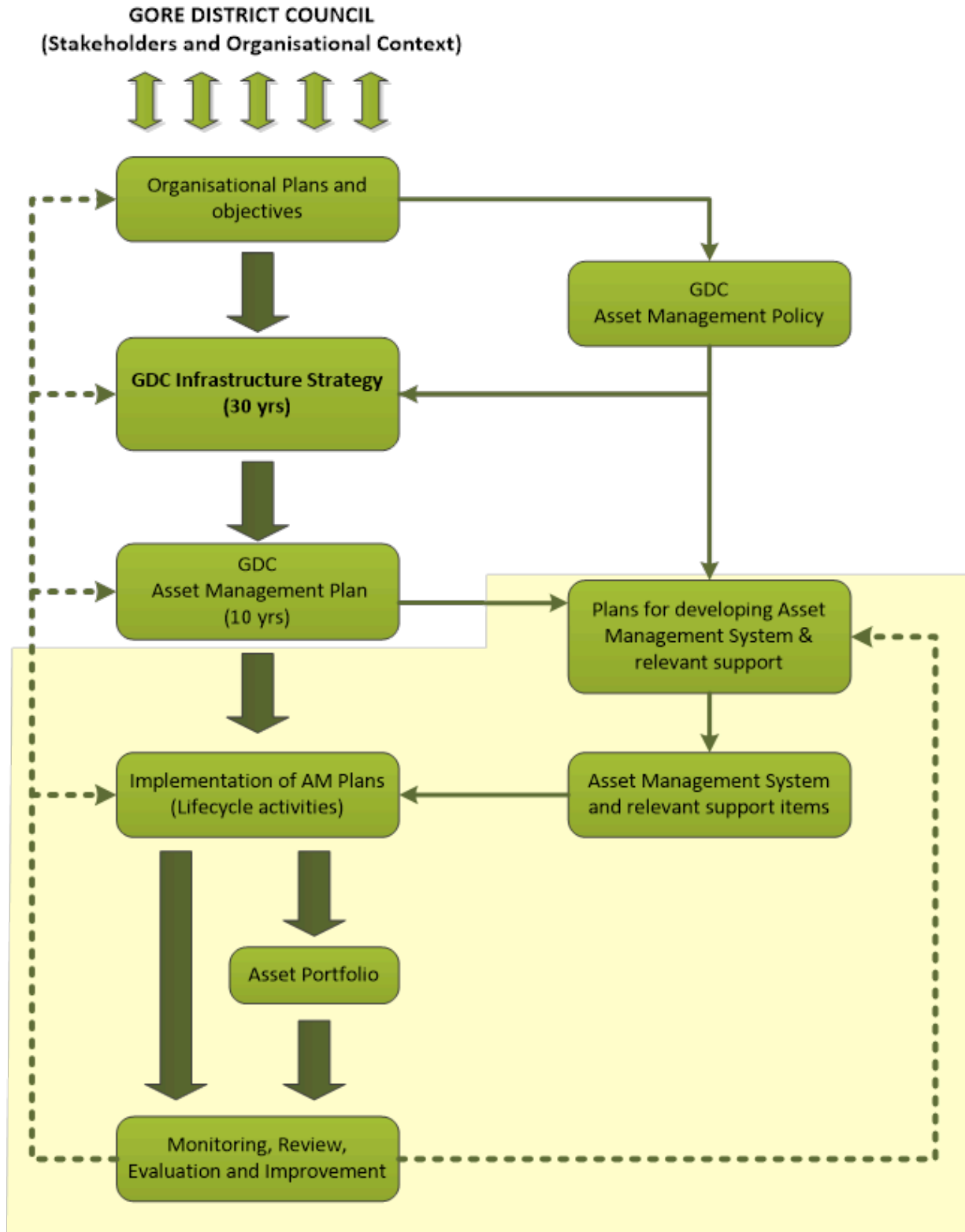
Table 0.4: Significant Assumptions for Roading

No.	Assumption	Likelihood of the of assumption eventuating	The likely impact of each assumption
6	<p>Environmental considerations That environmental considerations will not lead to a significant increase in road maintenance and construction costs.</p>	Medium	<p>There are ongoing pressures to obtain / use materials for road construction in a more environmentally friendly manner. This includes reduced use of gravel from rivers and less use of cutback bitumen which release petro-chemicals to the atmosphere.</p> <p>If less relatively accessible and cheap gravel is available in the future, the options are to increase rates to pay the extra cost, accept a lower level of service, or try to use alternatives such as stabilising existing materials which may come at a higher risk.</p> <p>If cutback bitumen becomes unacceptable to use, more expensive emulsions will need to be used. Options will need to be sought to keep this cost down as much as possible, and / or accept higher rates or a potentially lower level of service in the future.</p>
7	<p>Annual inflation and cost escalation will be minimal</p>	Medium	<p>If prices increase as a result of inflation or cost escalation the financial forecasts will have to be increased.</p>
8	<p>Project costs will be as budgeted That the proposed works will (accumulatively) be able to be provided to the standard required for not more than their estimated costs each year.</p>	Medium	<p>If the tendered price for any project is significantly higher than budgeted the Council may be forced to review its options – which include reprioritising the project, abandoning it, reducing its scope, or deleting or deferring some other project in order to release funds to finance it. If this happens more than occasionally or more than in just a minor way the effect can be quite serious ricochet effect on the entire programme (with other proposed projects being significantly delayed and having to be reprogrammed for future years or even not able to be done at all).</p>
9	<p>Minimal costs will be carried forward from year to year That the Council will complete and fully pay for all projects in the year for which they have been programmed.</p>	Low	<p>When projects aren't fully completed (and/or fully paid for) in the year for which they have been programmed the effect can be the necessity to (perhaps significantly) defer or delete (or reduce in scope) projects from the following year's programme in order to fund the deferred projects' completion and/or cost.</p>
10	<p>That global oil prices won't change adversely affecting the cost of reseals.</p>	Medium	<p>If the NZ \$ continues to devalue and the cost of oil increases as a result, that will increase the cost of resealing work – which is a significant part of the annual budget.</p> <p>Should that happen there will have to be a corresponding increase in the rating input and in NZTA subsidies or the resealing programme will have to be reduced – potentially creating a pavement failure risk and (ultimately) higher costs to repair and eventually reseal.</p>

1.7 LINKAGE WITH OTHER DOCUMENTS

The Infrastructure Strategy is a key component of service delivery and infrastructure management. The Infrastructure Strategy is directly linked to the Asset Management Plan (AMP). A number of other strategic, tactical and operational plans relate to and support the delivery of infrastructure and are linked into the AMPs. These are highlighted in the following figure

Figure 0.3 Infrastructure Strategy- Linkages with other Documents



THIRTY YEAR STRATEGY

While the Council in its role as a territorial local authority will comply with all relevant New Zealand legislation, central government requirements and any responsibilities appropriately placed on it by the Regional Council, the following strategic statements will guide its decision-making over the next 30 years. These statements have been derived from the Council's Community Outcome Statements and Draft Long Term Plan.

Strategy #	Strategic Statements
1	We value our history and heritage
2	We live in a creative place
3	We have a choice of quality places to go and things to do
4	We have a quality infrastructure with potential for growth
5	We live in a compassionate caring community
6	We value and respect our environment

1.8 APPLYING THE STRATEGIC STATEMENTS TO INFRASTRUCTURE PLANNING

1.8.1 We value our history and heritage

- 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
- 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
- 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

1.8.2 We live in a creative place

- 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
- 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

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

- 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
- To provide a library service in the District that informs and stimulates an interest in reading, both for leisure and personal growth
- To provide a service 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

1.8.4 We have quality infrastructure with potential for growth

- To ensure Activity Management Plans are accurate, updated regularly and factor in anticipated growth in the foreseeable future
- 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
- To investigate new sources of water to ensure that a reliable water supply is available to a growing community
- To produce an infrastructure strategy that identifies long term service expectations and funding strategies.

1.8.5 We live in a compassionate caring community

- To where appropriate, consider grants to organisations in order to build community capacity and cohesion and promote social and cultural wellbeing
- 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
- To proactively advocate on behalf of citizens who may be disadvantaged by changes in government policy and/or procedure

1.8.6 We value and respect our environment

- To provide and maintain to a high standard parks, reserves and gardens which both beautify the environment and provide a respite from built infrastructure
- 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
- To maintain a regulatory culture that places an emphasis on education, empowerment and collaboration over rigid application of rules and implementation of sanctions

1.9 THE ORGANISATIONS' PRIORITIES

The Council's highest priorities are to:

- Manage existing assets to maximise their potential
- Meet drinking water standards
- Display agility in its provision of key assets so they respond to industry change and public expectations
- Reflect inter-generational benefit in the funding of large projects
- Ensure that that it provides safe assets to use and that it promotes their safe use and maintenance

1.10 ASSET AND SERVICE MANAGEMENT STRATEGY

The Council's asset management strategy is aimed at providing and maintaining assets which will continuously provide the service that its users, locals and visitors, domestic and industry require.

To manage demand and prolong the potential of the existing infrastructure the following strategies are employed:

Network Knowledge

Understanding the loading on the network such as traffic volumes and diurnal use.

- Understand existing capacity issues, proposed developments and to manage these. Maintain or where necessary increase network monitoring.
- Undertake modelling to predict future requirements.
- Develop robust growth strategy forecasts.

Community Engagement

- Educate and inform the community regarding infrastructure use.
- Use innovative ways such as competitions and media coverage to assist the community in understanding key ways that they can reduce water usage.
- Inform the public through appropriate media of maintenance and renewal activities which may affect them.

Engagement with Industry

- Discussions with industry around shift times to minimise impacts on the network during residential peak loading.
- Encouraging efficient use of water by recommending that rain tanks be installed to provide an alternative water supply
- Work with customers to provide incentives such as usage audits, cost discounts etc.
- Monitor industrial and commercial activities that occur adjacent to community water supplies to ensure that water supplies are protected, require less treatment and will meet required standards.
- Develop and maintain relationships with key transport users such as dairy companies, transport companies other high use organisations to achieve early warning of changes in both directions.

Network Management

- Improve management of the network by reducing leakage and unaccounted for water.
- Provide for additional redundancy in the system, i.e. improve security of supply and provide additional reservoir storage.
- Rationalise the number of treatment plants in the District to optimise future capital and operational spend.
- Monitor and where necessary regulate access onto the network to preserve the hierarchical function.
- Assess and comment on proposed developments to ensure negative effects on the network are minimised.

3 WATERS

Council's current focus is to alleviate 3 water capacity issues in the west Gore area to allow subdivision to continue, providing residential growth. Upgrades to meet regulatory requirements in the water activity also feature strongly in the first 10 years of the plan.

There are known 3 waters network performance issues that will be prioritised for resolution as strategies are developed. Affordable renewal of assets will be a focus for asset management decision making throughout the next planning period.

ROADING

There are currently no significant capacity or network performance issues on the roading network. Maintenance and renewals at the current level is therefore proposed to keep the network free of these issues.

1.11 COST EFFECTIVE DELIVERY OF SERVICES

In order to demonstrate that the delivery of services is efficient, effective and appropriate; the Gore District Council has:

- Distributed renewals expenditure across the 30 years of the strategy to allow infrastructure renewal needs to be managed proactively and in a timely manner.
- Determined that it is more cost effective to manage renewals in a prioritised programme than to defer work on renewals in order to make savings and risk a much more costly asset failure in the future.
- Generally funded renewals expenditure from operating cashflow (rates) not debt. Footpath renewals are a current exception. The Council's financial strategy recognises the need to increase renewals funding where necessary providing it is able to manage this within the overall financial strategy limits.
- Encouraged the Council's asset groups to work together on planning of renewals work to provide coordinated delivery of programmed work in the most efficient and cost effective manner.

SYSTEMS REVIEW

As part of the LTP process, systems are discussed and reviewed every 3 years. This audit identifies the current status of asset management processes, systems and data and produce targets for asset management practices to be achieved in following years. Future regular system audits will measure progress against targets and the development programme.

Performance audits will establish whether the stated objectives for the operation of the asset have been achieved.

Measurement of the success of the operation of the asset will be assessed using the results of:

- Customer satisfaction surveys
- Level of Service objectives compliance
- Benchmarking surveys.

These measurements will determine whether the management practices are providing an efficient, effective and appropriate service for the community's current and future needs.

In addition to the audits described above procedural (financial and contract management) and technical audits are undertaken by NZTA.

1.12 ADDRESSING RESILIENCE

Generally national standards and specifications, often under the NZTA banner or that of its predecessor Transit NZ, are used for roading maintenance and construction. Similar standards are used for 3 Waters. These have been developed and tested over many years in New Zealand conditions. Use of these standards and specifications helps ensure consistency in the quality of the outcomes. Departure from these is not precluded but should engender caution and should be done with good reason.

In order to improve resilience the Council approach will be to:

- Actively participate in CDEM and Lifelines planning and activities, at both regional and local levels
- Investigate options for alternative service provision and system redundancy
- Identify critical assets and ensure mitigation methods are developed
- Obtain insurance where this is deemed to be the most cost effective approach
- Require construction standards and bylaws that meet national standards and best practice guidelines.

1.13 SIGNIFICANT DECISIONS REQUIRED

Taking a long term view to the management of infrastructural assets, the Gore District Council needs to make key decisions in a timely manner. In addressing community desires and priorities the following key decisions have been identified.

Key Decision	Indicative Timeframe
3 WATERS SPECIFIC DECISIONS	
Funding of 3 Waters renewals programme vs affordability	Year 3-30
Replace Hilbre Water Reservoir	Year 4
Upgrade all water plants to meet drinking water standards	Year 1-6
Level of Service Review – 3 Waters service extensions to north and west Gore	Year 15-25
Council's trade waste treatment capabilities meet expectations of industry	Year 11-15
Remove sludge from wastewater pond 1 at Gore	Year 2
Address iron and manganese issues in water quality at Hilbre Ave water treatment plant	Year 1-2
Meeting regulatory requirements of stormwater discharge quality	Year 11-15
Proceed with Water Strategy projects	Year 11-23
Improve 3 Waters environmental impacts	Year 11-15
ROADING SPECIFIC DECISIONS	
Replacement of bridges as they reach the end of their service life	Year 1-10
Continue accelerated programme of renewal of faulty footpaths	Year 1-10
Widening of footpaths on strategic routes	Year 1-10
Disposal of uneconomic roads and bridges	Year 1-10
Upgrade existing high pressure sodium street lights to light emitting diode (LED) technology	Year 11-15

SIGNIFICANT INFRASTRUCTURE ISSUES

In developing this 30 Year Strategy the Council identified the anticipated significant infrastructure issues over the 30 years and considered each significant action and the benefits of the action.

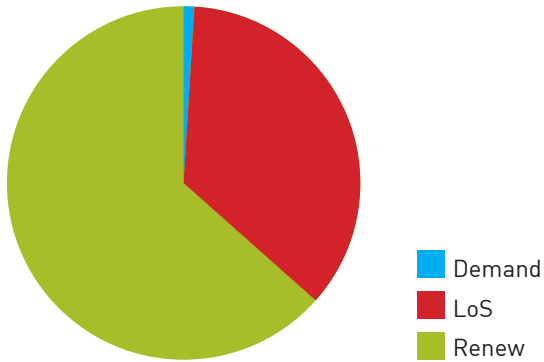
The significant infrastructure issues faced by the Council with the benefits and costs are tabled in the following pages.

1.14 WATER

The Council's goals for the water activity are:

- Manage existing water sources to provide adequate supply
- Complete renewals at an appropriate time to optimise investment
- To provide sustainable and safe water for domestic, commercial and industrial use, as well as for firefighting purposes

WATER SUPPLY CAPITAL PROJECTS



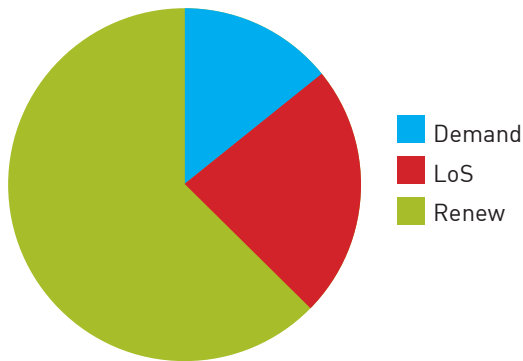
Link ID	Key Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
W3	Drinking Water needs to be improved to meet the Drinking Water Standards	East Gore, Hilbre and Mataura Water Treatment Plant Upgrades	Improve public health	\$4.9M	2015-21	✓	✓	✓
		Assumptions	The upgrades will be staged over 6 years at the 3 sites.					
W2	Aging Infrastructure	Hilbre Reservoir Replacement	Ensure continuity of service in a reliable manner	\$1.1M	2018/19			✓
		Assumptions	Reservoir will operate satisfactorily until 2018 with some increased maintenance					
W9	Water shortages during summer months	Water Strategy Projects	Manage existing water sources	\$5.3M	2015-45		✓	
		Assumptions	Community population growth will be as forecast					
W1	Aging Infrastructure	Mains Renewals	Ensure continuity of service in a reliable manner	\$16.64M	2018-45			✓
		Assumptions	The mains renewals programme will be refined based on performance and condition					
W7	Water Quality	Upgrade of Hilbre WTP to treat dissolved minerals	Improved level of service	\$1.71M	2015-17		✓	
		Assumptions	That the community wants aesthetic issues improved.					

1.15 WASTEWATER

The Council's goals for the wastewater activity are:

- The collection, treatment and disposal of wastewater in order to safeguard public health and safety
- Protect property
- Minimising to the extent possible, adverse environmental impacts

WASTEWATER CAPITAL PROJECTS



Link ID	Key Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
W1	Aging Infrastructure	Mains Renewals	Ensure continuity of service in a reliable manner	\$11.49M	2018 - 45			✓
		Assumptions	The mains renewals programme will be refined based on performance and condition					
W4	Promote residential growth	Extension of services	Provide services to outlying properties in North Gore	\$2.16M	2037/38	✓		
			Improve capacity of service in West Gore	\$1.1M	2015/16	✓	✓	
		Assumption	That demand for residential property continues					
W10	Environmental Impact	Capacity relief projects	Reduce overflows and surface flooding	\$9.75M	2027-35		✓	
		Assumption	Current regulatory compliance levels will remain.					
W5	Enable Growth	Increase trade waste treatment capabilities	Agility to accept and promote industrial and commercial growth of the district	Unknown*	Unknown*	✓		
		Assumption	That further developments will occur that require trade waste treatment					
W6	Asset Performance	Removal of sludge from primary pond 1 in Gore	Improved performance of the asset	\$2.63M	2015-17		✓	✓
		Assumption	That only pond 1 will need sludge removal in the next 30 years.					

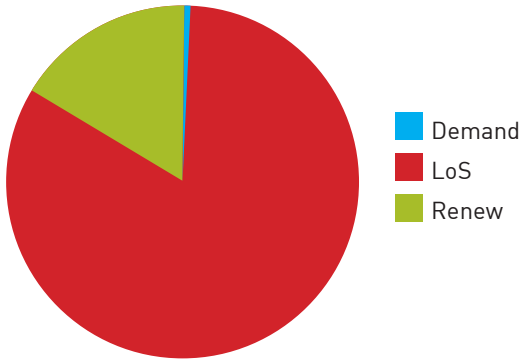
* GDC may need to improve ability to accept more trade waste but there is uncertainty of the extent or timing of the work as it depends on industrial and commercial developments occurring.

1.16 STORMWATER

The Council's goals for the stormwater activity are:

- the collection and disposal of stormwater to safeguard public health and safety
- to protect property
- minimising any adverse environmental impacts

STORMWATER CAPITAL PROJECTS



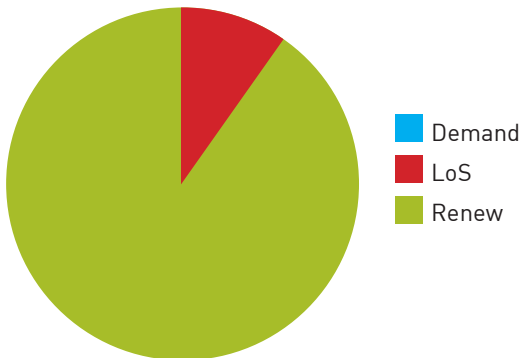
Link ID	Key Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
W1	Aging Infrastructure	Mains Renewals	Ensure continuity of service in a reliable manner	\$2.61M	2018- 45			✓
		Assumption	The mains renewals programme will be refined based on performance and condition					
W8	Treatment of discharge	Installing treatment systems	Compliance with Regional Plans.	\$3.2M	2027-31		✓	
		Assumption	Regulatory policy change will occur and require discharge treatment.					
W10	Improve service provision	Separating the combined system	Reduced overflows, increased capacity and availability.	\$14.36M	2018-45		✓	
		Assumption	Climate change will be incorporated into design flows.					

1.17 ROADS AND FOOTPATHS

The Council's goals for the roads and footpaths activity are:

- To effectively, efficiently and sustainably provide an environmentally friendly land transport network (including roads, bridges, footpaths, cycleways and carparking facilities) to which people are able to gain easy access and travel on safely, efficiently and comfortably to their destinations.
- A road safety record that is continually improving in order to create a safe environment for all road users and where safety is embedded in the thinking and actions of all road users.

ROADS AND FOOTPATHS CAPITAL PROJECTS



Link ID	Key Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
R1	Aging infrastructure	Replace various bridges	Ensure continuity of service in a reliable manner Restore capacity to class 1 loading. Will allow 50MAX use.	\$3.7M	2015 - 45		✓	✓
		Assumptions	<ol style="list-style-type: none"> 1. The bridges due for replacement will remain safe and serviceable until their programmed replacement date. 2. Where required business cases will support replacement of the bridges. 3. Funding will be sufficient to replace the bridges 					
R2	Aging infrastructure	Replace substandard footpaths	<ol style="list-style-type: none"> 1. Restoration of a safe transport network for pedestrians. 2. Provide increased footpath width to accommodate shared use with mobility scooters on strategic routes. 	\$6.4M	2015 - 45		✓	✓
		Assumptions	<ol style="list-style-type: none"> 1. The aging of the population will increase the number mobility scooters on our footpaths. 2. In general the replacement programme will coincide with the urban reseal programme. 3. That on streets not considered to be strategic routes for pedestrian/mobility scooter use only faulty sections of footpath will be replaced. 4. Tactiles will be installed at all pram crossings. 5. Widening will only be undertaken on the pedestrian/mobility scooter strategic routes. 6. Sufficient funding will be available. 					

Link ID	Key Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
R4	Aging infrastructure	Disposal of uneconomic roads and bridges	<ol style="list-style-type: none"> 1. Eliminate public cost of maintaining roads and bridges which provide little or no public benefit. 2. Eliminate liability on the Council for environmental and safety issues on infrastructure providing little or no public benefit. 	\$0.1M	2015 - 45		✓	
		Assumptions	<ol style="list-style-type: none"> 1. Neighbouring property owner(s) agree to accept road/bridge 2. No objections from public 3. Transaction generally neutral financially to the Council. 					
R5	Aging infrastructure	Replace existing street lights with Light Emitting Diode lights	<ol style="list-style-type: none"> 1. Reduced maintenance costs 2. Reduced energy use 3. Improved lighting 4. Ability to variably control lighting levels 5. Improve environment by reducing light spill 	\$0.9M	2025 - 30		✓	✓
		Assumptions	<ol style="list-style-type: none"> 1. That pressure from the public and government to switch to LED lights does not rapidly increase. 2. Low energy costs for majority of street lighting continues 3. Supply and cost of current lamp replacements continues to be favourable. 					
	Aging infrastructure	Resurfacing of existing sealed roads	<ol style="list-style-type: none"> 1. Granular pavements on high use roads continue to be protected from water causing expensive pavement failures. 	\$35.0M	2015 - 45		✓	✓
		Assumptions	<ol style="list-style-type: none"> 1. Reseals will be done at the optimum time. 2. Appropriate pre-reseal repairs will be carried out prior to the reseal. 3. Materials and technology continues to be available and affordable. 4. Sufficient funding is available. 					

Link ID	Key Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
	Aging infrastructure	Weak pavements rehabilitated	<ol style="list-style-type: none"> 1. Strength of fatigued weakened granular pavements is restored. 2. Maintenance costs are reduced. 3. Damage to vehicles from potholes or blowouts is reduced. 4. Safety of pavement is maintained. 5. Ride comfort is acceptable 	\$1.5M	2015 - 45		✓	✓
		Assumptions	<ol style="list-style-type: none"> 1. Pavement rehabilitation will be done at the optimum time. 2. Appropriate rehabilitation treatment will be used. 3. Increases to pavement loading are not significantly different than used in forecasting 4. Materials and technology continues to be available and affordable. <p>Sufficient funding is available.</p>					

1.18 SUMMARY OF SIGNIFICANT INFRASTRUCTURE ISSUES



- Bridge replacements
- Replace substandard footpaths
- Uneconomic infrastructure Disposals
- LED Streetlight upgrading
- Resealing
- Pavement rehabilitation



- Meeting NZDWS
- Long term viable supply
- Renewals



- Environmental impact of overflows
- Extent of service provision and capacity
- Renewals



- Separation of combined system
- Discharge treatment requirements
- Renewals

1.19 OTHER SCENARIOS CONSIDERED

1.19.1 Do nothing:

3 WATERS

Potential changes in the Resource Management Act may affect all water utility providers and are likely to drive further legislative reform locally through the Environment Southland Regional Plans. Even without legislative reform, Environment Southland has indicated its intent to undertake various plan changes that are likely to affect 3 Waters activities, including ongoing setting of allocation limits and minimum flows, and addressing stormwater discharges.

Pipeline renewals expenditure across the 3 Waters are currently scheduled to increase steadily over the next three years, then remain static for 10 years. Deferral of these renewals would impact noticeably on the 3 Waters ability to effectively deliver services to the community and further increase the backlog of technically 'failed' assets. Additionally, deferring the planned increase in renewals funding would mean that larger steep increases in funding will be required in the future if the Council wishes to maintain current levels of service and maintain an acceptable level of risk that is affordable over the long term.

The Council's ability to maintain water supply during prolonged dry, warm summers has been under pressure. At times demand has outweighed supply. Given water supply is an essential service, delaying Water Strategy projects would be detrimental to the quality of the service provided to the community.

ROADING

Theoretically the do nothing option would eventually result in the collapse, in some cases literally, of the land transport network. If this were to occur then people and freight would no longer be able to get to the destinations they need to and the community would no longer be able to function. This situation would be a clear abrogation by the Council of its responsibilities set out under several pieces of New Zealand legislation, including the Local Government Act and the Land Transport Management Act. Therefore, following a long term do nothing option is clearly not acceptable.

Following the do nothing option for a limited period of time will not, however, result in the ultimate consequences described above. It will, however, have a number of lesser consequences. If not addressed, by carrying out deferred works, at some point these consequences could become permanent. Some components of the roading infrastructure, which may be seen as less critical, may be more susceptible to deferral or do nothing. However, the drop in level of service would likely be unacceptable to the public. An example of this would be to let footpaths deteriorate to the point they are no longer useable. Pedestrians would then have to walk on the road even on the busiest streets. This would be a major reduction in the level of service including a huge increase in safety risk. This may be acceptable on low traffic volume streets, and indeed on some of our quietest streets this is what happens, but on busy streets it is definitely not acceptable. The other consequence of doing nothing or deferral is that it is often much more expensive to catch up with the deferred work than it would have been to undertake it at the optimum time.

As explained above the do nothing option, is only an option for some components of our network and only for limited periods (deferral). Deferral should only be considered where the competition from other more critical assets for limited funding is too overwhelming.

FINANCIAL ESTIMATES

1.20 TOTAL EXPENDITURE

The projected capital expenditure associated with the significant infrastructure assets are graphically represented below:

Figure 0.4 Projected Capital Expenditure- Infrastructure Assets

COMBINED INFRASTRUCTURE FORECAST - CAPITAL

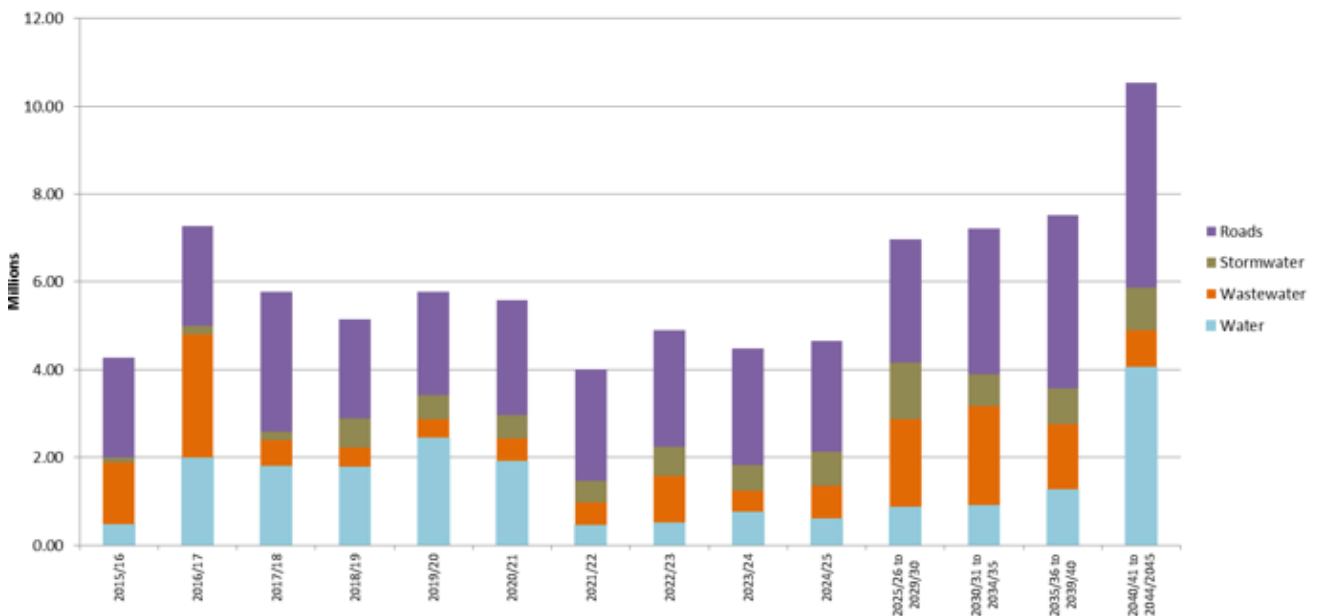
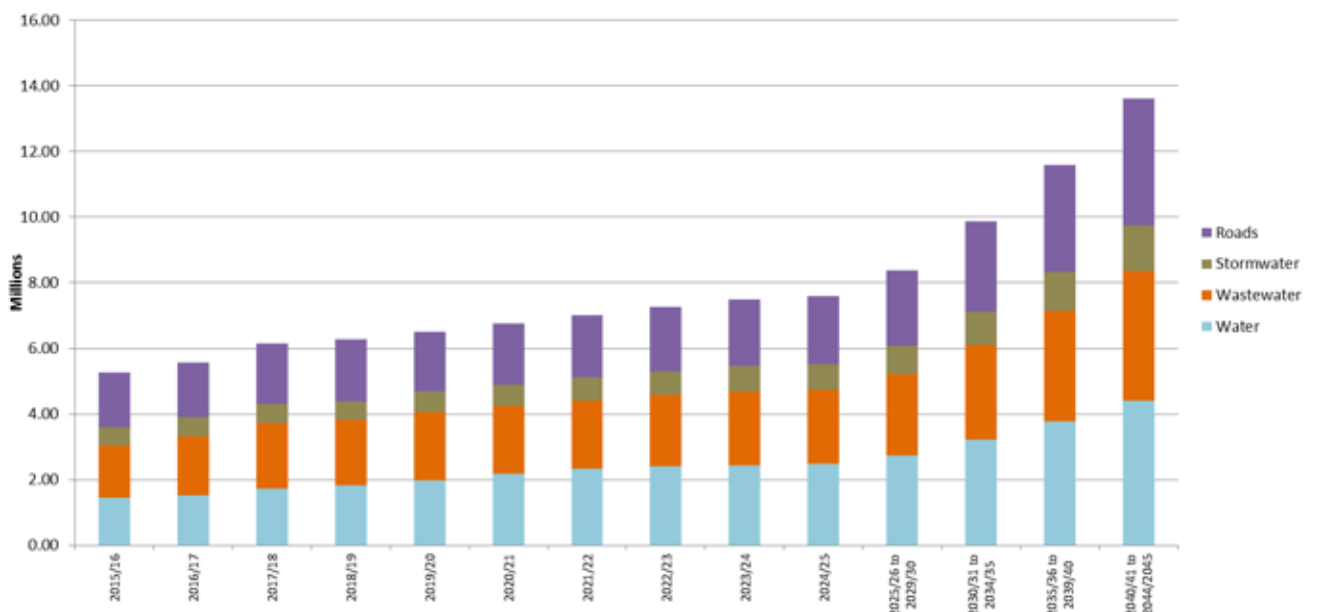


Figure 0.5 Projected Operational Expenditure –Infrastructure Assets

COMBINED INFRASTRUCTURE FORECAST - OPERATIONS AND MAINTENANCE

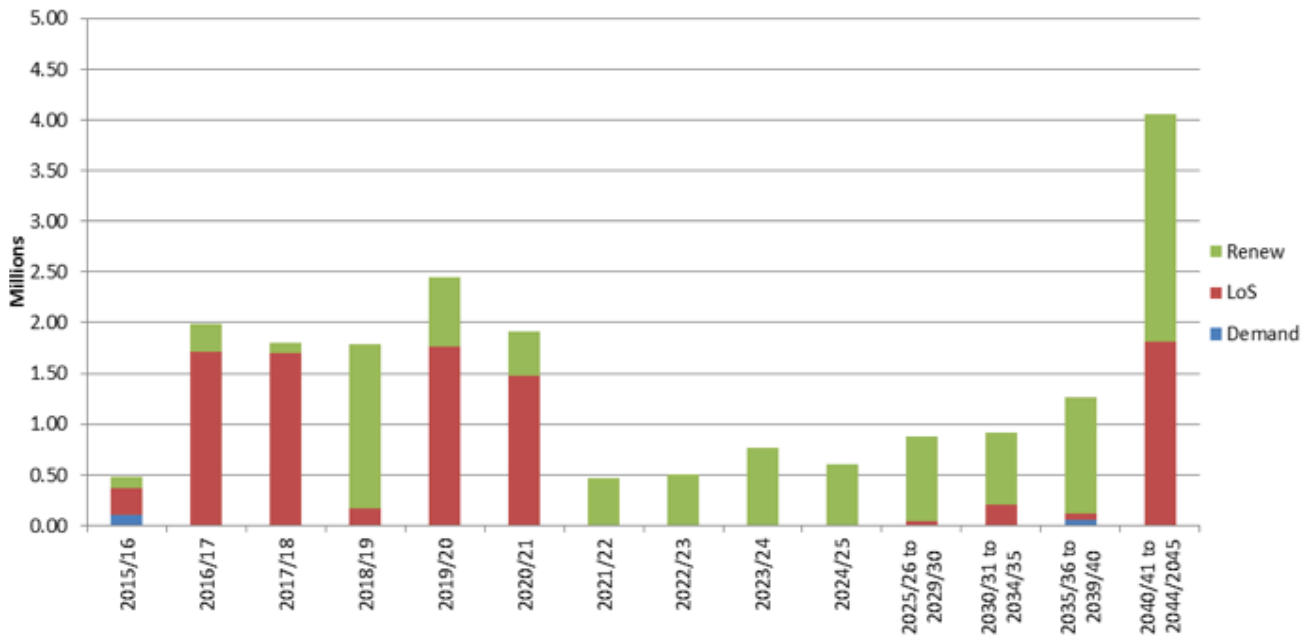


1.21 WATER

The projected capital expenditure associated with the water infrastructure assets are graphically represented below:

Figure 0.6 Projected Capital Expenditure – Water

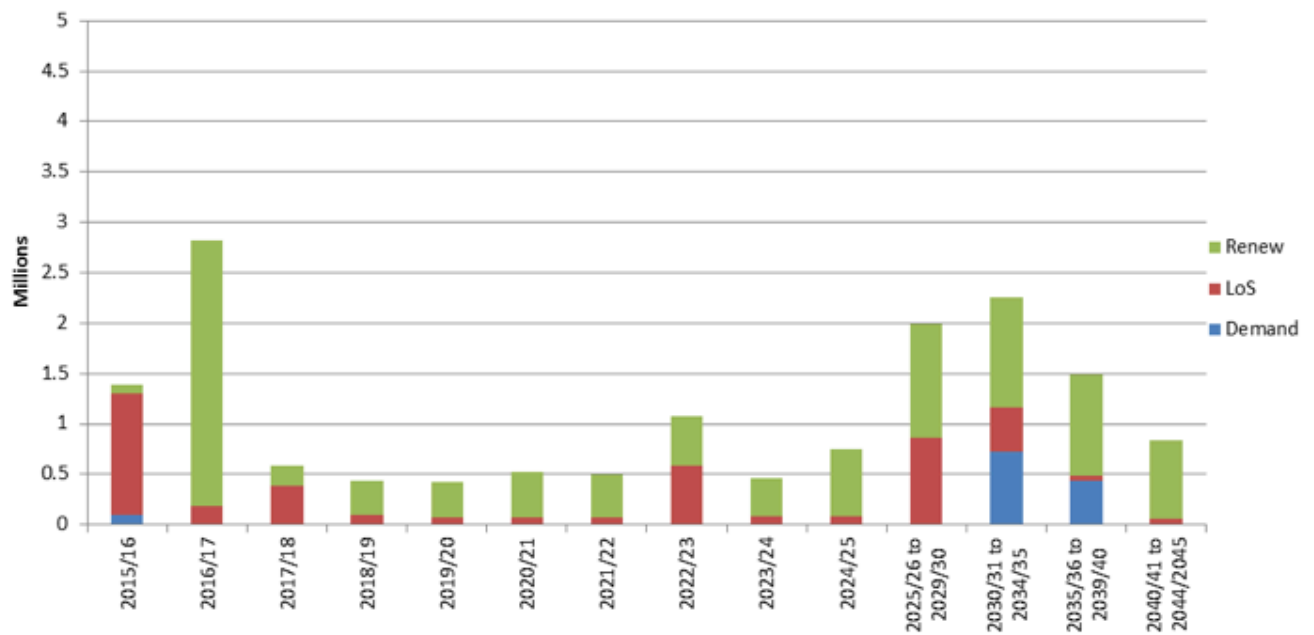
WATER SUPPLY FORECAST



1.22 WASTEWATER

Figure 0.7 Projected Capital Expenditure - Wastewater

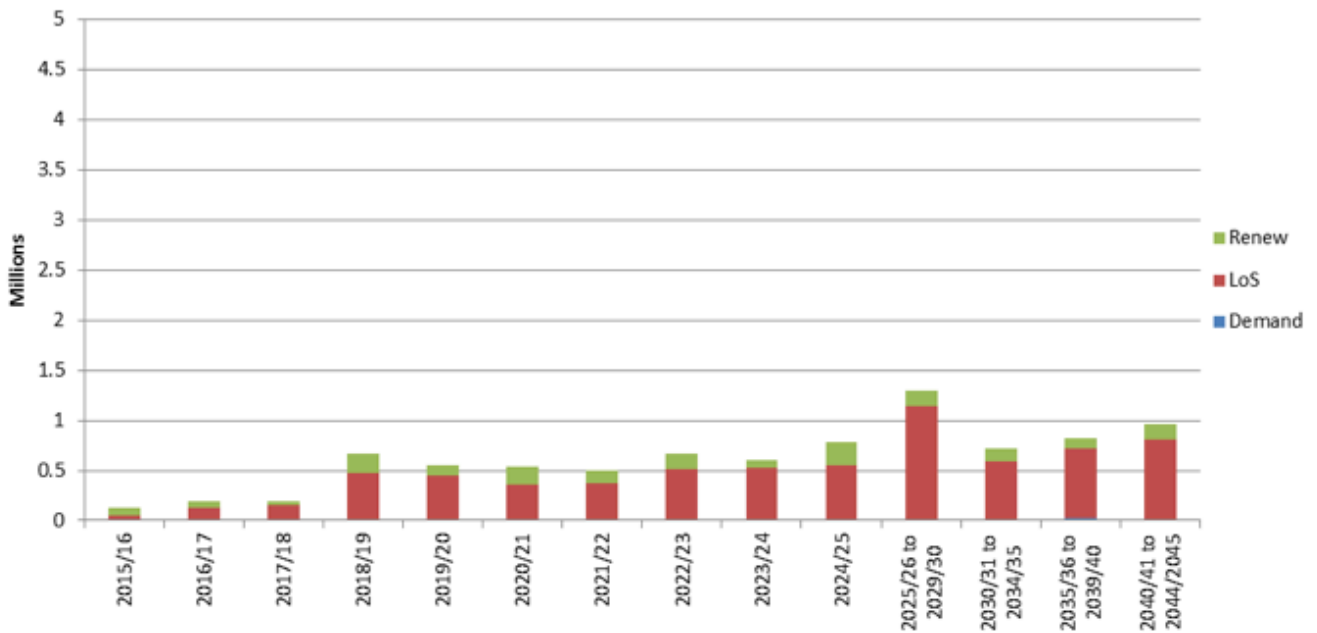
WASTEWATER FORECAST



1.23 STORMWATER

Figure 0.8 Projected Capital Expenditure – Stormwater

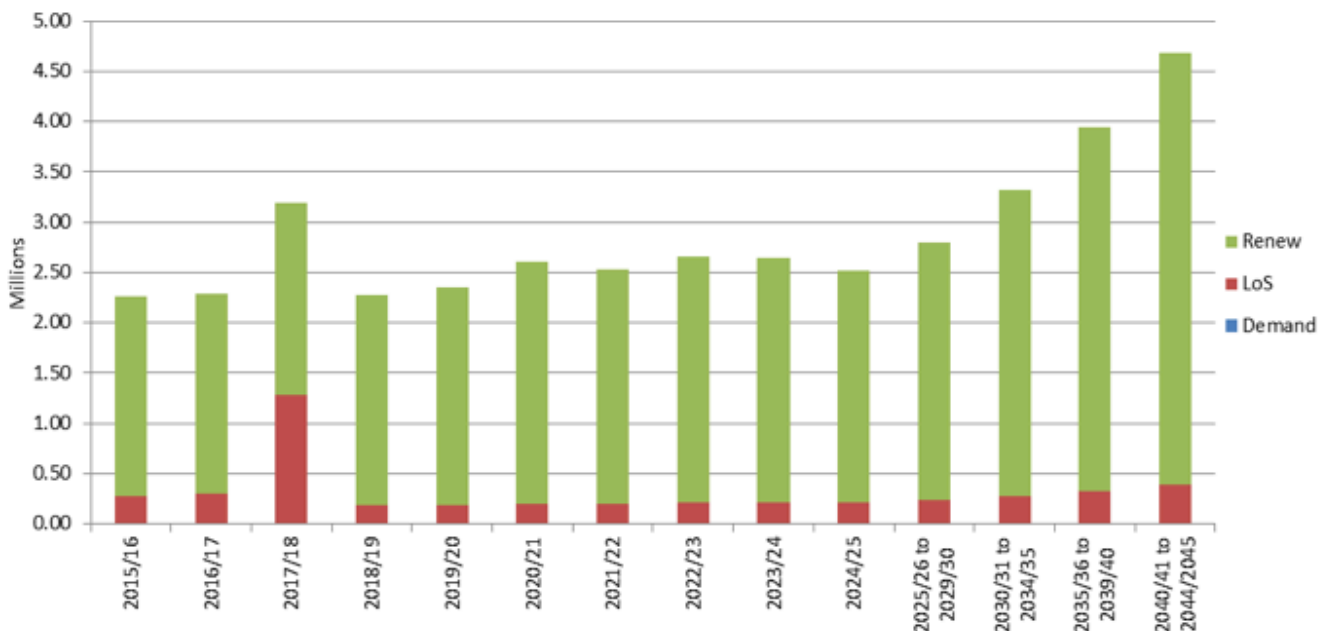
STORMWATER FORECAST



1.24 ROADS AND FOOTPATHS

Figure 0.9 Projected Capital Expenditure – Roads and Footpaths

ROADS AND FOOTPATHS FORECAST



COMMITTEE STRUCTURE

The Council has four committees comprised of all Councillors. These meet to have preliminary discussion on various issues on a six weekly basis.

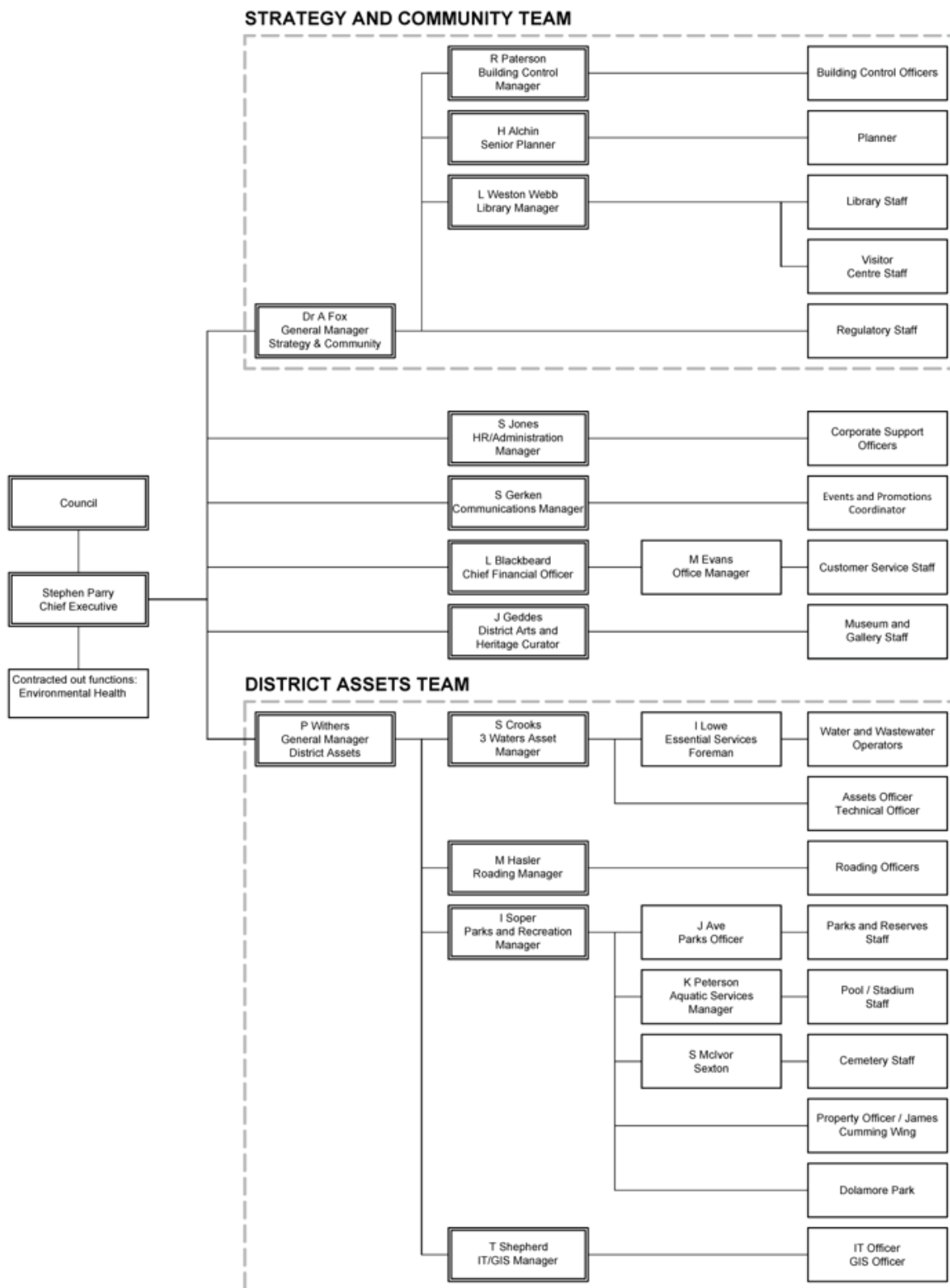
COMMITTEE	AREA OF RESPONSIBILITY	CHAIRPERSON
Finance and Policy	To cover financial and management services, including policies.	Cr Cliff Bolger
Operations	To cover water, stormwater and wastewater treatment, roading and works operations, and recreational and community facilities.	Cr Nicky Davis
Regulatory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

In addition to these Committees, there is a community board for Mataura.

Council Representative: Cr Steven Dixon

Members are:
 Alan Taylor - Chairman
 Chris Duffy
 Barbara Cuning
 Linda Sinclair
 Geoff Colvin

MANAGEMENT STRUCTURE



GORE DISTRICT COUNCIL COMMUNITY OUTCOMES

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 the Council's standing Committees at their meetings, held at six weekly intervals throughout the 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 Council's six 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
- 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 it is provided
- its contribution to the Council's 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
- 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.

Thus, the Council has integrated community outcomes within its planning documents, such as the activity management plans. It also 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.

GROUPS OF ACTIVITIES

The Long Term Plan (LTP) is our 10 year comprehensive business plan detailing the Council's policies, and outlining the work programmes and the associated financial implications, it also provides detailed information about each activity and the contribution it made to achieve the specified Community Outcomes.

Each group of activities includes information about each activity and the major plans for the next ten years. There is a funding impact statement provided for each group of activities which set out the financial forecasts for the ten years covered by the plan.

WATER SUPPLY

Activities:

How and where water for human, agricultural, cultural and recreational uses is sustainably managed is of considerable importance. The Council has consistently regarded the provision of the water services as vital to maintaining the community's health and well-being.

The Council owns and manages water assets valued at \$33.9 million, and acts as maintenance contractor for the Otama Water Supply. The management and operation of the water supplies are mainly through the Council with only Otama managed through a private scheme committee. Reticulated water supply services are provided to approximately 5,101 properties for domestic and industrial use with firefighting capabilities in the townships of Gore and Mataura, and rural stock water to the Otama area. It is estimated that 74% of the usually resident population receive their water from the Council's reticulated water supplies.

The water supply network collects untreated water from both surface and groundwater sources. The volume of water abstracted is closely controlled and monitored through consents.

The Mataura and Gore schemes treat this raw water prior to distribution throughout the towns' distribution networks. The treatment of water is also closely monitored to ensure appropriate treatment standards are in place to protect public health. Water is gravity fed to the majority of consumers, however, it is pumped to some suburbs at higher levels.

The Otama scheme is a rural scheme and is only for stock drinking water purposes.

Assets provided within the network include:

- Pipes (gravity and rising mains)
- Valves
- Hydrants
- Meters
- Water reservoirs
- Water intakes, bores and wells
- Control Equipment
- Water treatment plants and pumping stations.

Rationale:

The collection, treatment and distribution of potable water are essential services for the benefit of residents and businesses throughout the District. The Council's water supply activity protects the health and wellbeing of the community, and is indispensable to economic growth and development.

The following key issues are associated with the water supplies:

- Compliance with the Health Act and meeting the DWSNZ - Water Treatment Plant Upgrades
- Treatment Plant Upgrades totalling \$6 million over the next six years
- Increased operation and maintenance costs associated with the new treatment plants
- Improving asset data and management
- Investigating and implementing improved efficiencies
- Ongoing affordability of the water supply.
- Managing water demand.

The Local Government Act 2002 (Amendment 2010) determines infrastructure services, including water supply, to be a core service provided by local authorities and this legislation provides guidance on the way the service is managed and reported upon.

Section 23 of the Health Act 1956 also dictates that it is every local authority's duty to "improve, promote, and protect public health within its district".

This permits the Council to make bylaws for the protection of public health and requires it to present reports from time to time to provide the Medical Officer of Health with an understanding of diseases, drinking water and sanitary conditions within the District.

Therefore the reasons that the Council continues to provide water supply services include:

- to address legislative requirements
- to protect public health
- to support and enable economic growth

The Council's objectives for the community under this Long Term Plan and this Infrastructure Strategy are:

- a district ready to grow and prosper
- to shape the place we live in now and into the future
- balance the need for significant investment in public infrastructure with sustainable debt levels and affordable rates

The Council Community Outcome, to which this group of activities contributes, is:

Outcome 4: We have a quality infrastructure with potential for growth

Significant Negative Effects

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

To mitigate the potentially negative effects of water abstraction from ecosystems, the Council is required to operate within consent requirements in accordance with the requirements of the Resource Management Act. As per the requirements of the Resource Management Act, local Iwi are consulted during resource consenting processes.

Future Changes

Drinking water issues are among the significant projects coming up in our 3 Waters activities over the next 10 years. These are projects during the lifetime of this Plan that focus on drinking water, and relate to the replacement, upgrading or maintenance of assets. The Council also has to factor in growth and meeting increasing demand or land use changes.

The Council will be replacing the Hilbre Avenue reservoir as part of its major capital works projects to ensure quality and quantity for urban drinking water supplies.

The reservoir project is vital to ensure there is enough storage capacity to supply water to homes and businesses in North and West Gore should the Council's ability to pump water from its wells be compromised.

Difficulties caused by the reservoir's location add to the cost of demolishing it and building a new one. The project is estimated to cost \$1.1 million, which the Council plans to fund by loans and depreciation.

Upgrading water treatment plants in Gore and Mataura will be undertaken to ensure the Council delivers drinking water to urban areas that meet New Zealand Drinking Water Standards. This is another significant capital investment, with a budget of \$4.9 million.

These big projects will be staged over several years. Consequently, the impact on rates will also be spread over several years. After considering its options and feedback to the Consultation Document, the Council decided these projects would be funded by loan and depreciation.

The Council has also discussed installing equipment at the Hilbre Avenue water treatment plant to capture dissolved minerals in a filter, thus addressing discoloured water issues experienced by residents for the last four years.

The Council plans to start the project to remove the manganese and iron oxides from the water in 2015/16 and have it finished by the following year. It is estimated the project will cost \$1.5 million and it will be funded by urban ratepayers.

Statement of Service Performance

Council Outcome	Customer Levels of Service	Core Value	Performance Measures	Current Target	Current Performance	Achievement	Target 2016	Target 2017	Target 2018	Target Performance
We have a quality infrastructure with potential for growth	A potable water supply is provided in urban areas	Quality Safety	Compliance with the bacterial criteria of the NZDWS: (NFPM 1a)	New measure	New measure	New measure	100%	100%	100%	100%
			Compliance with the protozoa criteria of the NZDWS: (NFPM 1b)	New measure	New measure	New measure	33%	33%	33%	33%-100%
		Quality	Water quality complaints received (per 1,000 connections) (NFPM 4)	New measure	New measure	New measure	8	8	8	4
	A reliable service and effective	Sustainability	Real water losses from the reticulation network response to queries (NFPM 2)	New measure	New measure	New measure	23%	23%	23%	20%
		Reliability Responsiveness	Response to an urgent customer request (Urban, no water) (NFPM 3a)	New measure	New measure	New measure	60 min	60 min	60 min	60 min
		Reliability Responsiveness	Resolution of an urgent customer request. (Urban, no water) (NFPM 3b)	New measure	New measure	New measure	8 working hrs	8 working hrs	8 working hrs	8 working hrs
		Reliability Responsiveness	Response to a non-urgent customer request (NFPM 3c)	New measure	New measure	New measure	5 days	5 days	5 days	5 days
		Reliability Responsiveness	Resolution of a non-urgent customer request (NFPM 3 d)	New measure	New measure	New measure	14 days	14 days	14 days	14 days
		Sustainability	Average consumption of drinking water (NFPM 5)	New measure	New measure	New measure	550 L/p/day	550 L/p/day	550 L/p/day	530L/p/day

Funding Impact Statement - Water

2014/15
Annual
Plan

	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding										
General rates, uniform annual general charge, rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,378	1,378	1,455	1,555	1,782	1,916	2,269	2,340	2,373	2,427
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	309	309	325	325	341	341	341	358	358	358
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	1,688	1,687	1,780	1,879	2,107	2,257	2,461	2,698	2,731	2,785
Applications of operating funding										
Payments to staff and suppliers	774	642	663	682	703	725	749	775	804	834
Finance costs	34	25	30	127	217	294	412	491	474	455
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	399	528	570	620	575	579	599	612	621	665
Total applications of operating funding (B)	1,207	1,196	1,262	1,430	1,495	1,598	1,760	1,879	1,934	1,984
Surplus (deficit) of operating funding (A-B)	481	492	518	450	612	659	701	731	799	801
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(15)	32	1,502	1,377	1,192	1,806	1,225	(264)	(297)	(225)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(15)	32	1,502	1,377	1,192	1,806	1,225	(264)	(52)	(225)
Applications of capital funding										
Capital expenditure to meet additional demand	-	100	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	289	120	279	104	1,615	679	444	460	499	596
Capital expenditure to improve the level of service	131	265	1,708	1,700	168	1,767	1,472	6	6	7
Increase (decrease) in reserves	45	39	34	22	21	20	10	1	(3)	(27)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	465	524	2,020	1,827	1,804	2,466	1,926	467	502	576
Surplus (deficit) of capital funding (C-D)	(481)	(492)	(518)	(450)	(612)	(659)	(701)	(731)	(798)	(801)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-

WASTEWATER

Activities:

The Council owns and manages wastewater assets valued at \$38.8 million. Wastewater services are provided for about 4,474 households and businesses in Gore, Mataura and Waikaka.

The network collects untreated wastewater. It is both pumped and gravity fed to three treatment plants for treatment prior to being discharged to the environment. The disposal of wastewater is closely monitored and controlled by discharge consents that are managed by Environment Southland.

Assets provided within the network include:

- Pipes (gravity and rising mains)
- Manholes
- Mudtanks (for the combined wastewater and stormwater network)
- Cleaning eyes
- Pump stations (including buildings and pumps)
- Control equipment
- Wastewater treatment plants

Rationale:

The collection, treatment and disposal of wastewater are essential services 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 determines infrastructure services, including wastewater, to be a core service provided by local authorities and this legislation provides guidance on the way the service is managed and reported upon.

Section 23 of the Health Act 1956 also dictates that it is every local authority's duty to "improve, promote, and protect public health within its district".

This permits the Council to make bylaws for the protection of public health, and requires the Council to present reports from time to time to provide the Medical Officer of Health with an understanding of diseases, drinking water and sanitary conditions within the District.

Therefore the reasons that the Council continues to provide wastewater services include:

- to address legislative requirements;
- to protect public health;
- to afford the environment protection; and
- to support economic growth

The Council objectives for the community under this Long Term Plan and accompanying Infrastructure Strategy are:

- a district ready to grow and prosper
- to shape the place we live in now and into the future
- to balance the need for significant investment in public infrastructure with sustainable debt levels and affordable rates

The Council Community Outcomes to which this group of activities contributes are:

Outcome 4: We have a quality infrastructure with potential for growth

Outcome 6: We value and respect our environment

Significant Negative Effects

While the Council acknowledges its wastewater activity may have some adverse impacts, these are relatively minimal and are outweighed by the public good that is served by the benefits of managing wastewater, 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 and stormwater activities potentially have negative effects on the socio-economic and cultural interests of tangata whenua. In accordance with the requirements of the Resource Management Act, local Iwi are consulted during resource consenting processes.

Future Changes

The Council will be removing sludge that has accumulated over the past 40 years from the Gore oxidation pond. Removing the sludge will improve effluent treatment. It also lowers the risk of us breaching the conditions of our discharge into the Mataura River. It will cost \$2.6 million and be funded by a loan and reserves. Repayment of the loan will be from urban rates.

Statement of Service Performance

Council Outcome	Customer Levels of Service	Core Value	Performance Measures	Current Target	Current Performance	Performance Monitoring Source	Achievement	Target 2016	Target 2017	Target 2018	Target Performance
We have a quality infrastructure with potential for growth	A reliable service: effective response to queries	Reliability Sustainability	The number of dry weather overflows from Council's sewerage system. (per 1,000 connections) (NFPM 1)	New Measure	New Measure	CRM database	New Measure	1	1	1	1
		Reliability Responsiveness	Response to a customer request (Blockage or fault) (NFPM 3a)	New Measure	New Measure	CRM database Urgent - Blockage General - Fault	New Measure	Urgent 120 mins General < 8 hours	Urgent 120 mins General < 8 hours	Urgent 120 mins General < 8 hours	Urgent 120 mins General < 8 hours
		Reliability Responsiveness	Resolution of a customer request (Blockage or fault) (NFPM 3b)	New Measure	New Measure	CRM database	New Measure	Urgent < 8 hours General 5 days	Urgent < 8 hours General 5 days	Urgent < 8 hours General 5 days	Urgent < 8 hours General 5 days
We value and respect our environment.	Wastewater systems are effective and comply with environmental standards	Quality Health	Wastewater complaints received (per 1,000 connections) (NFPM 4)	New Measure	New Measure	CRM database	New Measure	< 10	< 10	< 10	< 10
		Health & Safety Reliability Sustainability Quality Social benefits	Compliance with Council's resource consents for discharge from its sewerage system measured by the number of abatement notices, infringement notices, enforcement orders and convictions (NFPM 2)	Abatement Notice - 0 Infringement Notice - 0 Enforcement Orders - 0 Convictions - 0	New Measure	New Measure	Annual Consent Compliance Reports.	New Measure	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0

Funding Impact Statement - Wastewater

2014/15
Annual
Plan

	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding										
General rates, uniform annual general charge, rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,130	1,156	1,252	1,409	1,811	1,790	1,808	1,869	1,936	1,913
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	223	234	243	251	267	277	287	298	310	323
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	1,352	1,391	1,495	1,660	2,079	2,067	2,095	2,167	2,246	2,236
Applications of operating funding										
Payments to staff and suppliers	477	372	385	396	421	418	451	449	486	485
Finance costs	126	224	303	428	412	382	358	332	337	301
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	248	328	354	386	360	373	381	386	401	414
Total applications of operating funding (B)	851	925	1,042	1,210	1,194	1,173	1,190	1,167	1,224	1,199
Surplus (deficit) of operating funding (A-B)	501	466	453	450	885	894	904	999	1,022	1,037
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,822	927	1,918	141	(460)	(374)	(401)	72	(556)	(23)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,822	927	1,918	141	(460)	(374)	(401)	72	(556)	(23)
Applications of capital funding										
Capital expenditure to meet additional demand	-	100	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	361	93	2,629	206	356	448	430	488	386	931
Capital expenditure to improve the level of service	1,917	1,200	187	385	68	71	73	584	79	83
Increase (decrease) in reserves	45	-	(445)	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,323	1,393	2,371	591	425	519	503	1,072	466	1,013
Surplus (deficit) of capital funding (C-D)	(501)	(466)	(453)	(450)	(885)	(894)	(904)	(999)	(1,022)	(1,037)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-

STORMWATER

Activities:

The Council owns and manages stormwater assets valued at \$22.5 million. Stormwater services are provided for to 3,858 households and businesses in Gore, Mataura, Waikaka, Pukerau and Mandeville.

The stormwater network collects stormwater runoff from roads as well as households and businesses. It is both pumped and gravity fed to discharge into the environment. The quality of discharge is monitored and controlled by discharge consents that are managed by Environment Southland.

Assets provided within the network include:

- Pipes (gravity and rising mains)
- Manholes
- Cleaning eyes
- Pump stations (including buildings and pumps)
- Control equipment
- Outfalls

The Council has an on-going long term stormwater separation project, which will see combined wastewater and stormwater assets separated. As this project progresses, more stormwater will be entering the network. Demand on stormwater pump stations will need to be monitored to ensure this extra capacity can be managed.

Although there is a forecast declining/static population, there is possibility of population growth from industry developments. Supporting industries may create demands on the network from increased hardstand areas and an increased risk of discharge quality contamination.

Rationale:

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 Local Government Act 2002 determines infrastructure services, including stormwater, to be a core service provided by local authorities and this legislation provides guidance on the way that the service is managed and reported upon.

Section 23 of the Health Act 1956 also dictates that it is every local authority's duty to "improve, promote, and protect public health within its district".

This permits the Council to make bylaws for the protection of public health, and requires the Council to present reports from time to time to provide the Medical Officer of Health with an understanding of diseases, drinking water and sanitary conditions within the District.

Therefore the reasons that the Council continues to provide stormwater services include:

- To address legislative requirements
- To protect public health
- To afford the environment protection
- To support economic growth

The Council objectives for the community under this Long Term Plan and this Infrastructure Strategy are:

- a district ready to grow and prosper
- to shape the place we live in now and into the future
- to balance the need for significant investment in public infrastructure with sustainable debt levels and affordable rates

The Council Community Outcomes to which this group of activities contributes are:

Outcome 4: We have a quality infrastructure with potential for growth

Outcome 6: We value and respect our environment.

Significant Negative Effects

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

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

As stormwater discharges into rivers and waterways, the Council's stormwater activity potentially has negative effects on the socio-economic and cultural interests of Tangata Whenua. In accordance with the requirements of the Resource Management Act local Iwi are consulted during resource consenting processes.

Future Changes

To ensure growth the Council has embarked on a project to increase the wastewater capacity in West Gore.

Increasing the capacity of the Ajax pump station is required to stop the network being overwhelmed and overflowing. Demand for residential sub-division in West Gore and opportunities for industrial expansion are hampered by our inability to take their wastewater. The project will create an environment where development can easily occur. The estimated cost is \$1.1 million.

This was flagged in our last Long Term Plan, and will have a financial impact during the lifetime of this plan and beyond. It will be funded by loan. The loan repayment will be funded from urban rates.

Statement of Service Performance

Council Outcome	Customer Levels of Service	Core Value	Performance Measures	Current Target	Current Performance	Performance Monitoring Source	Achievement	Target 2016	Target 2017	Target 2018	Target Performance
We have quality infrastructure with potential for growth	A reliable service and effective response to queries	Responsiveness	Response to a customer request (Flooding event) (NFPM 3)	New Measure	New measure	CRM Database	New measure	60 min	60 min	60 min	60 min
		Quality	Stormwater complaints received (per 1,000 properties connected) (NFPM 4) Faults or blockages	New Measure	New measure	CRM Database	New measure	8	8	8	8
We value and respect our environment	Homes and properties are not affected by surface flooding caused by the Stormwater Activity	Quality Health & Safety	Number of flooding events (NFPM 1a)	New Measure	New measure	CRM Database	New measure	3	3	3	3
		Quality Sustainability Social Benefit	Number of habitable floors affected per 1,000 connected properties (per event) (NFPM 1b)	New Measure	New measure	CRM Database	New measure	2	2	2	2
We value and respect our environment	Our waterways and environment are protected from adverse impacts of providing the Stormwater service.	Quality Sustainability Social Benefit	Compliance with Council's resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders and convictions (NFPM 2a-d)	Abatement Notice - 0 Infringement Notice - 0 Enforcement Orders - 0 Convictions - 0	New Measure	Annual Reports	New measure	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0
		Quality Sustainability Social Benefit	Compliance with Council's resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders and convictions (NFPM 2a-d)	Abatement Notice - 0 Infringement Notice - 0 Enforcement Orders - 0 Convictions - 0	New Measure	Annual Reports	New measure	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0	AN - 0 IN - 0 EO - 0 C - 0

Funding Impact Statement - Stormwater

2014/15
Annual
Plan

	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding										
General rates, uniform annual general charge, rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	519	526	563	495	563	636	647	724	774	783
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	519	526	563	495	563	636	647	724	774	783
Applications of operating funding										
Payments to staff and suppliers	114	95	98	101	89	107	95	115	123	110
Finance costs	35	28	18	7	-	18	27	34	49	55
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	60	82	89	97	89	90	93	95	100	103
Total applications of operating funding (B)	208	205	204	204	179	215	215	244	272	269
Surplus (deficit) of operating funding (A-B)	311	321	358	291	384	421	432	488	502	514
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(112)	(196)	(171)	(104)	280	134	103	52	179	102
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(112)	(196)	(171)	(104)	280	134	103	52	179	102
Applications of capital funding										
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	-	80	62	37	190	99	182	128	75	228
Capital expenditure to improve the level of service	198	45	125	150	474	456	354	367	528	550
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	198	125	187	187	664	555	536	495	604	779
Surplus (deficit) of capital funding (C-D)	(311)	(321)	(358)	(291)	(384)	(421)	(432)	(443)	(502)	(514)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-

ROADING AND FOOTPATHS

Activities:

The Gore District roading network comprises of 896 kilometres of roads, with 538 kilometres unsealed. 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.

Rationale:

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.

Significant Negative Effects

Despite the benefits the Council's roading activities bring, in terms of providing transportation infrastructure that is needed to support the everyday lives and livelihoods of residents in the District, roading 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.

NO	POTENTIAL NEGATIVE EFFECT	PROPOSED ACTION
1	Road Deaths and Injuries	<ul style="list-style-type: none"> • Prepare a 'minor improvement projects' plan each year. • Set appropriate speed limits. • Maintain a road safety strategy and a road safety action plan. Properly implement the safety management system. • Work closely with NZTA, the New Zealand Police and Road Safety Southland on road user education and policing.
2	Excessive Noise Undue noise to adjoining properties from traffic volumes usually in urban areas.	<ul style="list-style-type: none"> • Set appropriate speed limits. • Use appropriate surfacing on busy roads in residential areas.
3	Dust from unsealed roads	Permit affected property owners to apply oil as a suppressant to short sections.
4	Contamination of Natural Waters Cars and trucks leave particles of worn tyre material and un-burnt fuel from exhaust pipes on the road surface. The road surface also gradually wears down. Rain washes this material into the roadside drains and storm water systems and then into the streams and the sea- contaminating the natural waters.	<ul style="list-style-type: none"> • 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).
5	Travel Delays Caused by Road Works	Ensure proper attention is paid to the preparation of, and adherence to, traffic management plans when carrying out road works.
6	Road lighting causing interference to adjoining properties or a distraction to motorists – or insufficient lighting (especially in places frequented by pedestrians after dark) endangering public safety	<ul style="list-style-type: none"> • Ensure all road lights are sited and focussed in an appropriate manner. • When preparing the annual road safety allocation ensure consideration is given to areas where additional lighting may be desirable.
7	Damage / nuisance caused to vehicles by soil and cow excrement on the roads	<ul style="list-style-type: none"> • Encourage the construction of underpasses in places where stock numbers regularly cross busy roads. • Enforce removal of soil and other material dropped on roads.
8	The Flooding of Adjoining Properties Flooding is caused to adjoining properties as a result of inadequate (or inappropriately designed or insufficiently maintained and managed) road culverts and storm water drains.	<ul style="list-style-type: none"> • The Council routinely monitors the maintenance contractors' performance to ensure existing culverts and drains are being properly maintained and managed. • There is nothing that can be done to prevent the flooding of properties during major storm events. However the Council will always be mindful of places where the adverse impacts may be able to be reduced and will programme improvement project where possible.

NO	POTENTIAL NEGATIVE EFFECT	PROPOSED ACTION
9	<p>Untidy road pavements and road verges The potential negative effects under this heading include:</p> <ul style="list-style-type: none"> • Graffiti on road assets • Litter on the road pavement, on footpaths, and in roadside gutters and kerbs; • In residential and commercial areas: <ul style="list-style-type: none"> - Poorly maintained shrubs and trees, long unmown grass, and weeds on the road verge and in traffic islands; (and) - Untidy / unkempt signage, bus bays and bus shelters and taxi stands etc 	<ul style="list-style-type: none"> • Monitor and take appropriate actions as required.
10	<p>Land developed without sufficient consideration of the impacts on the road network 'Land Development' potential negative effects include (but are not limited to):</p> <ul style="list-style-type: none"> • Buildings constructed too close to the road obstructing vision and perhaps restricting future road widening; • Inappropriate tree and hedge planting also obstructing vision; • Inadequately / inappropriately constructed and sited vehicle crossings; • (especially in commercial and industrial areas) no or inadequate 'pull off' space; • Inadequate storm water control provision; • Inadequately constructed new road assets that the Council is expected to 'take over'; • Significant damage done to the roads by heavy vehicles associated with activities like the haulage of construction materials to the site, and logging and mining or (especially in wet conditions) dropping clay and other material on the road. • Inadequate consideration of what the effect is likely to be on the existing roads by the increased number of vehicles that the land development is likely to cause. • Inadequate consideration of pedestrian, signage, parking and lighting and beautification matters. 	<ul style="list-style-type: none"> • Land use and road network provision go hand in hand. The two can't be divorced. The only reason the network is there is to provide the ability for pedestrians, cyclists, and vehicles carrying people and goods to be able to travel efficiently, and safely to and from the residential, commercial and industrial development on the land – and the way in which the land is being used will (to a fair extent) determine the type and standard of roading that is required. • As a general rule the philosophy is that if land subdivision and development will cause costs that would not have been incurred if that subdivision or development had not taken place they should be funded (as a part of the project cost) by the sub-divider (or developer). It is inappropriate that the costs be paid by the Council at the expense of other (higher priority) programmed road work.
11	<p>Potential damage to wildlife habitats or sites of archaeological or historical significance</p>	<ul style="list-style-type: none"> • Take care to avoid causing damage to wildlife, archaeological and historic sites when carrying out roading work.

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.

Future Changes

It is proposed to renew the Pyramid Bridge, a one-lane bridge across the Mataura River, in 2017/18. It will be a joint project with the Southland District Council (SDC) and will cost about \$1 million. The Council is working to have the project fully funded by central Government. However, the scenario at present is that the New Zealand Transport Agency (NZTA) will contribute 55% of the project's cost and the remaining 45% would be split between the Gore District Council and SDC. This project will be funded from rural rates and will cause a spike in the rural sector's roading contribution in 2017/18. The Council has tried to minimise the impact by rescheduling other capital works projects during this time.

The Council plans to spend \$300,000 a year over the next 10 years on footpath renewal in Gore and Mataura. This is in line with its commitment to ensure all the town's footpaths meet current standards. It is intended to widen some footpaths, especially those with high foot traffic volumes, so they are more user friendly for people on mobility scooters. The need for wider footpaths is identified in the Council's Streetscape Strategy and recognises the District's ageing population. The work is funded by urban ratepayers.

Statement of Service Performance

Council Outcome	Customer Levels of Service	Performance Measures	Target 2016	Target 2017	Target 2018	Target 2019 - 25
We have a quality infrastructure with potential for growth.	Mandatory Performance Measure 1 (Road Safety) The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	New Measure The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	Number of Fatal and Serious Crashes ≤ 3	Number of Fatal and Serious Crashes ≤ 3	Number of Fatal and Serious Crashes ≤ 3	Number of Fatal and Serious Crashes ≤ 2
	Mandatory Performance Measure 2 (Road Condition) The average quality of ride on a sealed local network, measured by smooth travel exposure.	New Measure The average quality of ride on a sealed local network, measured by smooth travel exposure	Urban < 220 NAASRA Rural < 120 NAASRA	Urban < 220 NAASRA Rural < 120 NAASRA	Urban <220 NAASRA Rural < 120 NAASRA	Urban <220 NAASRA Rural < 120 NAASRA
	Mandatory Performance Measure 3 (Road Maintenance). The percentage of the sealed local road network that is resurfaced.	New Measure The percentage of the sealed local road network that is resurfaced.	4.4%	6.2%	6.5%	48.4% (total over 7 years)
	Mandatory Performance Measure 4 (Footpaths). The percentage of footpaths within a territorial authority district that fall within the level of service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works programme, or long term plan)	New Measure The percentage of footpaths within the district that fall within the level of service standard for the condition of footpaths	Decreasing trend	Decreasing trend	Decreasing trend	Decreasing trend
	Mandatory Performance Measure 5 (Response to Service Requests). The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the long term plan.	New Measure The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the long term plan.	95%	95%	95%	95%
	Unsealed roads are maintained to ensure they are fit for purpose	The percentage of respondents to the Gore District Council annual Resident Survey 78% within the range of neutral to very satisfied.	78%	78%	78%	78%

Funding Impact Statement - Roading

2014/15
Annual
Plan

	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding										
General rates, uniform annual general charge, rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	2,161	2,283	2,479	2,524	2,652	2,837	2,878	2,983	3,043	3,200
Subsidies and grants for operating purposes	835	878	1,167	948	896	920	945	972	1,001	1,033
Fees and charges	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	215	137	138	139	140	141	142	143	145	146
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	49	172	140	157	154	167	173	171	183	190
Total operating funding (A)	3,260	3,470	3,941	3,768	3,843	4,065	4,138	4,269	4,372	4,569
Applications of operating funding										
Payments to staff and suppliers	1,856	2,071	2,277	2,330	2,249	2,307	2,369	2,437	2,509	2,589
Finance costs	31	48	65	84	92	92	91	88	84	79
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	288	431	432	436	432	460	474	471	499	517
Total applications of operating funding (B)	2,174	2,550	2,774	2,850	2,773	2,859	2,934	2,996	3,093	3,185
Surplus (deficit) of operating funding (A-B)	1,086	921	1,166	918	1,070	1,206	1,204	1,272	1,279	1,385
Sources of capital funding										
Subsidies and grants for capital expenditure	1,690	1,598	2,066	1,578	1,629	1,780	1,750	1,825	1,831	1,778
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	132	100	294	119	2	(14)	(47)	(62)	(76)	(239)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,822	1,698	2,360	1,698	1,631	1,766	1,702	1,763	1,755	1,540
Applications of capital funding										
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	2,704	2,443	3,272	2,454	2,489	2,782	2,711	2,801	2,825	2,725
Capital expenditure to improve the level of service	189	180	234	192	191	205	204	212	214	211
Increase (decrease) in reserves	14	(5)	21	(30)	21	(16)	(9)	22	(5)	(12)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,907	2,619	3,526	2,615	2,701	2,972	2,906	3,035	3,034	2,924
Surplus (deficit) of capital funding (C-D)	(1,086)	(921)	(1,166)	(918)	(1,070)	(1,206)	(1,204)	(1,272)	(1,279)	(1,385)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-

PARKS, RESERVES, AQUATIC FACILITIES, CIVIC BUILDINGS AND RECREATION

Activities:

The Gore District has an excellent range of open spaces, and community facilities. The open spaces provide an assortment of recreation opportunities and the property and community facilities assets serve the community well.

Among the Parks, Property and Recreation portfolio, the Gore Gardens and Eastern Southland Gallery are nationally recognised; Dolamore Park, the MLT Events Centre and the Gore Multisports Complex are of regional benefit; and there are key facilities in the District such as the James Cumming Wing. These high profile sites are supplemented with a range of district and local parks and facilities.

The Council owns and manages property, parks and recreation assets valued at over \$40 million. Parks, property and recreational activities are provided for in Gore, Matakura, Waimumu, Waikaka, Pukerau, Mandeville and Kaiwera, and the surrounding areas.

Council buildings, public conveniences and recreation facilities are located within Gore and Matakura. Cemeteries are located at these two towns, as well as Waikaka and Pukerau. All four areas have recreation reserves. In addition to the parks and reserves, the Council maintains two public swimming pools, which provide recreational opportunities for the people in the District, and subsidised swimming programmes.

Assets provided within the network include:

- Buildings
- Public conveniences
- Playgrounds
- Cemeteries
- Recreation facilities
- Aquatic facilities
- MLT Event Centre

Rationale:

The Parks Property and Recreation activity is identified as a core service in terms of Section 11A of the Local Government Act 2012. The Parks Property and Recreation activity has many benefits for the community and provides opportunities for social interaction, and active and passive recreation. The activity also plays a major role in the appearance and attractiveness of the District. How residents feel about the District is heavily influenced by the activity, which is positive. In attracting people to the District, as visitors and residents, the provision of quality open spaces and recreation opportunities is a key determinant. This is an important consideration in terms of the manner in which Gore promotes itself and the lifestyle available.

Parks and reserves are provided by local government to ensure open spaces in urban areas, opportunities for recreation and sport, and to enhance community pride. Sports centres and parks provide opportunities for sports clubs and other recreation and community groups. Providing these services is believed to enhance the general health and wellbeing of the community where private enterprise may not be viable.

Community and civic buildings are provided to meet the operational need of the Council and provide the community with communal meeting spaces.

Public conveniences are an essential service and are utilised by both locals and visitors.

Councils are required to provide cemeteries by the Burial and Cremation Act 1964. Cemeteries are provided to protect public health and provide a location for bereavement within close proximity to the community.

The Parks Property and Recreation activity is identified as a core services in terms of Section 11A of the Local Government Act 2012.

The Local Government Act 2002 permits the Council to make bylaws for the protection of public health. It requires the Council to present reports from time to time to provide the Medical Officer of Health with an understanding of diseases, drinking water and sanitary conditions within the District.

Significant Negative Effects

The Council acknowledges that some adverse impacts are possible as a result of operations to provide the services for the local community. However, these relatively minimal impacts are outweighed by the public good that is served by the benefits of providing safe areas for passive and active recreation that are accessible throughout the year.

To mitigate the potentially negative effects of necessary maintenance operations, contractors applying herbicides are GROWSAFE® certified, earthworks operations are carried out during the summer months and appropriate erosion and sediment control measures are in place. Noise restrictions and working hour restrictions are also enforced to mitigate potential effects on local residents. Upgrade works on sports fields and re-vegetation in passive reserves are carried out to industry best-practice to minimise erosion and the duration of the works.

As per the requirements of the Resource Management Act, local Iwi are consulted during resource consenting processes for works not considered to be permitted activities in parks and reserves.

The Council's central administration activities are delivered, in the main, from the Civic Centre offices in Civic Avenue. This building is subject to an earthquake risk assessment. Notwithstanding the outcome of this assessment, the Council has flagged the need for a major upgrade and will be progressing this project within the first few years of this Long Term Plan.

Future Changes

To meet the requests of the community and expectations for prudent financial management, the Gore Aquatic Centre's debt will be the subject of a proactive debt retirement plan through a gradual year on year increase in loan repayments. This will see aquatic centre's debt, which presently sits at \$2.3 million, repaid in 11 years.

There is a programmed shutdown of the aquatic centre in 2022/23. The Council has budgeted \$236,000 for this work, which will be paid for by all ratepayers.

Due to falling patronage at the Mataura swimming pool coupled with rising operational and capital costs, the Council has decided to close the facility at the conclusion of the 2016/17 swimming season. In leading up to this occurrence, the Council in collaboration with the Mataura Community Board and wider community will investigate and identify an alternative recreational facility for Mataura. A sum of \$500,000 has been allocated for this project.

We will be reviewing, replacing or renewing certain items of play equipment at all of the District's 26 playgrounds over the next 10 years. The estimated cost for the first year is \$105,900, which will be paid by all ratepayers.

Statement of Service Performance

Council Outcome	Customer Levels of Service	Core Value	Measured By	Current Target	Current Performance	Target 2016	Target 2017	Target 2018	Target 2019 - 2025
AQUATIC CENTRES									
We have a choice of quality places to go and things to do	To provide safe, quality, accessible swimming pools with good opportunities for learning	Accessibility Quality Customer Service Health and Safety	Five key technical measures that reflect the core values This includes: <ul style="list-style-type: none"> Pool availability Customer satisfaction Swimming course enrolments Health and safety incidents Poolsafe accreditation 	5/5 Indicators achieved	2013/14 4/5 achieved 2012/13 5/5 achieved 2011/12 5/5 achieved	5/5 Indicators achieved	5/5 Indicators achieved	5/5 Indicators achieved	5/5 Indicators achieved
PARK & RESERVES, CEMETERIES AND PUBLIC CONVENIENCES									
We have a choice of quality places to go and things to do	Parks, reserves and cemeteries provide a sense of place; active recreation spaces, as well as opportunities to interact with and beautify urban environments; facilities are safe, well-maintained and appropriate for their use with high levels of public satisfaction	Quality	Percentage of community that are satisfied across the range of property and recreation criteria surveyed. This includes: satisfaction levels for: <ul style="list-style-type: none"> Parks and Reserves Playgrounds Cemeteries Public conveniences The provision of community buildings or halls	→ 90% across the 5 criteria surveyed	Achieved. In 2013/14 94.8% of respondents were very satisfied, satisfied or neutral in their response to community satisfaction with Parks Property and Recreation survey questions	> 90% across the 5 criteria surveyed	> 90% across the 5 criteria surveyed	> 90% across the 5 criteria surveyed	> 90% across the 5 criteria surveyed

Funding Impact Statement - Parks, Reserves, Aquatic Facilities, Civic Buildings & Recreation

2014/15

Annual

Plan

LTP 2016 LTP 2017 LTP 2018 LTP 2019 LTP 2020 LTP 2021 LTP 2022 LTP 2023 LTP 2024 LTP 2025

Sources of operating funding

General rates, uniform annual general charge, rates penalties	1,302	1,324	1,376	1,451	1,737	1,707	1,759	1,880	1,864	1,892	1,914
Targeted rates	2,626	2,659	2,811	2,906	2,864	3,045	3,184	3,139	3,225	3,345	3,494
Subsidies and grants for operating purposes	65	71	73	75	77	79	82	84	87	90	93
Fees and charges	762	768	799	794	802	836	846	856	893	905	918
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	1,028	1,107	1,145	1,172	1,188	1,222	1,247	1,271	1,290	1,342	1,380
Total operating funding (A)	5,782	5,929	6,205	6,397	6,668	6,889	7,117	7,229	7,360	7,575	7,799

Applications of operating funding

Payments to staff and suppliers	3,441	3,340	3,479	3,325	3,435	3,458	3,650	3,699	3,940	3,907	4,047
Finance costs	274	265	290	385	503	476	446	417	384	361	323
Other operating funding applications	4	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,678	1,813	1,851	1,924	1,947	1,979	2,043	2,089	2,109	2,203	2,270
Total applications of operating funding (B)	5,397	5,418	5,620	5,633	5,886	5,913	6,138	6,205	6,433	6,471	6,640

Surplus (deficit) of operating funding (A-B)

	385	511	586	764	782	977	979	1,024	927	1,103	1,159
--	-----	-----	-----	-----	-----	-----	-----	-------	-----	-------	-------

Sources of capital funding

Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(10)	57	1,450	1,827	(427)	(459)	(440)	(505)	(357)	(587)	(621)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(10)	57	1,450	1,827	(427)	(459)	(440)	(505)	(357)	(587)	(621)

Applications of capital funding

Capital expenditure to meet additional demand	-	21	87	53	28	64	2	68	62	-	-
Capital expenditure to replace existing assets	374	520	1,908	1,972	294	568	578	425	464	454	591
Capital expenditure to improve the level of service	46	31	-	500	-	-	-	-	-	-	-
Increase (decrease) in reserves	(46)	(4)	41	66	33	(114)	(40)	26	44	62	(53)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	375	568	2,036	2,591	355	518	540	519	570	516	537

Surplus (deficit) of capital funding (C-D)

	(385)	(511)	(586)	(764)	(782)	(977)	(979)	(1,024)	(927)	(1,103)	(1,159)
--	-------	-------	-------	-------	-------	-------	-------	---------	-------	---------	---------

Funding balance ((A-B)+(C-D))

	-	-	-	-	-	-	-	-	-	-	-
--	---	---	---	---	---	---	---	---	---	---	---

OTHER DISTRICT ASSETS INCLUDING SOLID WASTE AND CIVIL DEFENCE

Activities:

The Gore District Council contributes to other significant activities for residents, namely solid waste service and Civil Defence.

Solid Waste

Responsibilities that fall under the solid waste management umbrella include:

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

The Council owns a transfer station in Gore and four closed landfill sites in Gore, Mataura, Waikaka and Pukerau. There are no Emission Trading Scheme 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.

Civil Defence

The 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.

Rationale:

The Gore District faces the challenges of using resources while 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 benefits can be obtained for the community.

In regard to civil defence, the safety and welfare of the District’s 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 a well-trained group of individuals who can provide leadership in the event of an emergency.

Significant Negative Effects

The Council recognises there are negative impacts associated with the collections and disposal of solid waste. At the same time, it needs to be recognised that it is essential to have efficient and effective means of disposing of solid waste. In short, any negative effects must be weighed against such need.

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 in waste disposal areas or facilities by vermin. Council staff also make an effort to keep solid waste disposal areas clean and tidy.

Statement of Service Performance

COUNCIL OUTCOME	CONTRIBUTION OF THE COUNCIL'S SOLID WASTE ACTIVITY	LEVEL OF SERVICE
We value and respect our environment.	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.

COUNCIL OUTCOME	CONTRIBUTION FROM THE COUNCIL'S CIVIL DEFENCE EMERGENCY MANAGEMENT ACTIVITIES	LEVEL OF SERVICE
We live in a compassionate caring community.	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.

Levels of Service, Performance Measures and Targets 2015-2025

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)	Performance Target			Indicative Performance Measures Years 4-10
				Year 1	Year 2	Year 3	
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	Material discarded < 650kg per capita (across Southland)	Material discarded < 650kg per capita (across Southland)	Material discarded < 650kg per capita (across Southland)	Material discarded < 650kg per capita (across Southland)

Funding Impact Statement - Other District Assets including Solid Waste and Civil Defence

	2014/15 Annual Plan	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	262	291	307	320	324	329	341	353	360	375	392
Targeted rates	952	1,104	1,164	1,213	1,231	1,247	1,294	1,341	1,368	1,425	1,487
Subsidies and grants for operating purposes	43	44	45	46	47	48	50	51	53	55	57
Fees and charges	559	524	550	550	550	578	578	578	607	607	607
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	887	1,173	1,266	1,379	1,278	1,286	1,331	1,361	1,380	1,432	1,477
Total operating funding (A)	2,703	3,135	3,332	3,508	3,431	3,488	3,594	3,684	3,768	3,895	4,019
Applications of operating funding											
Payments to staff and suppliers	2,002	2,320	2,374	2,436	2,508	2,569	2,646	2,719	2,799	2,890	2,990
Finance costs	119	120	130	127	125	122	120	118	115	113	111
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	537	622	641	689	673	673	703	721	726	759	784
Total applications of operating funding (B)	2,657	3,061	3,145	3,252	3,306	3,364	3,470	3,558	3,640	3,763	3,885
Surplus (deficit) of operating funding (A-B)	45	74	187	256	125	124	125	126	128	132	134
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(3)	(3)	(38)	(38)	(38)	(36)	(35)	(35)	(35)	(35)	(35)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(3)	(3)	(38)	(38)	(38)	(36)	(35)	(35)	(35)	(35)	(35)
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	22	198	84	202	77	97	80	131	33	81	204
Capital expenditure to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	20	(127)	65	15	10	(9)	10	(40)	60	17	(105)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	42	71	149	218	87	88	90	91	93	97	99
Surplus (deficit) of capital funding (C-D)	(45)	(74)	(187)	(256)	(125)	(124)	(125)	(126)	(128)	(132)	(134)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

COMMUNITY SERVICES - ARTS & HERITAGE, LIBRARIES, PROMOTIONS AND GRANTS

Activities:

The Gore District hosts a significant range of award-winning cultural facilities, museums and collections. These have, in no small way, made Gore a destination in its own right for aficionados of arts. It is also the key to some of the District's main promotions and events.

The Council sees the development of heritage tourism as one of the key drivers of economic development in the District and, looking into the future, believes it can build on successes to date. Such successes include the Matura Museum upgrade winning a major national award.

The appointment of an events and promotions coordinator is also expected to play a key role in ensuring locals and overseas visitors, as well as the rest of New Zealand, are aware of the opportunities offered in the Gore District.

The Council arts and heritage department manages, in partnership with key public providers, cultural property and programmes for the benefit of the people of District, and visitors to the area. 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.

Staff in 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.

The heritage precinct is home to much of the District's heritage facilities, namely:

- The Hokonui Heritage Centre – containing the Hokonui Moonshine Museum, Gore Historical Museum, Hokonui Heritage Research Centre and Fishing Museum
- The Eastern Southland Gallery – containing the John Money Wing, the Ralph Hotere Collection and the Gallery exhibition space.

Other facilities or areas where the department offers support include the Matura Museum, Croydon Aviation Heritage Centre, the East Gore arts centre and Hokonui Pioneer Park.

The heritage precinct is also home to the Gore Visitor Centre and Gore Library.

The visitor 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. It also serves as a front of house for the moonshiners' museum.

The Gore Library is one of two provided by the Council, the other being in Matura. 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.

The District libraries have a membership of over 7000 people and over 60,000 items in its collection.

Gore District libraries 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 Gore library provides areas for casual reading, study and with the introduction of free Wi-Fi internet access it has become a community meeting place.

The Council provides grants to selected organisations to assist with the provision of economic, social (health and recreation), and cultural services to the community.

The provision of grants to organisations assists in providing valuable community services which are not provided by the Council or Central Government, and/or where there are significant gaps in service delivery.

Rationale

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 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 an events and promotions role compliments the tourism support services delivered via the visitor centre. The combination assists in developing the arts and heritage profile of the District and encourages visitor, residential and commercial growth.

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
- maintaining relationships with the community

Significant Negative Effects

The Council has not identified any negative effects from these activities.

Future Changes

The precinct's redevelopment has been on the Council's books for some time, starting in 2008 with the strategic acquisition of 28 Irwell Street. This is presently leased by the Salvation Army. The vision for 28 Irwell Street is to transform it into a home for four different facilities.

They are:

- a working moonshine distillery,
- the Hokonui Moonshiners' Museum,
- Gore Visitor Centre, and
- a public exhibition/information space.

The vacant space created by moving the museum and visitor centre will provide a new collection storage facility in the existing Win Hamilton Wing. It will make the busy heritage research centre more accessible to the public by relocating it to the ground floor, while also extending and upgrading the Gore Historical Museum displays.

Creating a more pedestrian friendly streetscape and a makeover for precinct signage are also included in the plans. In 2015/16 it is envisaged a concept plan will be developed to give a firm direction and timeline, as well as something tangible to share the vision.

The total cost of the project is estimated to be \$2.2 million, of which the Council has already pledged \$1 million. The Council's support and financial commitment has been integral in enabling this project to access external funding sources.

Of the funding already budgeted for, \$500,000 was spent on purchasing the Irwell Street building and a further \$500,000 has been tagged for expenditure over the next six years. It will be used as seed funding for a staged development, starting with the concept plan.

This second stage is conditional on the remaining \$1.2 million being secured from external sources.

Statement of Service Performance

COUNCIL OUTCOME	CONTRIBUTION FROM THE COUNCIL'S ARTS AND HERITAGE DEPARTMENT	LEVEL OF SERVICE
We value our history and heritage.	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. • To provide a professional information service that meets the needs of locals and visitors.
We live in a creative place.	An appealing array of art exhibitions and performances are organised and hosted to foster an interest and participation in the arts.	
We have a choice of quality places to go and things to do.	The Council's Visitor Information Centre promotes Gore District as an amazing place to visit.	

COUNCIL OUTCOME	CONTRIBUTION FROM THE DISTRICT'S LIBRARIES	LEVEL OF SERVICE
We have a choice of quality places to go and things to do.	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.

COUNCIL OUTCOMES	CONTRIBUTION FROM THE COUNCIL'S GRANTS
We value our history and heritage. We live in a creative place.	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.
We live in a compassionate caring community.	Council grants to Total Mobility and the Hospital Incentives programme contribute to the health and wellbeing of people in Gore District.

Schedule of grants

Amenity Hire Refunds.....	3,500
Children's Day.....	500
Citizens Advice.....	1,500
Clematis Cottage	2,000
Community Networking Trust	10,000
New Zealand Country Music Awards	5,000
Croydon Aviation Heritage Trust	6,000
Cycle Tour Southland	1,000
Eastern Southland Art Gallery	10,000
Emergency Housing.....	2,500
Enviro Schools	5,000
Free Swim School - Primary Schools	27,416
NZ Gold Guitar Awards	4,000
Gore A & P Association.....	74,675
Gore Counselling Centre	1,500
Gore Museum	7,500
Healthy Homes initiative.....	15,000
Heartland Education Trust	2,500
Hokonui Heritage Centre Trust	6,500
Hokonui Pioneer Park	5,000
Hospice Southland (Transfer station disposal costs)	1,000
Hospital Incentives	2,000
John Money Wing.....	10,000
Mataura Community Garden	1,000
Mataura Heritage Centre.....	7,500
Hokonui Moonshiners' Festival Committee.....	4,500
Pakeke Lions Recycling Services	24,041
Rural Fire.....	71,584
Rural Halls.....	17,000
Salvation Army.....	2,000
Scholarships 2 @ \$750.....	1,500
Southland Regional Heritage Trust (\$167,000 is returned by the Trust to the Gore District Council to fund local heritage organisations).	188,250
SPCA Grant	2,500
Total Mobility	22,458
Venture Southland	54,000
Waikaka Domain Board	9,207
Combined Cycle way group	10,000

Total 619,631

Levels of Service, Performance Measures and Targets 2015-2025

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)	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 in the District.	Educating the public about arts & heritage contributes to the Council outcome of valuing our history and heritage.	The public appreciates the services and assets of arts and heritage.	Annual customer satisfaction survey	90% satisfaction rate	90% satisfaction rate	90% satisfaction rate	90% satisfaction rate
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	> 75% of the collection is no more than 20 years old (by date of acquisition) excluding local history titles.	> 75% of the collection is no more than 18 years old (by date of acquisition) excluding local history titles.	> 75% of the collection is no more than 16 years old (by date of acquisition) excluding local history titles.	> 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.

Funding Impact Statement - Arts & Heritage, Libraries, Promotions and Grants

2014/15

Annual

Plan

LTP 2016 LTP 2017 LTP 2018 LTP 2019 LTP 2020 LTP 2021 LTP 2022 LTP 2023 LTP 2024 LTP 2025

Sources of operating funding

General rates, uniform annual general charge, rates penalties	1,634	1,530	1,547	1,594	1,641	1,683	1,752	1,790	1,818	1,872	1,918
Targeted rates	394	609	620	641	655	668	690	710	728	754	777
Subsidies and grants for operating purposes	198	173	177	181	186	191	197	203	209	216	224
Fees and charges	84	97	100	102	89	92	94	96	99	102	104
Local authorities fuel tax, fines, infringement fees, and other receipts	7	7	7	7	7	7	7	7	8	8	8
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and over-heads recovered	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	2,316	2,416	2,451	2,526	2,578	2,641	2,739	2,806	2,862	2,950	3,030

Applications of operating funding

Payments to staff and suppliers	1,083	1,148	1,172	1,205	1,231	1,261	1,292	1,326	1,363	1,401	1,439
Finance costs	31	32	37	36	42	55	65	64	62	61	59
Other operating funding applications	616	620	623	636	649	662	677	693	710	728	748
Internal charges and over-heads applied	450	487	487	520	524	523	550	565	566	595	615
Total applications of operating funding (B)	2,179	2,287	2,320	2,396	2,446	2,501	2,585	2,648	2,701	2,785	2,861

Surplus (deficit) of operating funding (A-B)

	137	129	131	129	132	140	154	157	161	165	169
--	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

Sources of capital funding

Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	11	37	(14)	94	207	157	(25)	(25)	(25)	(25)	(25)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	11	37	(14)	94	207	157	(25)	(25)	(25)	(25)	(25)

Applications of capital funding

Capital expenditure to meet additional demand	2	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	122	95	98	130	103	106	142	113	116	156	124
Capital expenditure to improve the level of service	33	51	-	108	221	171	-	-	-	-	-
Increase (decrease) in reserves	(10)	19	19	(15)	15	20	(13)	20	20	(16)	20
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	148	166	117	223	339	296	129	132	136	140	144

Surplus (deficit) of capital funding (C-D)

	(137)	(129)	(131)	(129)	(132)	(140)	(154)	(157)	(161)	(165)	(169)
--	--------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------

Funding balance ((A-B)+(C-D))

	-	-	-	-	-	-	-	-	-	-	-
--	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

REGULATORY AND PLANNING

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 and Supply of Alcohol Act 2012
• 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.

The work undertaken in this area includes, but is not limited to

- Providing Land Information Memoranda in accordance with the requirements of the Local Government Official Information and Meetings Act 1987;
- Keeping property files up to date and available for public inquiries;
- Providing advice on planning matters to prospective applicants, affected neighbours and other agencies;
- Promoting the sustainable management of natural and physical resources in the Gore District via the District Plan;
- Processing resource consent applications for land use and subdivision;
- Providing advice and administering the Building Act 2004, including checking that buildings comply with the New Zealand Building Code;
- Processing applications for Project Information Memoranda (PIMS) and Building Consents, including on-site inspections at the building stage, and issuing code compliance certificates upon completion;
- Issuing building warrants of fitness and compliance schedules;
- Investigating complaints related to unauthorised building work;
- Responding to noise complaints;
- Controlling the sale and supply of liquor via the Sale and Supply of Alcohol Act 2012;
- Processing applications for on, off club and special licenses, processing manager's certificates and renewals, and monitoring licensed premises for compliance;
- Promoting the principle of alcohol harm reduction through inter-agency liaison and licence conditions;
- Reviewing the Council's liquor ban bylaw to allow appropriate enforcement.

Rationale

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.

The Council is charged with providing the activities in this group to ensure public health and safety, and economic activity and development occurs in a way that does not place people or the environment at risk. This activity group makes a primary contribution to the community outcomes of a safe and supportive community and a sustainable environment.

Significant Negative Effects

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

Statement of Service Performance

COUNCIL OUTCOME	CONTRIBUTION FROM THE COUNCIL'S REGULATORY ACTIVITIES TO COMMUNITY OUTCOMES	LEVEL OF SERVICE
<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> • Food services used by the public are healthy and safe. • The sale of liquor is controlled to prevent harm caused by the excessive or inappropriate consumption of alcohol. • The Council provides a timely resource consent processing service. • The Council processes, inspects and certifies building work in the Gore District.
	<p>The Council's resource management activities directly contribute to the sustainable use of land, water and other natural resources in the District.</p>	<ul style="list-style-type: none"> • Building consent applications are processed within statutory timeframes.

Levels of Service, Performance Measures and Targets 2015-2025

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)	Performance Target			Indicative Performance Measures Years 4-10
				Year 1	Year 2	Year 3	
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	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 maintained	Accreditation achieved	Accreditation maintained	Accreditation achieved

Funding Impact Statement - Regulatory and Planning

2014/15

Annual

Plan

LTP 2016 LTP 2017 LTP 2018 LTP 2019 LTP 2020 LTP 2021 LTP 2022 LTP 2023 LTP 2024 LTP 2025

Sources of operating funding

General rates, uniform annual general charge, rates penalties	540	597	614	626	640	631	663	688	668	672	708
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	783	792	817	827	837	865	877	889	920	934	949
Local authorities fuel tax, fines, infringement fees, and other receipts	61	61	64	64	64	67	67	67	70	70	70
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-

Total operating funding (A) 1,384 1,449 1,494 1,516 1,540 1,563 1,606 1,644 1,658 1,676 1,727

Applications of operating funding

Payments to staff and suppliers	976	1,018	1,039	1,042	1,067	1,093	1,121	1,152	1,184	1,219	1,256
Finance costs	25	23	22	18	15	12	9	5	2	-	-
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	308	334	334	356	359	358	377	387	388	408	421

Total applications of operating funding (B) 1,310 1,375 1,395 1,416 1,441 1,463 1,507 1,544 1,574 1,626 1,677

Surplus (deficit) of operating funding (A-B)

	75	75	100	100	100	100	100	100	84	50	50
--	----	----	-----	-----	-----	-----	-----	-----	----	----	----

Sources of capital funding

Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(34)	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-

Total sources of capital funding (C)

	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(34)	-	-
--	------	------	------	------	------	------	------	------	------	---	---

Applications of capital funding

Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	-	22	68	-	-	23	25	53	25	-	-
Capital expenditure to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	25	3	(18)	50	50	27	25	(3)	25	50	50
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-

Total applications of capital funding (D)

	25	25	50	50	50	50	50	50	50	50	50
--	----	----	----	----	----	----	----	----	----	----	----

Surplus (deficit) of capital funding (C-D)

	(75)	(75)	(100)	(100)	(100)	(100)	(100)	(100)	(84)	(50)	(50)
--	------	------	-------	-------	-------	-------	-------	-------	------	------	------

Funding balance ((A-B)+(C-D))

	-	-	-	-	-	-	-	-	-	-	-
--	---	---	---	---	---	---	---	---	---	---	---

DEMOCRACY AND ADMINISTRATION

Activities:

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.

The Gore District has one community board, that being the Mataura Community Board. It comprises a chairman and four members, as well as the Council's Mataura ward elected representative.

Councillors oversee the performance of activities and assets to ensure that it represents the best operation, maintenance and use of community resources. This and other important decision-making takes place at Council and committee meetings.

Councillors are representatives of their communities and an important part of their role is communicating with residents, informing them of the reasons for Council decisions and advocating on their behalf.

The Council is required to review its representation structure at six yearly intervals under Section 19 of the Local Electoral Amendment Act 2002. The next review of the Council's representation arrangements is due to be completed by 2019.

The next triennial elections are due to be held in 2016.

No other significant changes are anticipated for the democracy activity over the next 10 years.

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.

Rationale

Councillors and community board members provide leadership for the District. They have a major role in helping the District and its communities develop and move forward. Decisions are made in the interests of the entire district with current and future generations in mind.

They set priorities and make decisions on the scope and levels of services, as well as how to spread the cost of these services and activities as equitably as practicable.

Significant Negative Effects

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

Statement of Service Performance

COUNCIL OUTCOME	CONTRIBUTION FROM THE COUNCIL'S REGULATORY ACTIVITIES TO COMMUNITY OUTCOMES	LEVEL OF SERVICE
<p>We live in a compassionate, caring community.</p>	<p>The Mayor and Councillors maintain a close rapport with people living in their respective wards and elsewhere in the District; actively participate in Council and Committee meetings; take a keen interest in all issues affecting the District, and are accountable and transparent in their decision-making.</p> <p>The Council's Management team and Managers provide reports and technical advice to the Mayor and Councillors, to enable sound and effective decision-making by the elected representatives.</p>	<ul style="list-style-type: none"> • An avenue is provided through which the community can have its views heard. • Direction is set to determine what activities the Council should engage in.
<p>We have a choice of quality places to go and things to do.</p>	<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>	

Levels of Service, Performance Measures and Targets 2015-2025

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)	Performance Target			Indicative Performance Measures Years 4-10
				Year 1	Year 2	Year 3	
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	80%	80%	80%	80%

Funding Impact Statement - Democracy and Administration

2014/15
Annual
Plan

	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding										
General rates, uniform annual general charge, rates penalties	837	861	895	902	914	950	974	1,016	1,020	1,047
Targeted rates	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	8	9	9	9	10	10	10	11	11	11
Fees and charges	61	62	100	65	67	109	73	119	78	81
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	105	95	95	95	95	95	95	95	95	95
Internal charges and overheads recovered	2,353	2,550	2,550	2,719	2,744	2,737	2,877	2,961	3,114	3,216
Total operating funding (A)	3,364	3,577	3,649	3,790	3,829	3,900	4,005	4,202	4,317	4,451
Applications of operating funding										
Payments to staff and suppliers	2,917	2,998	3,071	3,141	3,219	3,300	3,385	3,479	3,574	3,678
Finance costs	20	23	21	18	15	12	9	6	3	1
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	348	377	377	402	406	405	426	437	461	476
Total applications of operating funding (B)	3,285	3,398	3,469	3,562	3,640	3,717	3,820	4,015	4,139	4,271
Surplus (deficit) of operating funding (A-B)	79	179	180	228	189	183	185	187	178	180
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	6	(46)	(46)	(46)	(46)	(46)	(46)	(42)	(5)	(5)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	6	(46)	(46)	(46)	(46)	(46)	(46)	(42)	(5)	(5)
Applications of capital funding										
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	40	46	143	134	11	152	131	224	99	13
Capital expenditure to improve the level of service	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	46	87	(9)	48	131	(16)	8	102	75	162
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	86	133	134	182	142	137	139	145	174	176
Surplus (deficit) of capital funding (C-D)	(79)	(179)	(180)	(228)	(189)	(183)	(185)	(187)	(178)	(180)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-

PROSPECTIVE FINANCIAL STATEMENTS

GORE DISTRICT COUNCIL PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE 30 June 2015 - 2025

	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000	2025 \$'000
Revenue											
Rates	13,701	14,308	14,920	15,586	16,607	17,276	18,032	18,523	18,973	19,495	20,077
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants	2,382	2,266	2,257	3,018	2,306	2,300	2,469	2,457	2,554	2,581	2,553
Interest	105	95	95	95	95	95	95	95	95	95	95
Other revenue	3,640	3,592	3,753	3,744	3,773	3,950	3,962	4,016	4,214	4,234	4,303
Total revenue	19,829	20,262	21,024	22,443	22,781	23,621	24,557	25,092	25,835	26,405	27,028
Expenditure											
Employee benefits expense	5,202	5,470	5,597	5,663	5,783	5,914	6,050	6,196	6,350	6,516	6,691
Depreciation and amortisation expense	4,947	4,966	5,151	5,294	5,518	5,847	6,001	6,150	6,588	6,730	6,863
Finance costs	693	787	909	1,211	1,438	1,494	1,562	1,585	1,499	1,460	1,380
Other expenses	9,144	9,241	9,498	9,670	9,934	10,027	10,390	10,685	11,116	11,370	11,750
Total expense	19,986	20,464	21,154	21,837	22,673	23,283	24,003	24,615	25,553	26,075	26,684
Surplus / (deficit)	(158)	(202)	(129)	606	109	339	554	476	282	329	344
Other comprehensive revenue and expense											
<i>Items that will not be reclassified to surplus / (deficit)</i>											
Gain / (loss) on property, plant and equipment revaluation	-	21,587	-	-	37,264	-	-	50,065	-	-	63,771
Other comprehensive revenue and expense	-	21,587	-	-	37,264	-	-	50,065	-	-	63,771
Total comprehensive revenue and expense	(158)	21,385	(129)	606	37,372	339	554	50,542	282	329	64,115

Note to prospective statement of comprehensive revenue and expense

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue from non exchange transactions											
Rates	13,701	14,308	14,920	15,586	16,607	17,276	18,032	18,523	18,973	19,495	20,077
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants	2,382	2,266	2,257	3,018	2,306	2,300	2,469	2,457	2,554	2,581	2,553
Other revenue	3,622	3,574	3,734	3,725	3,753	3,930	3,941	3,995	4,192	4,211	4,279
Total revenue from non exchange transactions	19,706	20,149	20,911	22,329	22,667	23,506	24,442	24,975	25,718	26,287	26,909
Revenue from exchange transactions											
Interest	105	95	95	95	95	95	95	95	95	95	95
Other revenue	18	18	19	19	20	20	21	21	22	23	24
Total revenue from exchange transactions	123	113	114	114	115	115	116	116	117	118	119
Total revenue	19,829	20,262	21,024	22,443	22,781	23,621	24,557	25,092	25,835	26,405	27,028

**GORE DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF CHANGES IN EQUITY 30 June 2015 - 2025**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Equity at beginning of year	363,726	363,568	384,953	384,823	385,429	422,802	423,140	423,694	474,236	474,517	474,847
Total Comprehensive revenue and expense	(158)	21,385	(129)	606	37,372	339	554	50,542	282	329	64,115
Equity at end of year	363,568	384,953	384,823	385,429	422,802	423,140	423,694	474,236	474,517	474,847	538,962

The opening equity balance for the 2015 year has been adjusted to more accurately reflect the current financial position of the Gore District Council.

**GORE DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF FINANCIAL POSITION 30 June 2015 - 2025**

	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000	2025 \$'000
Current assets											
Cash and cash equivalents	1,804	1,844	1,856	1,822	1,877	1,888	1,899	1,939	1,994	2,026	2,059
Receivables	1,197	1,221	1,270	1,359	1,386	1,441	1,499	1,529	1,575	1,606	1,638
Inventories	78	78	78	78	78	78	78	77	77	78	78
Other financial assets	1,647	1,659	1,367	1,574	1,803	1,751	1,735	1,831	1,919	2,086	2,119
Other current assets	79	79	79	79	79	79	79	79	79	79	79
Total current assets	4,805	4,881	4,649	4,912	5,223	5,237	5,289	5,455	5,644	5,874	5,973
Non-current assets											
Other financial assets	128	128	128	128	128	128	128	128	128	128	128
Property, plant and equipment	374,553	396,784	401,602	405,495	443,499	444,939	445,854	494,978	494,571	493,500	556,672
Total non-current assets	374,681	396,912	401,730	405,623	443,627	445,067	445,982	495,106	494,699	493,628	556,800
Total assets	379,486	401,793	406,379	410,535	448,850	450,304	451,271	500,561	500,343	499,502	562,774
Current liabilities											
Payables	1,601	1,633	1,682	1,732	1,802	1,856	1,911	1,969	2,048	2,089	2,130
Employee entitlements	705	740	755	763	778	793	809	825	850	876	902
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Other financial liabilities	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	2,306	2,373	2,437	2,495	2,580	2,649	2,721	2,794	2,898	2,964	3,032

	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000	2025 \$'000
Non-current liabilities											
Borrowings	13,344	14,202	18,857	22,351	23,212	24,261	24,606	23,284	22,684	21,450	20,541
Provisions	103	100	97	94	91	88	85	82	79	76	73
Other financial liabilities	165	165	165	165	165	165	165	165	165	165	165
Total non-current liabilities	13,612	14,467	19,119	22,610	23,468	24,514	24,856	23,531	22,928	21,691	20,779
Total liabilities	15,918	16,840	21,556	25,105	26,048	27,164	27,577	26,326	25,826	24,656	23,812
Net assets	363,568	384,953	384,823	385,429	422,802	423,140	423,694	474,235	474,517	474,847	538,962
Equity											
Reserves	232,002	253,601	253,309	253,516	291,009	290,957	290,941	341,102	341,190	341,357	405,162
Retained earnings	131,565	131,352	131,514	131,913	131,792	132,183	132,754	133,134	133,327	133,490	133,800
	363,568	384,953	384,823	385,429	422,802	423,140	423,694	474,236	474,517	474,847	538,962

The opening balances for the 2015 year have been adjusted to more accurately reflect the current financial position of the Gore District Council.

**GORE DISTRICT COUNCIL
PROSPECTIVE CASH FLOW STATEMENT 30 June 2015 - 2025**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities											
Receipts from rates revenue	13,701	14,285	14,871	15,497	16,580	17,220	17,974	18,493	18,926	19,464	20,04
Receipts from other revenue	3,640	3,592	3,753	3,744	3,773	3,950	3,962	4,016	4,214	4,234	4,30
Subsidies and grants	2,382	2,266	2,257	3,018	2,306	2,300	2,469	2,457	2,554	2,581	2,55
Interest received	105	95	95	95	95	95	95	95	95	95	9
Payments to suppliers and employees	(14,346)	(14,646)	(15,034)	(15,278)	(15,635)	(15,874)	(16,372)	(16,810)	(17,366)	(17,822)	(18,376)
Finance costs	(693)	(787)	(909)	(1,211)	(1,438)	(1,494)	(1,562)	(1,585)	(1,499)	(1,460)	(1,380)
Net cash inflow/ (outflow) from operating activities	4,789	4,805	5,033	5,866	5,681	6,197	6,566	6,667	6,923	7,091	7,24
Cash flows from investing activities											
Receipts from maturity of other financial assets	-	-	-	-	-	-	-	-	-	-	-
Receipts from sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Purchase of property, plant and equipment	(6,431)	(5,611)	(9,968)	(9,186)	(6,258)	(7,288)	(6,916)	(5,208)	(6,182)	(5,659)	(6,265)
Purchase of other financial assets	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow/ (outflow) from investing activities	(6,431)	(5,611)	(9,968)	(9,186)	(6,258)	(7,288)	(6,916)	(5,208)	(6,182)	(5,659)	(6,265)
Cash flows from financing activities											
Proceeds from borrowings	2,219	1,301	5,160	4,148	1,845	2,247	1,505	138	521	159	30
Repayment of borrowings	(438)	(442)	(505)	(654)	(984)	(1,197)	(1,161)	(1,460)	(1,121)	(1,393)	(1,218)
Net cash inflow / (outflow) from financing activities	1,781	858	4,655	3,494	861	1,049	345	(1,322)	(600)	(1,234)	(905)
Net increase (decrease) in Cash and cash equivalents	139	53	(280)	174	284	(41)	(5)	137	141	198	6
Cash and cash equivalents at the beginning of the financial year	3,312	3,451	3,503	3,223	3,397	3,681	3,639	3,634	3,771	3,912	4,11
Cash and cash equivalents at the end of the financial year	3,451	3,503	3,223	3,397	3,681	3,639	3,634	3,771	3,912	4,111	4,17

The opening cash balance for the 2015 year has been adjusted to more accurately reflect the current financial position of the Gore District Council.

GORE DISTRICT COUNCIL Reconciliation between all of Council Funding Impact Statement and Financial Statements 30 June 2015 - 2025

Revenue	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total operating revenue per Statement of comprehensive revenue and expense	19,829	20,262	21,024	22,443	22,781	23,621	24,557	25,092	25,835	26,405	27,02
Less											
NZTA Subsidy received for capital expenditure	(1,690)	(1,598)	(1,593)	(2,066)	(1,578)	(1,629)	(1,780)	(1,750)	(1,825)	(1,831)	(1,77£
Net change in fair value of financial assets carried at fair value through profit or loss (Interest rate swaps)	-	-	-	-	-	-	-	-	-	-	-
Net change in fair value of available for sale assets carried at fair value through profit or loss (Shares)	-	-	-	-	-	-	-	-	-	-	-
Assets vested in Council	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
	(1,690)	(1,598)	(1,593)	(2,066)	(1,578)	(1,629)	(1,780)	(1,750)	(1,825)	(1,831)	(1,77£
Total operating revenue per all of Council Funding Impact Statement	18,139	18,664	19,432	20,377	21,203	21,992	22,777	23,342	24,010	24,574	25,25
Expenditure											
Total operating expenditure per Statement of comprehensive revenue and expense	19,986	20,464	21,154	21,837	22,673	23,283	24,003	24,615	25,553	26,075	26,68
Less											
Depreciation	(4,947)	(4,966)	(5,151)	(5,294)	(5,518)	(5,847)	(6,001)	(6,150)	(6,588)	(6,730)	(6,86£
Decrease in investments	-	-	-	-	-	-	-	-	-	-	-
	(4,947)	(4,966)	(5,151)	(5,294)	(5,518)	(5,847)	(6,001)	(6,150)	(6,588)	(6,730)	(6,86£
Total operating expenditure per all of Council Funding Impact Statement	15,039	15,498	16,003	16,544	17,155	17,435	18,003	18,465	18,965	19,345	19,82

Other Matters

The prospective financial statements were authorised for issue on 30 June 2015 by the Council of the Gore District Council.

The 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.

No actual financial results are incorporated and in the prospective financial statements. It is not intended to update the prospective financial statements subsequent to presentation.

Cautionary Note

The actual financial results achieved for the period covered by these prospective financial statements are likely to vary from the information presented. These variations may be material. The Council is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statement

STATEMENT OF ACCOUNTING POLICIES

Reporting Entity

The Gore District Council ("the Council or GDC") 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 Financial Reporting.

Basis of Preparation

The preparation of prospective financial statements in conformity with NZ IPSAS 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 prospective 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 accounting policies set out below have been applied consistently to all periods presented in these prospective financial statements. The prospective financial statements are presented in New Zealand dollars. New Zealand dollars are the Council's functional currency.

Statement of Compliance

These prospective financial statements of the Gore District Council have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP). The prospective financial statements have been prepared in accordance with Tier 1 PBE Standards. These prospective financial statements comply with PBE Standards.

These prospective financial statements comply with PBE Standards.

The Gore District Councils prospective financial statements are in compliance with PBE FRS-42.

Presentation Currency and Rounding

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

The Gore District Councils prospective financial statements are in compliance with PBE FRS-42.

Standards and Interpretations Effective in the Current Period

There were no new or revised standards or interpretations effective in the current period that had a material impact on the long term plan of Council.

Standards Issued and not yet Effective and not early Adopted

In May 2013, the External Reporting Board issued a new suite of PBE accounting standards for application by public sector entities for reporting periods beginning on or after 1 July 2014. The Council has applied these standards in preparing the 30 June 2015 financial statements.

In October 2014, the PBE suite of accounting standards was updated to incorporate requirements and guidance for the not-for-profit sector. These updated standards apply to PBEs with reporting periods beginning on or after 1 April 2015. The Council will apply these updated standards in preparing its 30 June 2016 financial statements. The Council expects there will be minimal or no change in applying these updated accounting standards.

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 the New Zealand Transport Agency, which subsidises part of the Council's costs in maintaining the local roading infrastructure. The New Zealand 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 dividend 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 a 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 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 incident 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 Prospective 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 recognised in surplus as a reduction or rental expense over the lease term.

Borrowing Costs

All borrowing costs are recognised in the Prospective Statement of Income and Expenditure in the period in which they are incurred.

Taxation

The Council is exempt from Income Tax in accordance with the Income Tax Act 2007, Section CW39.

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.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the prospective statement of financial position.

The net GST paid to, or received from, the IRD, including GST relating to investing and financing activities, is classified as an operating cash flow in the prospective statement of cash flows.

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 liabilities are recognised on the Council's Prospective 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 surplus or deficit', 'held to maturity' investments, 'fair value through other comprehensive revenue and expense' 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 Surplus or deficit

Financial assets are classified as financial assets at fair value through surplus or deficit 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 surplus or deficit are stated at fair value, with any resultant gain or loss recognised in the surplus or deficit for the period. The net gain or loss is recognised in the surplus for the period 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.

Fair Value through other Comprehensive Revenue and Expense

Equity securities held by the Council are classified as being fair value through other comprehensive revenue and expense 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 in other comprehensive revenue and expense, with the exception of interest calculated using the effective interest method and impairment losses which are recognised directly in the surplus or deficit for the period. Where the investment is disposed of or is determined to be impaired, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is included in the surplus or deficit for the period.

Dividends on available for sale equity instruments are recognised in the surplus or deficit for the period 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 surplus for the period.

Loans, including loans to community organisations made by 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 surplus for the period as a grant.

Short term deposits are included within this classification.

Impairment of Financial Assets

Financial assets, other than those at fair value through surplus or deficit, 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 surplus for the period.

With the exception of fair value through other comprehensive revenue and expense 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 surplus for the period 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 surplus for the year 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. Further details of derivative financial instruments are disclosed in the prospective financial statements.

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 re-measured to their fair value at each balance date.

The resulting gain or loss is recognised in the surplus for the period immediately unless the derivative is designated and effective as a hedging instrument, in which the timing of the recognition in the surplus for the period depends on the nature of the hedge relationship.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

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 price 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 surplus for the period

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.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

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, recreational 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 is considered the equivalent to land improvements and as such they do not incur a loss of service potential over time. Accordingly land under roads assets is 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 have been valued by Darroch Limited (Registered Valuers) at market value or depreciated replacement cost as at 30 June 2013. Subsequent additions are valued at cost. Land and buildings are re-valued every three years.
- Infrastructural assets (except for land under roads) have all been valued at depreciated replacement cost by Opus International Consultants Limited as at 30 June 2013. Subsequent additions are valued at cost. Infrastructural assets are re-valued every 3 years.

All valuations are carried out or reviewed by independent qualified valuers and are carried out at least tri-annually. 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 re-valuation reserve (via other comprehensive revenue and expense) for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the surplus for the period.

Any subsequent increase on revaluation that offsets a previous decrease in value recognised in the surplus or deficit for the period will be recognised first in the surplus for the period up to the amount previously expensed, and then credited to other comprehensive revenue and expense 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 surplus for the period 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
Recreational and Cultural	5 - 20
Library Books	10
Infrastructural Assets	
Water Reticulation	10 - 100
Sewerage Reticulation	15 - 60
Stormwater Reticulation	60
Refuse	10 - 50
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, Road markings and Street lighting	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 de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the surplus or deficit for the period 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 of 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.

An impairment loss is recognised for the amount by which the assets carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an assets fair value less costs to sell and value in use.

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 surplus for the period 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, via comprehensive revenue and expense.

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 landfill has a legal obligation under the resource consent to provide on-going 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 the 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.

Prospective 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 the 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 the Council.

The components of equity are:

- Retained earnings
- Available for sale revaluation reserve
- Asset revaluation reserve
- Restricted reserves
- Council created reserves
- Fair trade through other comprehensive revenue and expense reserve; and
- Cash flow hedge reserve

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 the 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. The 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.

Budget Figures

The budget figures are those approved by the Council at the beginning of the year in the annual plan. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council for the preparation of the prospective financial statements.

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 Prospective Statement of Income and Expenditure. The allocation is calculated on the basis of estimated administration staff hours provided to each activity.

Critical Accounting Estimates and Assumptions

In preparing these prospective financial statements the Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Infrastructural Assets

There are a number of assumptions and estimates used when performing Depreciated Replacement Cost (DRC) valuations over infrastructural assets. These include:

- The physical deterioration and condition of an asset, for example the Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets, which are not visible, for example stormwater, wastewater and water supply pipes that are underground. This risk is minimised by the Council performing a combination of physical inspections and condition modelling assessments of underground assets;
- Estimating any obsolescence or surplus capacity of an asset; and Estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be impacted by the local conditions, for example weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then the Council could be over or under estimating the annual depreciation charge recognised as an expense in the Prospective Statement of Income and Expenditure. To minimise this risk the Council's infrastructural asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past experience. Asset inspections, deterioration and condition modelling are also carried out regularly as part of the Council's asset management planning activities, which gives the Council further assurance over its useful life estimates.

Experienced independent valuers perform the Council's infrastructural asset revaluations.

Critical Judgements

Management has exercised the following critical judgements in applying the Council's accounting policies for the period ended 30 June 2015:

Classification of Property

The Council owns a number of properties that are held for service delivery objectives as part of the Council's pensioner housing schemes. The receipt of rental from these properties is incidental to holding these properties. These properties are accounted for as property, plant and equipment.

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 ASSUMPTIONS

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
<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 1.2% - 5.2% Year 2 1.4% - 3.8% Year 3 2.0% - 3.9% Year 4 2.0% - 4.1% Year 5 2.1% - 4.3% Year 6 2.1% - 4.5% Year 7 2.2% - 4.7% Year 8 2.3% - 4.9% Year 9 2.4% - 5.1% Year 10 2.5% - 5.3%</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>2016 6.00% 2017-2025 6.50%</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>

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
<p>Interest Received – Interest received has been factored into the plan as investments covering funds for selected special reserves. No other investments are anticipated with debt repayment the main priority.</p>	That the banking institutions holding the investments do not maintain their liquidity.	Low	Low	<p>Investments are held with reputable financial institutions which Council staff monitors regularly.</p> <p>The financial materiality is assessed as “Low” as the interest earned is retained with the core Special Reserve and is not used to fund ongoing operations.</p> <p>Funds are not locked in for long periods of time which allows greater flexibility to move funds across various institutions.</p> <p>Failure of a financial institution may result in Council having to raise the funds to keep the special reserve funds intact.</p>
<p>Insurance - that an appropriate level of insurance will be secured by Council. Underground assets will be insured by the Local Authority Protection Plan (LAPP) Sufficient emergency funding will be available from NZTA for damage to roading assets caused by extraordinary events.</p>	The Local Government New Zealand –led review may change insurance arrangements	Low	Low	Council’s assets may not be able to be insured in a similar manner to the current approach and different options will need to be considered. This may include establishing reserve funds and higher excess sums.
<p>Insurance - that increases in Insurance Premiums will be similar to CPI</p>	There is a risk that insurance premiums will rise more rapidly than expected High	Low	Premiums	will exceed to budget allocation and savings will be required in insurance policies or funds will need to be reallocated from other areas of expenditure.
<p>Debt Repayment – Debt for infrastructure assets will be repaid from surplus depreciation funds.</p> <p>For the District Plan debt repayments will be made over a 10 year period to match the expected life of the plan.</p>	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.

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
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.	There is a risk that there will be an increase (or decrease) in the value of assets beyond that expected.	Low	Low	The costs for funding depreciation will be greater (or less than) than that budgeted.
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 105.	There is a risk that there will be an increase (or decrease) in the value of assets beyond that expected.	Low	Low	The costs for funding depreciation will be greater (or less than) than that budgeted.
Sources of funds for future replacement of significant assets It is assumed that funding for the replacement of significant assets will be obtained from appropriate sources as set out in the Council's Revenue and Financing Policy.	There is a risk that the Policy does not cover future circumstances adequately.	Low	Low	The costs for funding replacement of significant assets will be greater (or less than) than that budgeted.
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. The NZTA subsidy the Council has used in the LTP are Year 1 56% Year 2 55% Years 3-10 54%	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.

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
Resource consents - Conditions of resource consents held by Council will not be altered significantly.	There is a risk that existing consent conditions will be revised, or that the condition in new consents will be more onerous than expected	Moderate	Low	If conditions are more onerous greater costs may be involved in complying with conditions or obtaining consents.
Legislation - The Gore Long Term Plan assumes that existing Legislation will remain in place and that the structure and responsibilities of the Council will remain the same over the period covered by the Gore Long Term Plan.	There is a risk that legislative change will bring about changes to the responsibilities of the Council.	Moderate	Low	If legislative responsibilities change, it may increase or reduce the Council's expenditure and income and associated rate levels.
Earthquake Prone Building Legislation - That changes to the Building Act regarding earthquake prone buildings may not be able to be addressed within normal resources.	There is a risk that the legislative requirements will be more onerous than expected	Moderate	Moderate	Council will require additional resources to undertake inspections; or will be required to upgrade buildings where upgrades were not forecast
The Council's Civic Administration buildings will require major capital work for earthquake strengthening. The assumed spending and timing of these works are likely to be carried out in the first three years of the long term plan.	There is a risk that the strengthening required for the Council's Civic Administration will be more than has been provided for in the budget.	Low	Moderate	The Council will have to borrow additional funds to finance the earthquake strengthening requirements.
Council will not assume control of buildings that require upgrade.	There is a risk that Council will assume control of buildings requiring upgrading through gifting or abandonment.	High	Low	
External factors - There will be no unexpected changes to legislation or other external factors that alter the nature of services provided by Council.	There is a risk that there will be changes to legislation affecting Local Government and/or Service Delivery	Medium	Low	Changes may require amendment to Council's Governance or Management regimes, or to the service delivery standards or mechanisms.

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
<p>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.</p>	<p>There is a risk that there will be requirements placed on Local Governments’ actions that were not anticipated.</p>	<p>Medium</p>	<p>Either</p>	<p>Government response scenario could affect capital and operating budgets. There will be costs associated with ensuring infrastructure and service delivery is more adapted to climate change.</p>
<p>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.</p>	<p>The main risk is that budgets for some capital replacements may not have been included and sources may not meet requirements.</p>	<p>Low</p>	<p>Medium</p>	<p>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.</p>

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
<p>Emissions Trading Scheme (ETS) – The legislative requirement under the Climate Change Response Act is for landfill operators to report emissions from January 2013 and surrender units for period January-December 2013 in January 2014 (and yearly after that).</p> <p>The 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>	Government policy changes as the result of international protocols changing and placing more obligation on the Council beyond the current affordable level.	Low	Low	Financial impact which will be met by on-charging at the gate
<p>Societal changes – Societal change as the population becomes older and the trend continues of younger people leaving the District. The arrival of new migrants may create a more diverse society than at present, with more vibrancy, choice, and skill sets.</p>	Local young people keep leaving the District and immigration does not continue at the same rate, resulting in a hole in the population.	Low	Low	Population decline and the loss of the youth sector of the population.

Stated Assumption	Risk	Level of uncertainty (June 2015)	Financial materiality	Potential Impact/ Consequence if Assumption wrong
No major adverse events - It assumed that there will be no major adverse events during the period covered by the Gore Long Term Plan, for example, earthquake, pandemic or flood. While events may occur at any time, Council's planning will focus on operational resilience and supporting Emergency Management Southland.	There is a risk that a major adverse event will occur and result in damage to assets, the disablement of Council services, and additional costs to the Council.	High	High	Any major adverse event will have a significant impact on the Council and the community. The Council seeks to mitigate this risk through its Civil Defence, Risk Management and Insurance Policies.
Community Expectations - The expectations of the Gore Community for the provision of services provided by Council will remain similar to current levels	There is a risk of a change in expectation in the community for services and that the targeted level of service becomes inappropriate	Low	Moderate	If there is an increase or reduction in the service/level of service provision, the cost and delivery model may need to be revised.
External Funding - Existing external borrowing arrangements will continue to be renewed.	Loans would be required to be repaid or refinanced with other lending institutions.	Low	High	The Council would need to seek finance from other external sources to finance its long term debt funding.

STATEMENT CONCERNING BALANCING OF THE BUDGET

Section 100 of the Local Government Act 2002 requires Council to ensure that for every year of the 10 Year Plan, its projected operating revenues are set at a level that is sufficient to meet its projected operating expenditure. The Council may set projected operating revenues at a different level from that required, if the Council resolves that it is financially prudent to do so.

The Council wide Long Term Plan (LTP) meets this test in eight out of ten financial years. The following table sets out the deficits (negatives) and surpluses (positives) for the ten years of the LTP.

2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000	2025 \$'000
(202)	(129)	606	109	339	554	476	282	329	344

These surpluses arise principally due to revenue from the New Zealand Transport Agency for planned capital expenditure and from revenue collected for the purposes of debt repayment.

The small deficits in 2015/16 and 2016/17 are primarily due to the practise of utilising funds collected for depreciation to fund the interest on the loans raised for those assets. As outlined in the financial strategy, this helps keep rates low by not building up unnecessary cash reserves. This practice will be largely discontinued from 2018/19 onwards due to the large amount of capital work the Council plans to undertake from this point in time onwards.

The Council believes that running a deficit in the first two years of the plan is financially prudent given that to achieve a break even or surplus position in the first year would result in a large rate increase that is unnecessary. It has carefully considered the implications of this and is satisfied that its overall Financial Strategy is financially prudent for the reasons set out below.

- The deficit is limited to the first two years of the plan and is due to utilising some depreciation funds for interest payments and a lower level of roading capital work that was forecast three years ago. Increased levels of Roading capital work from year two and shift to fund interest separately in 2018/19 mitigate this and rebalance budget.
- The Council maintains a very strong financial position, for example, the Council's term debt is never more than six percent (5.52%) of its total assets. The Council has set a prudential limit on the level of its borrowings which is \$4,150 per rating unit (see Financial Strategy), its forecast borrowing costs to revenue never exceed 6.3 times (prudence limit of 10%) and its debt to revenue never exceeds 102%.
- Should the need arise, for example to fund unexpected remedial work arising from a natural disaster, the Council will be in a good position to borrow additional money. The ability arises from the strength of its balance sheet. The Council's strategy of aggressive debt repayment over the life of the LTP means that although the total debt level peaks near the self-imposed debt limit, it starts to rapidly fall away again in subsequent years. This means the Council can borrow money for emergencies and still stay within its self-imposed debt limit.

FUNDING IMPACT STATEMENT

This funding impact statement has been prepared in accordance with the Local Government (Rating) Act 2002 and the Local Government Act 2002.

The statement below sets out the rating mechanisms that the council intends to use to fund its activities.

All rates and amounts specified in this funding impact statement are GST inclusive.

The following definitions apply in this funding impact statement:

A “**separately used or inhabited part of a rating unit**” is any part of a rating unit that can be used or occupied by any person, other than the ratepayer, having a right to use or inhabit that part by virtue of a tenancy, lease, licence, or other agreement, or any part or parts of a rating unit that are used or occupied by the ratepayer for more than one single use. Separately used or inhabited parts include:

- A residential, small holding, or farmland property that contains two or more separately occupiable units, flats or houses each of which is separately inhabited or is capable of separate habitation ie has independent kitchen facilities.
- A commercial premises that contains separate shops, kiosks, other retail or wholesale outlets, or offices, each of which is operated as a separate business or is capable of operation as a separate business.

To be clear, the following are not considered to be separately used or inhabited parts of a rating unit:

- A residential sleep-out or granny flat that is not fully self-contained
- A hotel room with or without kitchen facilities
- A motel room with or without kitchen facilities

The Gore, Matakana and rural hall rating boundaries, and the areas serviced by the Gore and Matakana water and wastewater schemes, the Waikaka wastewater and stormwater scheme and the Pukerua stormwater scheme are depicted on maps on the following pages.

A “**residential**” rating unit is defined as any rating unit within the Gore or Matakana rating boundaries (refer maps) that is not classified as commercial or heavy industrial.

A “**commercial**” rating unit is defined as any rating unit in the Gore or Matakana rating boundary (refer to maps) that is wholly or principally used for retail or wholesale trade, manufacturing, or the provision of services with profit as the intent. Heavy industrial rating units are excluded.

A “**short term accommodation**” rating unit is defined as a commercial rating unit that is wholly or principally used for the provision of short term accommodation such as: hotels and motels.

A “**rural**” rating unit is defined as any rating unit outside the Gore or Matakana rating boundary (refer to maps).

An “**Educational institution**” is as defined in clause 6 of Part 1 of Schedule 1 of the Local Government (Rating) Act 2002.

A “**non-residential**” rating unit is defined as any rating unit within the Gore or Matakana rating boundaries (refer maps) that is not classified as residential.

A “**heavy industrial**” rating unit is defined as any rating unit in one of the three industrial rating areas (refer maps). These three industrial rating areas are:

Heavy Industry 1 – applies to 65-121 Kana St Matakana.

Heavy Industry 2 – applies to 7, 9 and 11 Exeter Lane Matakana, 303, 305 and 307 Main St Matakana, 11 and 33 Cardigan Bay Road RD 2 Matakana.

Heavy Industry 3 – applies to 8 and 50 Selbourne St RD 2 Matakana, 171-177 Main St Matakana and 18-30 McQueen Ave Matakana.

A “**connected**” rating unit is defined as a rating unit where the Council provides the applicable service (eg water, wastewater) in the normal course of events.

A “**serviceable**” rating unit is defined as a rating unit that is not “connected” but is within 100 meters of the applicable reticulation network (eg water, wastewater) and therefore has the ability to be connected. Serviceable rating units pay half the rate of a connected rating unit.

A “**not supplied**” rating unit is defined as all rating units not classified as “connected” or “serviceable”, and this category of rating unit will be excluded from paying the applicable rate.

“**Vacant land**” means a rating unit that is an ‘empty section’ ie there are no dwellings or buildings on the land This category of land does not receive the kerbside waste collection and recycling service (unserved).

“**240 litre wheelie bins**” are the large wheelie bins issued to a rating unit by default in the Gore and Mataura rating boundaries and is the standard collection service.

“**80 litre wheelie bins**” are the small wheelie bins that can be opted for instead of the 240 litre bins at the discretion of the owner of the rating unit.

The same sources of funding are to be used in all years covered by the Long Term Plan.

In addition to rating income, the Council has a number of other sources of revenue. These additional funding sources include:

- Fees and charges
- Interest from investments
- Proceeds from asset sales
- Grants and subsidies
- Depreciation funds and other reserves
- Loans and borrowings
- Financial contributions.

1. GENERAL RATE

1.1 Value based general rate

The Council will set a general rate on all rateable land in the district based on the capital value of the land. The Council does not use differentials on the value based general rate.

1.2 Uniform Annual General Charge

The Council will set a uniform annual general charge on all rateable land in the district, of a fixed amount per separately used or inhabited part of a rating unit. The Uniform Annual General Charge is calculated to fund that portion of the following activities not funded by the general rate on capital value. For 2015/16, this is:

90.05% of the Elected Members (democracy) activity	38.51% of the Public Conveniences activity
90.05% of the Arts & Heritage activity	90.05% of the Civic Buildings activity
90.05% of the Grants activity (excluding rural fire and Southland regional heritage trust)	90.05% of the Cemeteries activity
18.27% of the Solid Waste Activity	49.71% of the Aquatic facilities activity
49.71% of the MLT Events Centre Activity	90.05% of the Visitor Services activity
49.71% of the Libraries activity	

2. SOUTHLAND REGIONAL HERITAGE TRUST RATE

The Council will set a targeted rate on all rateable land in the district, of a fixed amount per separately used or inhabited part of a rating unit, to fund the Council's contribution to the Southland Regional Heritage Trust.

Because this rate is set on a uniform basis it is included in the 30% rate limit calculation set out in section 21 of the Local Government (Rating) Act 2002.

3. TARGETED RATE FOR VARIOUS SPECIFIED ACTIVITIES

The Council will set a targeted rate on all rateable land in the district differentiated by location and land use and based on capital value of the land. This rate will fund the following activities:

Roading	Property
Civil Defence	Rural Fire
Aquatic facilities	MLT Event Centre
District Libraries	Public toilets

The rate will be set differentially as follows:

Categories of rateable land category (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this
Gore, Residential	Capital value	\$1,183,010
Gore, Commercial	Capital value	\$649,852
Mataura, Residential	Capital value	\$41,435
Mataura, Commercial	Capital value	\$15,261
Rural	Capital value	\$1,870,063
Heavy Industry 1	Capital value	\$20,441
Heavy Industry 2	Capital value	\$10,149
Heavy industry 3	Capital value	\$193,880

4. PARKS & RESERVES

The Council will set three targeted rates to fund the Parks & Reserves activity.

4.1. Parks & Reserves – Residential

A targeted rate will be set differentially on all rateable land defined as residential, as follows:

Categories of rateable land category (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this
Gore, Residential	Separately used or inhabited part of a rating unit	\$1,004,143
Mataura, Residential	Separately used or inhabited part of a rating unit	\$174,415

4.2. Parks & Reserves – Commercial

A targeted rate will be set differentially on all rateable land defined as commercial, as follows:

Categories of rateable land this category (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from
Commercial, Capital value \$0 – 97,000	Per rating unit	\$42,300
Commercial, Capital value \$97,001 – \$910,000	Capital value	\$432,643
Commercial, Capital value \$910,001 and above	Per rating unit	\$151,200

4.3. Parks & Reserves – Rural

A targeted rate will be set differentially on all rateable land defined as rural, as follows:

Categories of rateable land category (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this
Rural, Capital value \$0 – \$132,000	Separately used or inhabited part of a rating unit	\$29,725
Rural, Capital value 132,001 and above	Separately used or inhabited part of a rating unit	\$454,476

5. URBAN WATER SUPPLY

The Council proposes to set two targeted rates to fund the urban water supply

5.1. Water rate

A targeted rate will be set differentially for all land either connected to or able to be serviced by the Gore or Mataura water scheme as follows:

Categories of rateable land (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this category
Connected, Gore or Mataura scheme	Separately used or inhabited part of a rating unit	\$1,348,578
Serviceable, Gore or Mataura scheme	Separately used or inhabited part of a rating unit	\$29,122

Note: rating units defined as “not supplied” will not be liable for this rate.

6. ADDITIONAL WATER RATE

A targeted rate will be set for all land defined as non-residential which is connected to the Gore or Mataura water scheme, of a fixed amount per connection after the first connection (i.e. for the second and each additional water connection).

Note: rating units defined as “not supplied” or “serviceable” will not be liable for this rate.

7. WASTEWATER AND STORMWATER

The Council proposes to set two targeted rates to fund the wastewater and stormwater network.

7.1. Wastewater and stormwater rate

A targeted rate will be set differentially for all land either connected to or able to be serviced by the Gore, Mataura, Waikaka or Pukerau wastewater and stormwater schemes, as follows:

Categories of rateable land category (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this
Connected, Gore or Mataura scheme	Separately used or inhabited part of a rating unit	\$1,613,834
Serviceable, Gore or Mataura scheme	Separately used or inhabited part of a rating unit	\$34,825
Connected, Waikaka scheme	Separately used or inhabited part of a rating unit	\$4,645
Serviceable, Waikaka scheme	Separately used or inhabited part of a rating unit	\$202
Connected, Pukerau scheme	Separately used or inhabited part of a rating unit	\$3,560

Notes: (1) Rating units defined as “not supplied” will not be liable for this rate.

(2) Because of the nature of the Pukerau wastewater and stormwater scheme all separately used or inhabited parts of a rating unit are classified as “connected”.

7.2. Additional wastewater and stormwater rate

A targeted rate will be set for all land defined as non-residential which is connected to the Gore, Mataura or Waikaka wastewater and stormwater schemes differentiated based on the scheme and the use to which the land is put. Liability for the rate is based on the number of additional water closets or urinals within the rating unit, after the first one.

Categories of rateable land (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this category
Connected, Gore or Mataura scheme, Short term accommodation	number of water closets or urinals after the first	\$12,379
Connected, Gore or Mataura scheme, Educational institutions	number of water closets or urinals after the first. The number of water closets or urinals will be assessed on the basis of 6.25% of the total number of staff and pupils at each establishment.	\$45,223
Connected, Gore or Mataura scheme, All other non-residential rating units (excluding educational institutions).	number of water closets or urinals after the first	\$219,513
Connected, Waikaka scheme, non-residential (excluding educational institutions).	number of water closets or urinals after the first	\$404

Note: rating units defined as “not supplied” or “serviceable” will not be liable for this rate.

8. OTAMA WATER SCHEME

The Council proposes to set two targeted rates to fund the Otama water scheme. For the purposes of these rates, a rating unit is either “connected” or “not supplied”.

8.1. Water Unit

A targeted rate will be set on all rating units connected to the scheme, with liability based on the water unit allocation i.e. on the extent of the provision of the service.

8.2. Water connection

A targeted rate will be set on all rating units connected to the Otama scheme, with liability based on the number of water connections to the scheme.

9. SOLID WASTE RATE

The Council proposes to set a fixed targeted rate per separately used or inhabited part of a rating unit on land in Gore and Mataura, differentiated by the provision or availability of the particular service. This rate will fund the Solid waste activity and will be set as follows:

Categories of rateable land (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this category
Gore & Mataura, Vacant land, (unserved)	Separately used or inhabited part of a rating unit	\$12,439
Gore & Mataura, Receiving 80ltr wheelie bins	Separately used or inhabited part of a rating unit	\$95,598
Gore & Mataura, All other rating units (240ltr wheelie bins)	Separately used or inhabited part of a rating unit	\$1,202,787

10. COMMUNITY HALL RATE

The Council proposes to set a targeted rate on all rating units in the following communities (hall areas) differentiated by where the land is situated. This rate will fund the district's community halls and will be set as follows:

Categories of rateable land category (GST inclusive)	Factor(s) for calculating liability	Total revenue sought from this
Brydone hall area	Separately used or inhabited part of a rating unit	\$484
Mandeville hall area	Separately used or inhabited part of a rating unit	\$1,380
Otama hall area	Rating unit	\$3,703
Pukerau hall area	Separately used or inhabited part of a rating unit	\$3,264
Tuturau hall area	Separately used or inhabited part of a rating unit	\$314
Waikaka hall area	Separately used or inhabited part of a rating unit	\$7,110
Knapdale hall area	Separately used or inhabited part of a rating unit	\$3,450

The Council will not invite lump sum contributions in respect of any of the targeted

RATING COMPARISONS

Examples of 2015/16 Proposed Rates (GST Inclusive)

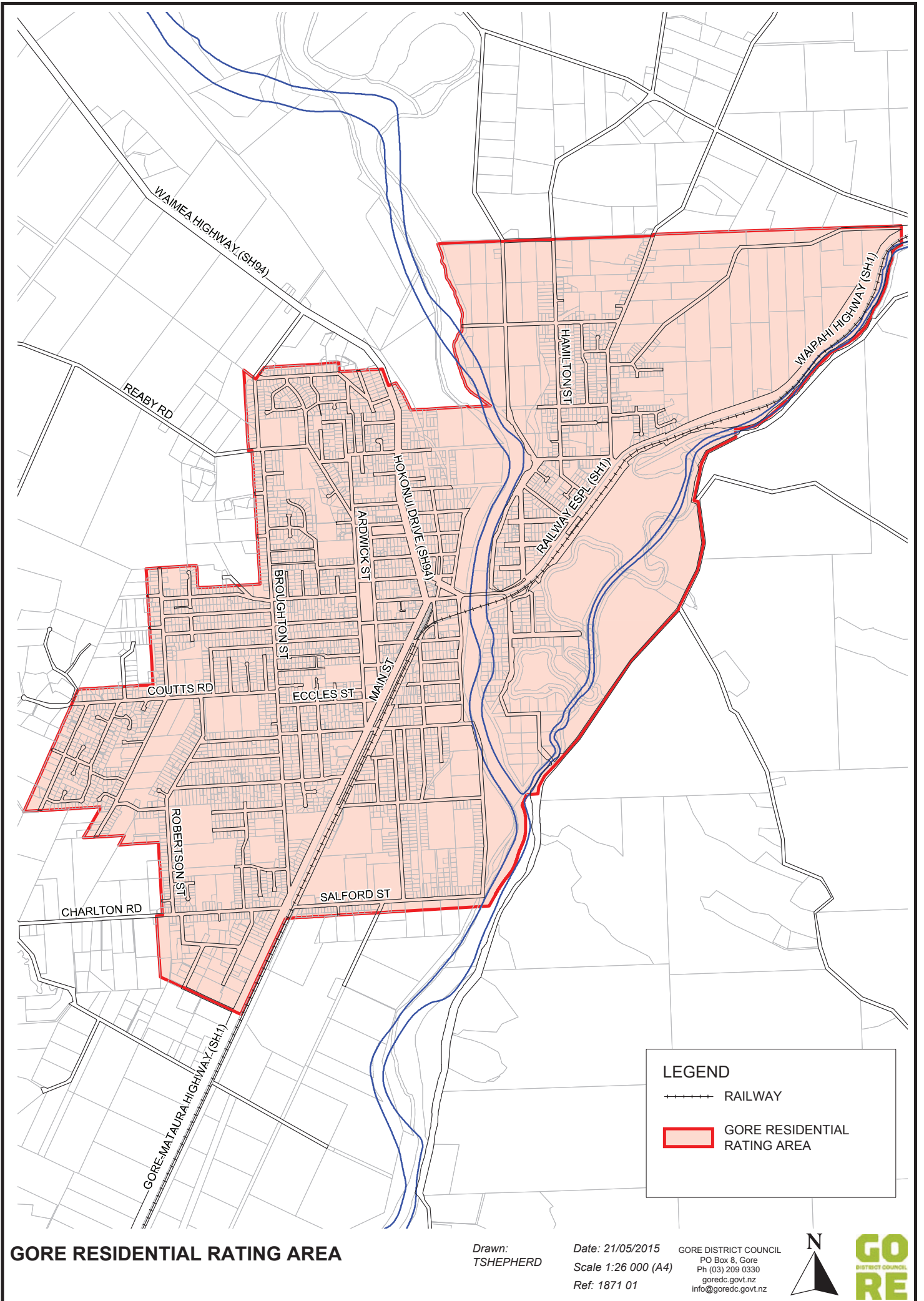
Area	Capital Value	UAGC	Regional Heritage		General Rate	Ward Rate	Parks & Reserves	Water	Solid Waste	Wastewater & Stormwater		Heavy Industry	Total Proposed Rates		% Increase
			34	34						2015/16	2014/15				
Gore Residential	51,000	650	34	17	85	282	280	280	280	330		1,958	1,909	2.60%	
Gore Residential	152,000	650	34	51	253	282	280	280	280	330		2,160	2,088	3.47%	
Gore Residential	254,000	650	34	86	422	282	280	280	280	330		2,365	2,269	4.22%	
Gore Residential	376,000	650	34	127	625	282	280	280	280	330		2,609	2,485	4.96%	
Gore Residential	508,000	650	34	171	845	282	280	280	280	330		2,873	2,720	5.63%	
Gore Residential	660,000	650	34	223	1,098	282	280	280	280	330		3,177	2,989	6.28%	
Mataura Residential	12,000	650	34	4	7	220	280	280	280	330		1,805	1,770	2.00%	
Mataura Residential	45,000	650	34	15	27	220	280	280	280	330		1,836	1,802	1.90%	
Mataura Residential	72,000	650	34	24	43	220	280	280	280	330		1,861	1,828	1.82%	
Mataura Residential	135,000	650	34	46	80	220	280	280	280	330		1,920	1,889	1.65%	
Mataura Residential	226,000	650	34	76	134	220	280	280	280	330		2,005	1,977	1.41%	
Mataura Residential	339,000	650	34	114	201	220	280	280	280	330		2,110	2,086	1.15%	
Gore Commercial	37,000	650	34	12	150	450	280	280	280	330		2,187	2,148	1.80%	
Gore Commercial	154,000	650	34	52	624	709	280	280	280	330		2,959	2,887	2.49%	
Gore Commercial	256,000	650	34	86	1,037	1,178	280	280	280	330		3,876	3,773	2.71%	
Gore Commercial	410,000	650	34	138	1,660	1,887	280	280	280	330		5,260	5,111	2.91%	
Gore Commercial	717,000	650	34	242	2,903	3,300	280	280	280	330		8,020	7,779	3.10%	
Gore Commercial	1,399,000	650	34	472	5,665	4,200	280	280	280	330		11,912	11,183	6.52%	
Mataura Commercial	14,000	650	34	5	42	450	280	280	280	330		2,071	2,056	0.74%	
Mataura Commercial	48,000	650	34	16	145	450	280	280	280	330		2,185	2,195	-0.44%	
Mataura Commercial	94,000	650	34	32	283	450	280	280	280	330		2,339	2,382	-1.82%	
Mataura Commercial	161,000	650	34	54	485	741	280	280	280	330		2,854	2,956	-3.44%	
Mataura Commercial	382,000	650	34	129	1,150	1,758	280	280	280	330		4,612	4,888	-5.65%	
Mataura Commercial	603,000	650	34	203	1,815	2,775	280	280	280	330		6,369	6,820	-6.61%	

Area	Capital Value	UAGC	Regional Heritage		General Rate	Ward Rate	Parks & Reserves	Water	Solid Waste	Wastewater & Stormwater		Heavy Industry	Total Proposed Rates		% Increase
			34	36						97	187		-	-	
Rural	108,000	650	34	36	97	187	-	-	-	-	-	1,005	1,014	-0.95%	
Rural	404,000	650	34	136	364	323	-	-	-	-	-	1,507	1,490	1.14%	
Rural	819,000	650	34	276	738	323	-	-	-	-	-	2,021	1,967	2.75%	
Rural	1,657,000	650	34	559	1,493	323	-	-	-	-	-	3,059	2,930	4.41%	
Rural	2,485,000	650	34	838	2,239	323	-	-	-	-	-	4,084	3,881	5.23%	
Rural	3,580,000	650	34	1,208	3,225	323	-	-	-	-	-	5,440	5,139	5.86%	
Rural	5,858,000	650	34	1,977	5,278	323	-	-	-	-	-	8,261	7,756	6.51%	
Rural	7,811,000	650	34	2,636	7,037	323	-	-	-	-	-	10,680	10,000	6.80%	
Rural	9,468,000	650	34	3,195	8,530	323	-	-	-	-	-	12,732	11,904	6.95%	
Industrial	365,000	650	34	123	-	-	280	280	280	660	20,441	22,469	21,515	4.43%	
Industrial	918,000	650	34	310	-	-	840	280	280	990	10,149	13,253	12,691	4.43%	
Industrial	18,674,000	2,600	136	6,301	-	-	1,120	1,121	1,121	26,077	193,880	231,235	221,426	4.43%	

Funding Impact Statement - Council Wide

2014/15
Annual
Plan

	LTP 2016	LTP 2017	LTP 2018	LTP 2019	LTP 2020	LTP 2021	LTP 2022	LTP 2023	LTP 2024	LTP 2025
Sources of operating funding										
General rates, uniform annual general charge, rates penalties	4,661	4,739	4,892	5,256	5,299	5,466	5,685	5,727	5,831	5,978
Targeted rates	9,160	10,276	10,789	11,447	12,071	12,661	12,933	13,341	13,759	14,194
Subsidies and grants for operating purposes	1,149	1,179	1,478	1,267	1,225	1,258	1,293	1,332	1,373	1,418
Fees and charges	2,781	2,935	2,914	2,929	3,088	3,082	3,120	3,294	3,294	3,341
Local authorities fuel tax, fines, infringement fees, and other receipts	282	208	209	210	214	215	216	221	222	224
Interest and dividends from investments	105	95	95	95	95	95	95	95	95	95
Total operating funding (A)	18,139	19,432	20,377	21,203	21,992	22,777	23,342	24,010	24,574	25,250
Applications of operating funding										
Payments to staff and suppliers	13,726	14,091	14,471	15,068	15,278	15,763	16,187	16,756	17,157	17,693
Finance costs	693	787	1,211	1,438	1,494	1,562	1,585	1,499	1,460	1,380
Other operating funding applications	620	620	636	649	662	677	693	710	728	748
Total applications of operating funding (B)	15,039	15,498	16,544	17,155	17,435	18,003	18,465	18,965	19,345	19,821
Surplus (deficit) of operating funding (A-B)	3,099	3,166	3,833	4,048	4,557	4,775	4,876	5,044	5,229	5,429
Sources of capital funding										
Subsidies and grants for capital expenditure	1,690	1,598	1,593	1,578	1,629	1,780	1,750	1,825	1,831	1,778
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,781	858	3,494	861	1,049	345	(1,322)	(600)	(1,234)	(909)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	3,471	2,456	5,560	2,440	2,678	2,125	428	1,225	597	869
Applications of capital funding										
Capital expenditure to meet additional demand	2	221	87	28	64	2	68	62	-	-
Capital expenditure to replace existing assets	3,914	3,617	7,660	5,072	4,571	4,812	4,490	4,809	4,830	5,414
Capital expenditure to improve the level of service	2,515	1,772	2,222	1,157	2,652	2,102	651	1,310	828	851
Increase (decrease) in reserves	139	11	(292)	230	(52)	(16)	96	88	167	34
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	6,570	5,622	9,976	6,488	7,235	6,899	5,304	6,270	5,825	6,298
Surplus (deficit) of capital funding (C-D)	(3,099)	(3,166)	(3,833)	(4,048)	(4,557)	(4,775)	(4,876)	(5,044)	(5,229)	(5,429)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-



GORE RESIDENTIAL RATING AREA

Drawn:
TSHEPHERD

Date: 21/05/2015
Scale 1:26 000 (A4)
Ref: 1871 01

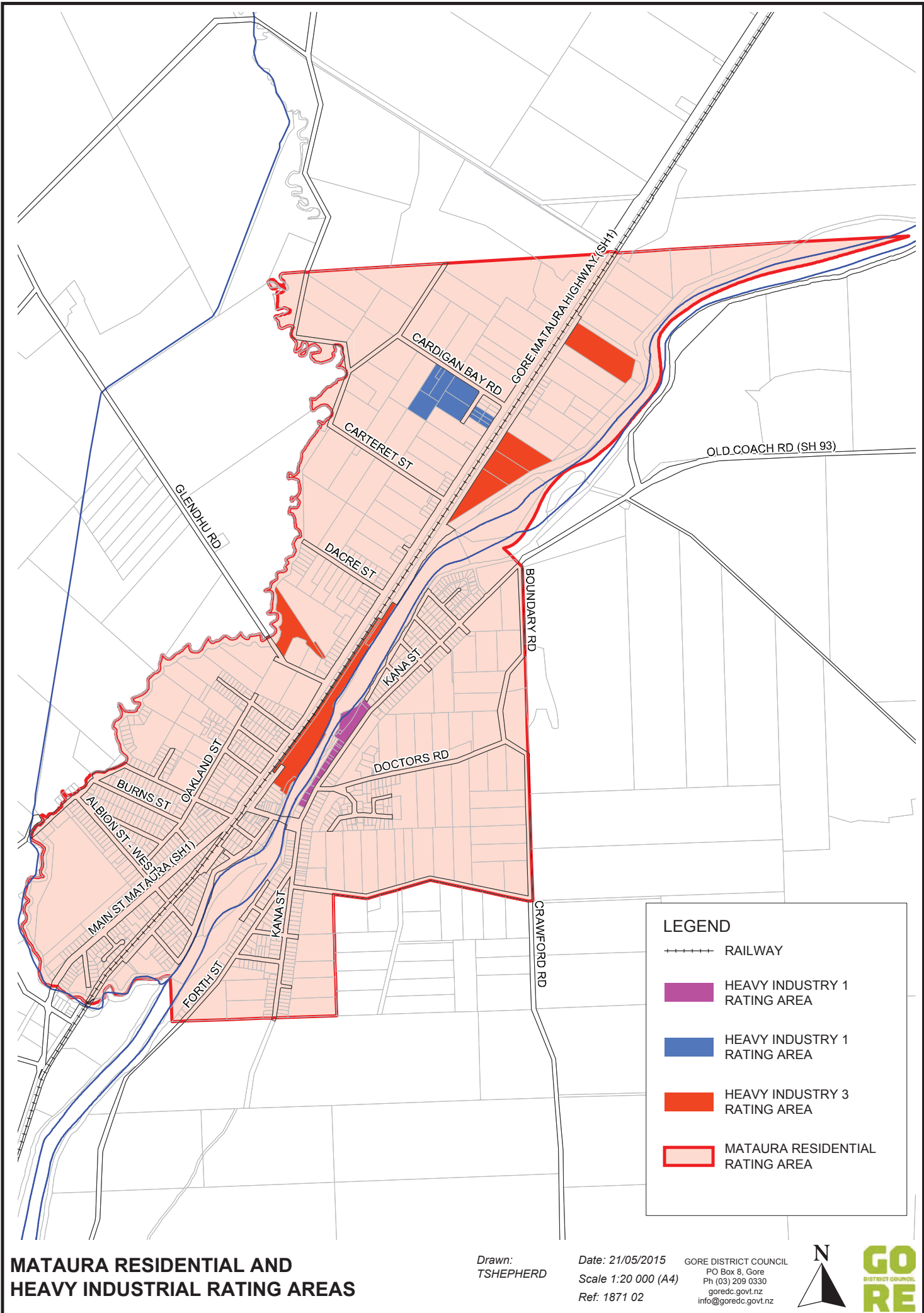
GORE DISTRICT COUNCIL
PO Box 8, Gore
Ph (03) 209 0330
goredc.govt.nz
info@goredc.govt.nz



LEGEND

- +++++ RAILWAY
- GORE RESIDENTIAL RATING AREA

All care has been taken in creating this information but Gore District Council accepts no responsibility for its accuracy or content.



LEGEND

- +++++ RAILWAY
- HEAVY INDUSTRIAL 1 RATING AREA
- HEAVY INDUSTRIAL 1 RATING AREA
- HEAVY INDUSTRIAL 3 RATING AREA
- MATAURA RESIDENTIAL RATING AREA

MATAURA RESIDENTIAL AND HEAVY INDUSTRIAL RATING AREAS

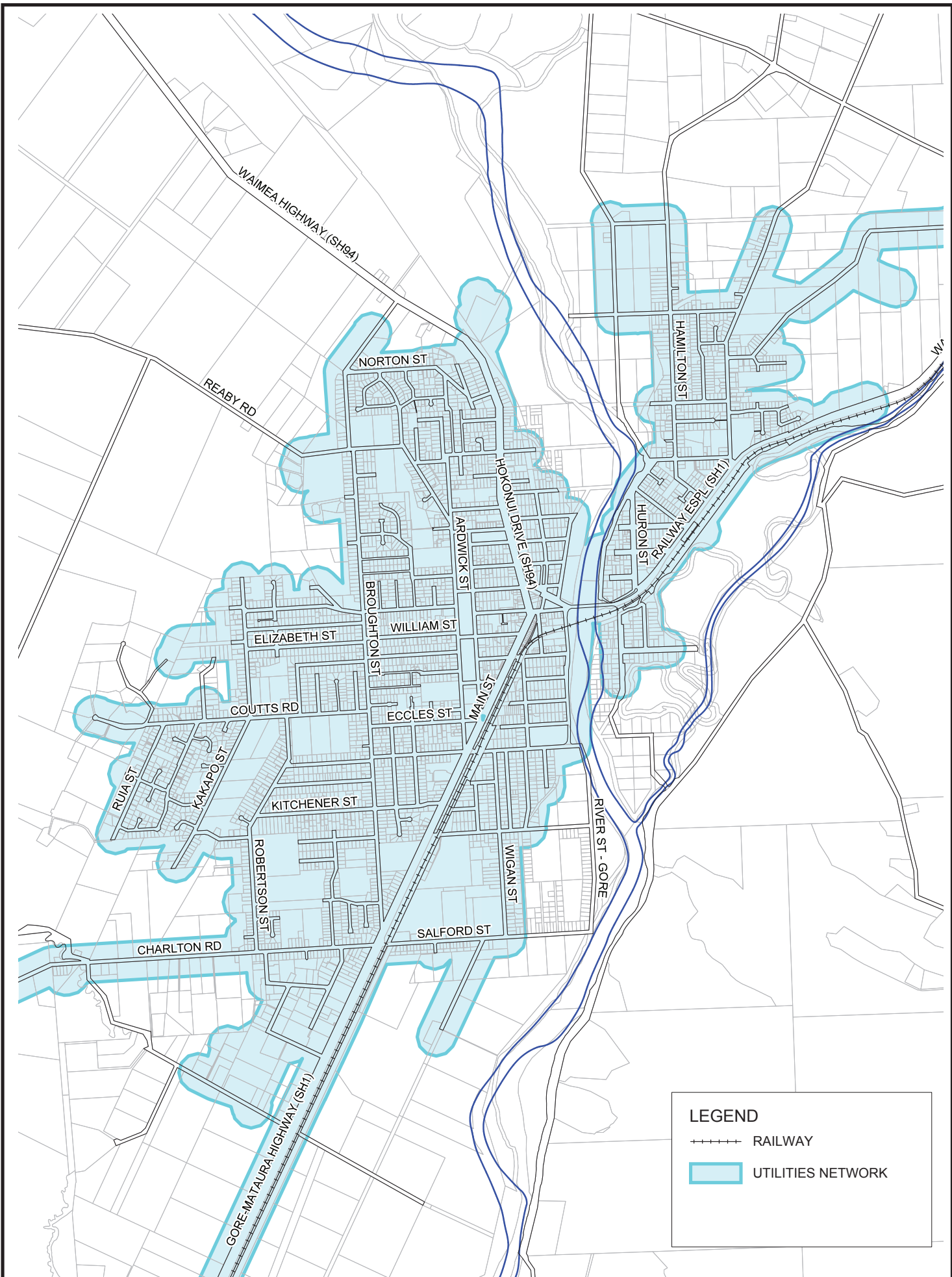
Drawn: TSHEPHERD

Date: 21/05/2015
 Scale 1:20 000 (A4)
 Ref: 1871 02

GORE DISTRICT COUNCIL
 PO Box 8, Gore
 Ph (03) 209 0330
 goredc.govt.nz
 info@goredc.govt.nz



All care has been taken in creating this information but Gore District Council accepts no responsibility for its accuracy or content.



LEGEND

- +++++ RAILWAY
- UTILITIES NETWORK

GORE WATER, WASTEWATER AND STORMWATER NETWORK

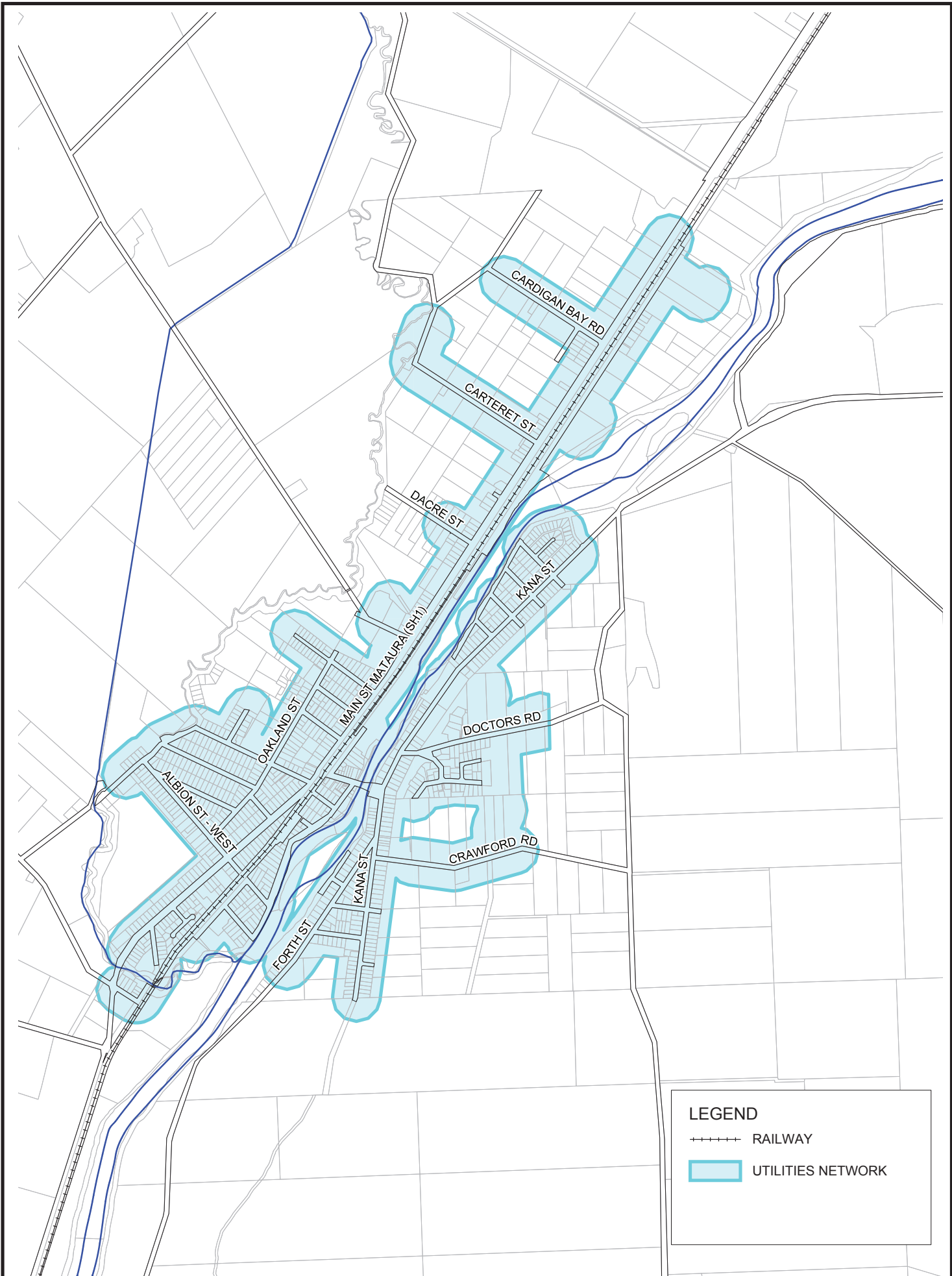
Drawn:
TSHEPHERD

Date: 21/05/2015
Scale 1:25 000 (A4)
Ref: 1871 04

GORE DISTRICT COUNCIL
PO Box 8, Gore
Ph (03) 209 0330
goredc.govt.nz
info@goredc.govt.nz



All care has been taken in creating this information but Gore District Council accepts no responsibility for its accuracy or content.



LEGEND

- RAILWAY
- UTILITIES NETWORK

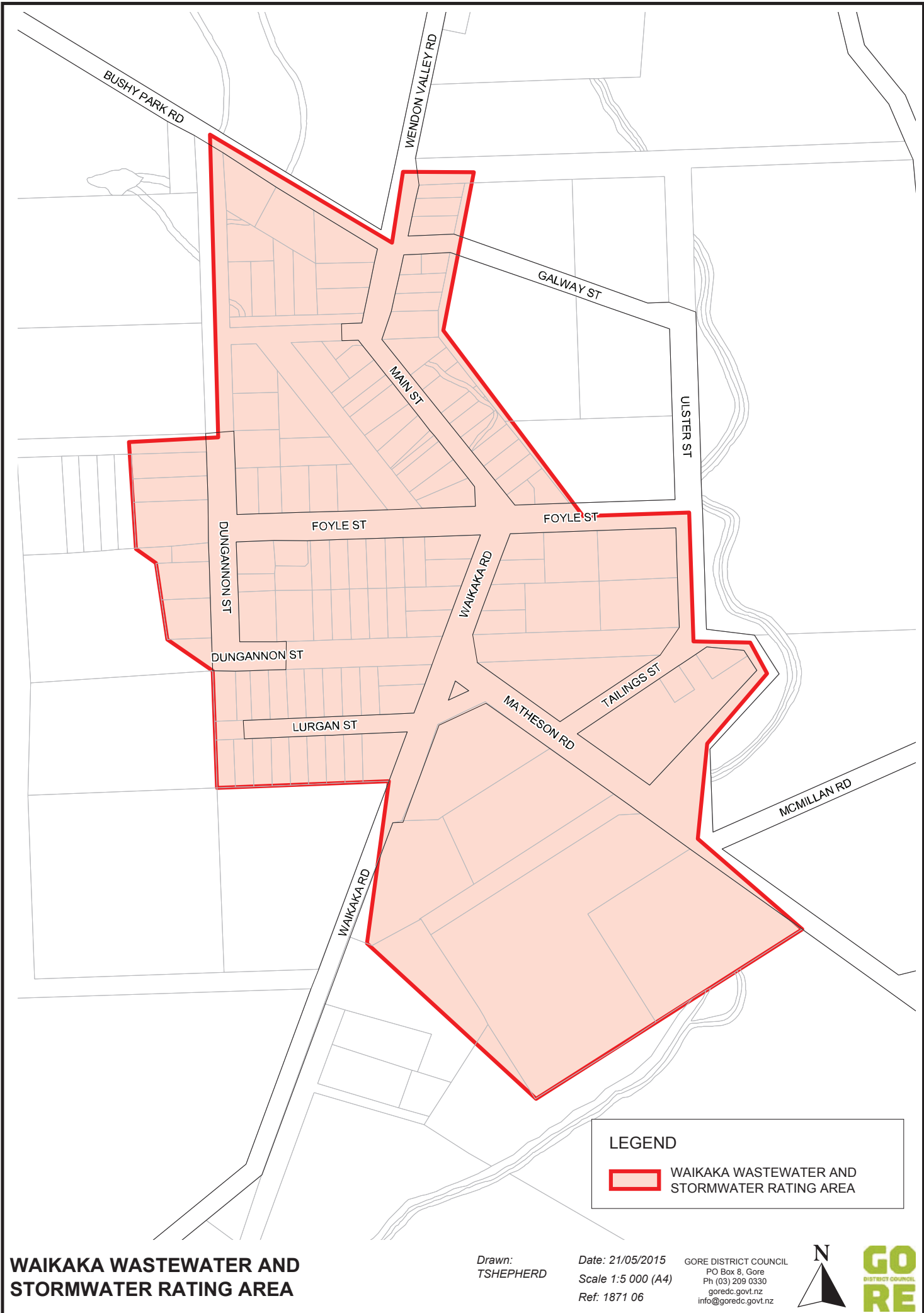
MATAURA WATER, WASTEWATER AND STORMWATER NETWORK

Drawn:
TSHEPHERD

Date: 21/05/2015
Scale 1:20 000 (A4)
Ref: 1871 05

GORE DISTRICT COUNCIL
PO Box 8, Gore
Ph (03) 209 0330
goredc.govt.nz
info@goredc.govt.nz





WAIKAKA WASTEWATER AND STORMWATER RATING AREA

Drawn:
TSHEPHERD


Date: 21/05/2015
Scale 1:5 000 (A4)
Ref: 1871 06

GORE DISTRICT COUNCIL
PO Box 8, Gore
Ph (03) 209 0330
goredc.govt.nz
info@goredc.govt.nz





LEGEND

 PUKERAU STORMWATER RATING AREA

PUKERAU STORMWATER RATING AREA

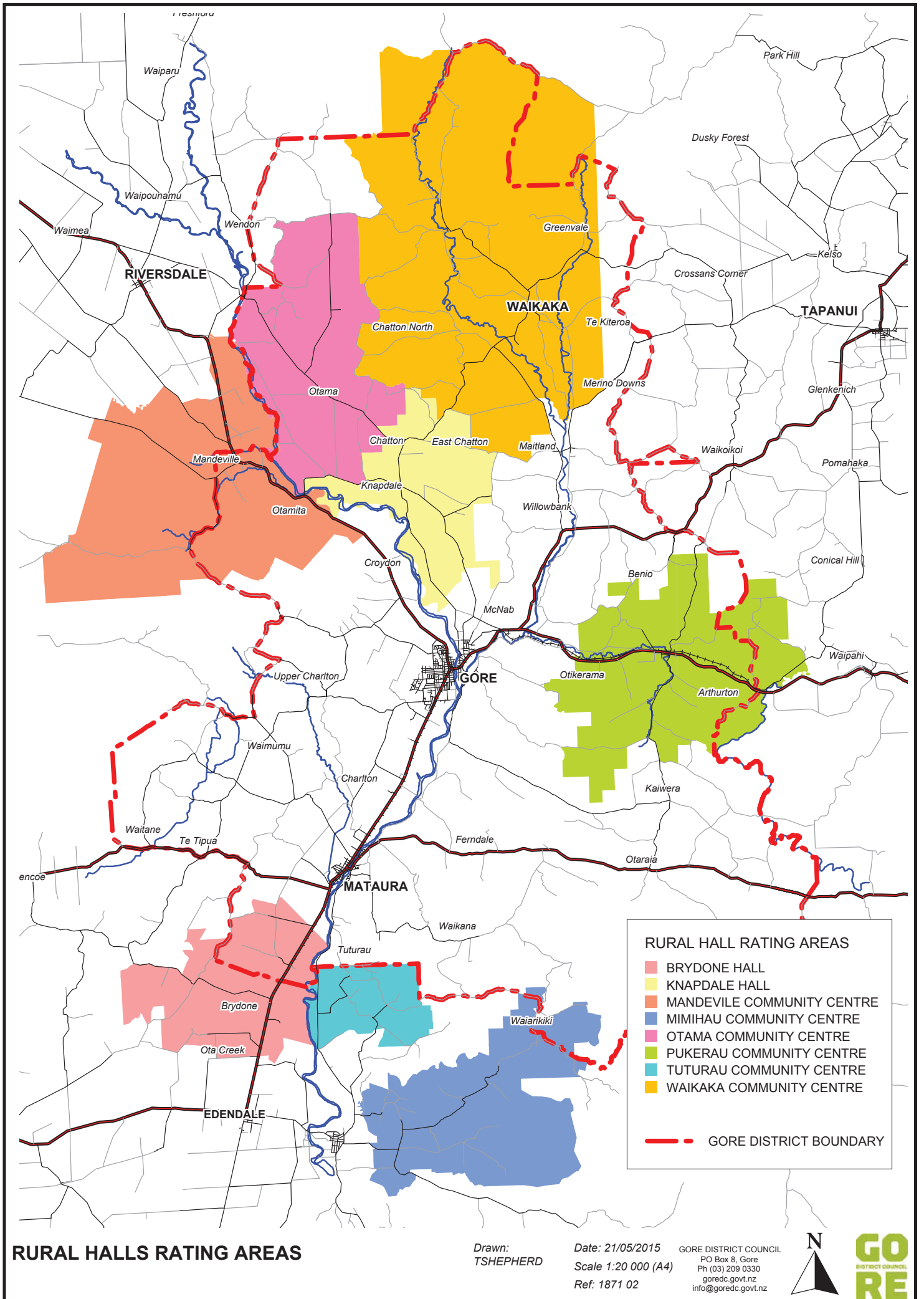
Drawn:
TSHEPHERD

Date: 21/05/2015
Scale 1:8 000 (A4)
Ref: 1871 07

GORE DISTRICT COUNCIL
PO Box 8, Gore
Ph (03) 209 0330
goredc.govt.nz
info@goredc.govt.nz



All care has been taken in creating this information but Gore District Council accepts no responsibility for its accuracy or content.



RURAL HALLS RATING AREAS

Drawn:
TSHEPHERD

Date: 21/05/2015
Scale 1:20 000 (A4)
Ref: 1871 02

GORE DISTRICT COUNCIL
PO Box 8, Gore
Ph (03) 209 0330
goredc.govt.nz
info@goredc.govt.nz



DISTRICT STATISTICS AND RATING BASE INFORMATION

POPULATION	
	Statistics NZ
Gore	7,350
Mataura	1,509
Rural	3,168
	12,033

	Capital Value \$	No. of Rating Units	No. of UAGC's	No. of Water Connections	No. of Wastewater & Stormwater connections
Gore	869,577,430	3,817	3,950	4,111	4,931
Mataura	74,928,550	791	840	857	941
Rural	2,074,995,000	1,433	1,568	0	99
Heavy Industry	19,957,000	6	6	8	79
Total	3,030,149,230	6,047	6,364	4,976	6,050

Projected number of rating units

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
6025	6,042	6,059	6,077	6,094	6,111	6,128	6,145	6,162	6,180	6,197

2015/16 Rates increase

The average increase in rates across the District for 2015/16 is 4.43%. The impact of the increase will vary among the sectors of Residential, Commercial, Rural and Industry.

Rates	Urban	Rural	Industrial	Total (incl GST)
2015/16	11,877,905	4,348,203	266,957	16,493,165
2014/15	11,407,827	4,131,670	255,632	15,795,128
% increase	4.12%	5.24%	4.43%	4.43%

SIGNIFICANCE AND ENGAGEMENT POLICY

Purpose

The Gore District Council has developed the Significance and Engagement Policy (the Policy) to let people know when and how they can expect to be involved in the Council's decision-making processes.

The aims are to:

- Ensure a clear and consistent approach to how we engage with residents, ratepayers and stakeholders
- Ensure residents, ratepayers and stakeholders get accurate information in a timely manner so they can make informed comment during the decision making process

This is also a guide to elected members and Council staff as to what level and form of engagement may be required from the start of a decision-making process.

The Policy replaces the existing Significance Policy and Consultation Policy.

Significance

The Policy shows how the Council will assess importance during a decision-making process, ie its level of significance. The level of significance is a guide to the degree of community engagement that may be required to gain an understanding of community views and preferences on an issue.

Approach to determining significance

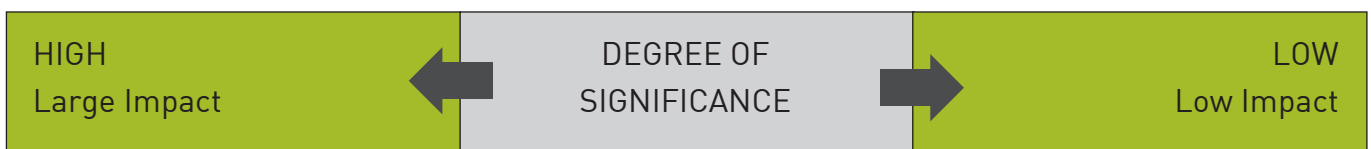
The decision on a matter's significance rests with the Council. It will evaluate significance on a case-by-case basis.

The Council will take into account the impact on or consequences for the District, affected parties, our community outcomes (Long Term Plan), benefits and costs, and the view of local iwi.

Decisions of low significance, including some decisions made under delegated authority, may not explicitly state the degree of significance.

Assessment of significance

The thresholds and criteria for determining significance:



Thresholds

- Expenditure of more than \$1 million;
- Community interest - taking into account the extent to which individuals, groups, organisations and sectors of the community will be affected by a Council decision;
- The impact on the Council's capacity and capability to carry out any activity identified in the Long Term Plan, Annual Plan and Financial Strategy; and
- Inconsistency with existing policy and strategy.

Criteria

- Whether the asset is a strategic asset 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; and
- 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.

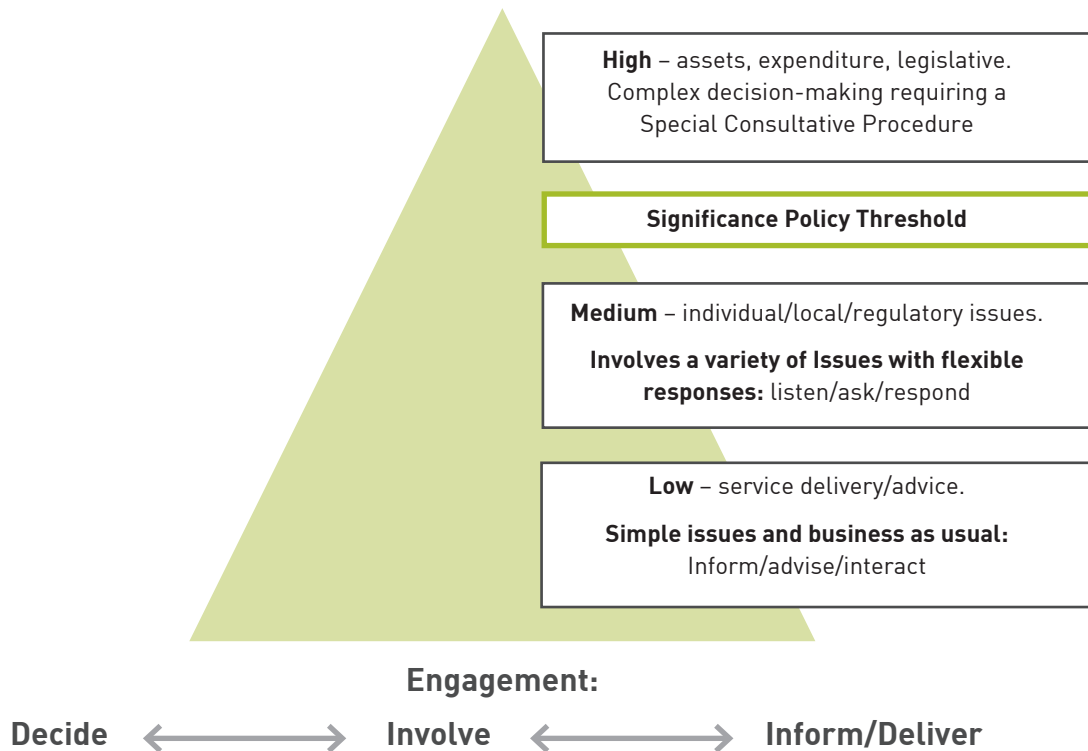
Council officers will need to take significance into consideration when making a recommendation to the Council. The final decision about the significance of any matter rests with elected members. Other factors may be taken into consideration when determining significance, such as urgency, commercial sensitivity or the public good.

Strategic Assets

Activity	Asset	Strategic Issues			
		Economic	Social	Cultural	Environmental
Water Supply	The water supply network, including reservoirs, treatment plants, pump stations and reticulation	✓	✓		✓
Community Services	The District's libraries		✓	✓	
	The reserves lands including land held under the Reserves Act and land used for parks, reserve, cemeteries, sports fields and recreation areas.	✓	✓	✓	✓
	The land and buildings used for the administration of the District	✓			
	The land, buildings and commercial operations of the Gore heritage precinct.	✓	✓	✓	
	The District's aquatic facilities		✓	✓	
	The land and buildings that make up our community halls, civic centres and community centres.	✓	✓	✓	
Roading	The Gore District roading network	✓	✓		✓
Land Drainage	The land drainage system including the stormwater pipe network, the open river system, waterways, wetlands and retention basins.	✓	✓	✓	✓
Wastewater	The wastewater collection, treatment and disposal system including the sewers, pump stations and the treatment works.	✓	✓	✓	✓

Engagement

Engagement occurs at all levels of the Council’s interaction with the community, from the provision of services and information through to special consultation and significant decisions. What matters is the needs and expectations of the community are continually delivered in a cost-effective manner, and the level of engagement is appropriate to the issue in question.



The Council will not engage on every issue. We know ‘consultation fatigue’ or over consultation can cause people to tune out. Therefore we will concentrate on having the right conversations on the issues that are genuinely significant. Even when the Council does not consult, consideration will be given to the views and preferences of persons likely to be affected by, or have an interest in the matter. This will be in proportion to the significance of the matter.

Some of the things we may not ask about include:

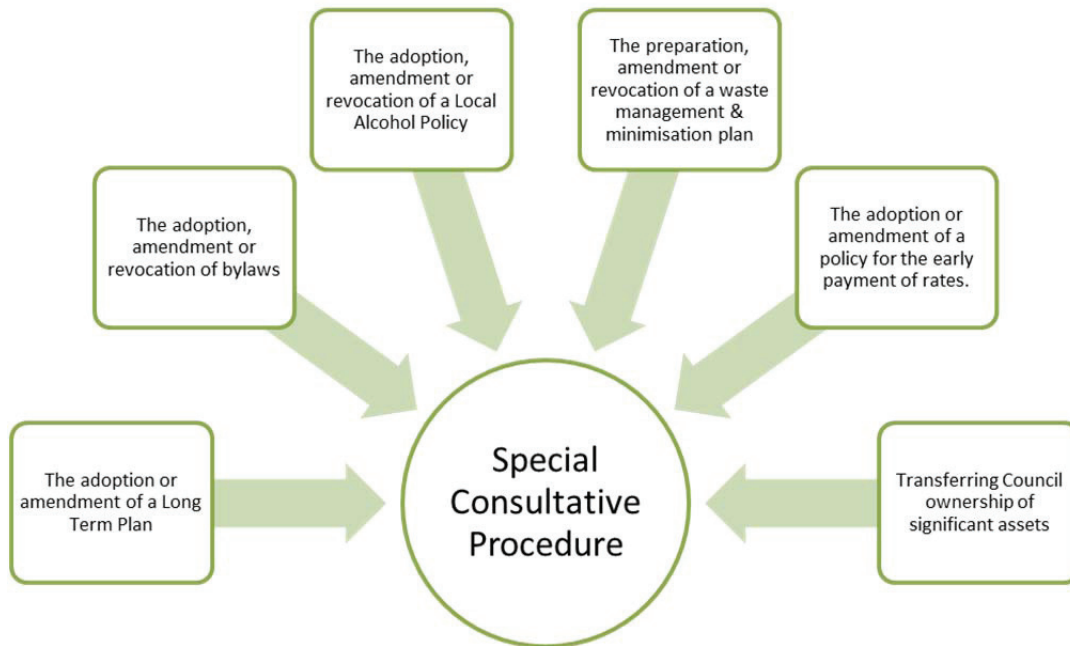
- Emergency management activities and during a state of emergency,
- When the matter has already been addressed by our policies or plans,
- There is a need for commercial sensitivity,
- Organisational decisions that do not materially reduce a level of service,
- Decisions in relation to regulatory and enforcement activities,
- Decisions to act where it is necessary to -
 - Comply with the law
 - Save or protect life, health or amenity
 - Prevent serious damage to property

Much of the Council’s service delivery and regulatory work is provided to the community by Council staff who report on their activities to the Council. Issues of concern to individuals or groups requiring a decision by the Council may involve more complex engagement, including consultation, public forums, surveys and submissions.

Issues considered of high significance by meeting one or more of the thresholds and criteria set out in this policy will be dealt with by a Special Consultative Procedure.

What is the Special Consultative Procedure requirement?

A Special Consultative Procedure (SCP) is a more formal process than asking for feedback. The Council is required to give the community at least one month to make formal submissions on a proposal and make these submissions publicly available. It will be used when required by law, and when the Council considers there is a high degree of significance in the issue.



Consultation and Engagement Tools

The Council will use various media to ensure the community is provided with all details to make an informed decision and to effectively engage. When consultation and engagement takes place we will endeavour to let people know:

- What is proposed
- Why
- What options we have
- Our preferred option and why
- Costs and rating impact if any
- How the community can have a say
- The timeframe and process
- How we will communicate the outcome

We acknowledge the Council has a responsibility to provide opportunities to engage, just as the community has a responsibility to decide whether it wants to engage with the Council.

The mediums the Council may choose from to engage include:

- Emailing
- Online surveys
- Mainstream media (particularly community newspapers and radio)
- Our newsletter ChinWag
- Social Media – our Facebook page
- Our website
- Reaching out to where people are

Engagement Tools

The Council's toolkit may include but not be limited to the following:

Consultation – Length of Engagement as required under LGA or if not a requirement reflective of a 20 working day principle		
WHAT	HOW	WHEN
Special Consultative Procedure	Statutory Notice Advertising radio & newspaper ChinWag feedback form Website Press Releases Social Media Hard copies available at Council facilities Submissions Hearing Public decision Feedback to all submitters	10 Year Long Term Plan Changes to level of service Asset Management Plan Amending or revoking a bylaw Changes to financial policy Review of the Gambling Venue Policy Annual Plan (when there are significant and material differences from the LTP)
Consultation (this is not to inform, this is to consult on options and consider feedback before making a decision)	Statutory Notice (if required) Advertising radio & newspaper ChinWag feedback form Website Press Releases Social Media Hard copies available at Council facilities Submissions Hearing Public decision Feedback to all submitters	Reserves Act <ul style="list-style-type: none"> management plans Resource Management Act <ul style="list-style-type: none"> project delivery consents & licensing Local Government Act 1974 <ul style="list-style-type: none"> Road closures Projects over \$1 million Minor bylaw changes that must be changed by publicly notified resolution

Engagement – if appropriate, period of notice will vary but where possible 20 working days		
WHAT	HOW	WHEN
<p>Information on projects (where the decision has been taken to undertake a project)</p> <p>Service Provision (eg facility promotion, event funding, libraries, sport)</p> <p>Education (eg community resilience)</p>	<p>Statutory notice if required</p> <p>Press Releases or advisory (as appropriate)</p> <p>Targeted information is any special interest groups or stakeholders, such as neighbours or businesses (email, letter, direct contact)</p> <p>Advertising</p> <p>Social Media</p> <p>Stakeholder database</p>	<p>Road works</p> <p>Street-scaping</p> <p>Trees</p> <p>Water, Wastewater, Stormwater</p> <p>Reserves/works</p> <p>Service disruptions eg water outage</p> <p>Civil defence preparedness</p> <p>Democratic process (Electoral Act)</p> <p>Mandatory requirement/ amendment (central Government)</p>
<p>Community</p>	<p>Targeted information is any special interest groups or stakeholders, such as neighbours or businesses (email, letter, direct contact)</p> <p>Press releases or advisory (as appropriate)</p> <p>Advertising</p> <p>Social Media</p> <p>Stakeholder database</p>	<p>Events</p> <p>Social issues</p> <p>Advocacy (central Government)</p> <p>Facilitation</p>

The Council will also use additional methods of consultation and engagement as it believes is appropriate. These may include:

- Community forums/workshops
- Resident and Ratepayer surveys
- Phone survey
- Street survey
- Posters
- Rates Notice
- Electronic newsletter
- Brochures
- Displays at Southern Field Days or pastoral shows

APPENDIX 1

Appendix 1 contains three relevant sections from the Local Government Act 2002 Amendment Bill (No 3) that relate to this policy being:

- 76AA Significance and Engagement Policy
- 83 Special Consultative Procedure
- 86 Use of special consultative procedure in relation to making, amending or revoking bylaws

76AA Significance and Engagement Policy

- (1) Every local authority must adopt a policy setting out —
- “(a) that local authority’s general approach to determining the significance of proposals and decisions in relation to issues, assets, and other matters; and
 - “(b) any criteria, or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, assets, decisions, or activities are significant or may have significant consequences; and
 - “(c) how the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets, or other matters, including the form of consultation that may be desirable; and
 - “(d) how the local authority will engage with communities on other matters.
- (2) The purpose of the policy is —
- “(a) to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities; and
 - “(b) to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters; and
 - “(c) to inform the local authority from the beginning of a decision-making process about —
 - “(i) the extent of any public engagement that is expected before a particular decision is made; and
 - “(ii) the form or type of engagement required.
- (3) The policy adopted under subsection (1) must list the assets considered by the local authority to be strategic assets.
- (4) A policy adopted under subsection (1) may be amended from time to time.

83 Special Consultative Procedure

Where this Act or any other enactment requires a local authority to use or adopt the special consultative procedure, that local authority must —

- “(a) prepare and adopt —
 - “(i) a statement of proposal; and
 - “(ii) if the local authority considers on reasonable grounds that it is necessary to enable public understanding of the proposal, a summary of the information contained in the statement of proposal (which summary must comply with Section 83AA); and
- “(b) ensure that the following is publicly available:
 - “(i) the statement of proposal; and
 - “(ii) a description of how the local authority will provide persons interested in the proposal with an opportunity to present their views to the local authority in accordance with Section 82(1)(d); and

- “(iii) a statement of the period within which views on the proposal may be provided to the local authority (the period being not less than 1 month from the date the statement is issued); and
- “(c) make the summary of the information contained in the statement of proposal prepared in accordance with paragraph (a)(ii) (or the statement of proposal, if a summary is not prepared) as widely available as reasonably practicable as a basis for consultation; and
- “(d) provide an opportunity for persons to present their views to the local authority in a manner that enables spoken (or New Zealand sign language) interaction between the person and the local authority, or any representatives to whom an appropriate delegation has been made in accordance with Schedule 7; and
- “(e) ensure that any person who wishes to present his or her views to the local authority or its representatives as described in paragraph (d)—
 - “(i) is given a reasonable opportunity to do so; and
 - “(ii) is informed about how and when he or she may take up that opportunity.

“(2) For the purpose of, but without limiting, subsection (1)(d), a local authority may allow any person to present his or her views to the local authority by way of audio link or audiovisual link.

“(3) This section does not prevent a local authority from requesting or considering, before making a decision, comment or advice from an officer of the local authority or any other person in respect of the proposal or any views on the proposal or both.

86 Use of special consultative procedure in relation to making, amending, or revoking bylaws

- “(1) This section applies if, in accordance with section 156(1)(a), the special consultative procedure is required to be used in relation to the making, amending, or revoking of a bylaw.
- “(2) The statement of proposal referred to in Section 83(1)(a) must include,—
 - “(a) as the case may be,—
 - “(i) a draft of the bylaw as proposed to be made or amended; or
 - “(ii) a statement that the bylaw is to be revoked; and
 - “(b) the reasons for the proposal; and
 - “(c) a report on any relevant determinations by the local authority under section 155.”

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 a 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 explain the rationale behind funding choices for activities and provide an indication as to who might pay. Specifically under Section 101(3) of the Local Government Act 2002, the Council must consider for each activity:

- (i) The community outcomes to which the activity primarily contributes; and
- (ii) The distribution of benefits between the community as a whole any identifiable part of the community and individuals and
- (iii) The period in or over which those benefits are expected to occur; and
- (iv) The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
- (v) The costs and benefits including consequences for transparency and accountability of funding the activity distinctly from other activities; and following that process the Council must then consider the overall impact of any allocation of liability for revenue needs on the community.

Philosophy

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.

Historically the Council has used a great deal of precision and a degree of innovation to align funding sources with areas of benefit. This has in turn led to a marked preference for high usage of uniform annual general charge and fixed targeted rate as opposed to the application of a valuation based general rate.

However notwithstanding the absence of any legislative barrier in regard to placing limits in the use of targeted rates, the Council believes that the valuation based general rate has its place and should not be banished to the margins of its revenue and financing policy.

The steady climb in the quantum of the uniform annual general charge seen over the past fifteen years or so is a trend that will be discontinued under this revised policy. Having regard for the overall impact required of the Council under Section 101(3) (b) of the Local Government Act 2002, the Council believes that the very low usage of a valuation based general rate places an unreasonable and unfair rating burden on lower value properties in the urban rating area in particular.

Definitions of Funding Options for Council Services

General Rates

There are two types of general rate. The valuation based general rate and the uniform annual general charge.

Valuation based general rate

This rate is assessed on the entire rating base of the District. It is calculated on the basis of cents per dollar of capital value. The Council does not use differentials on its valuation based general rate.

Uniform Annual General Charge

This is a fixed charge set uniformly on every separately used or inhabited part of a rating unit (SUIP) in the District. As alluded to in the previous section the level of the UAGC changes the incidence of value-based rates.

A SUIP is defined as a separately used or occupied part of a rating unit and includes any part of a rating unit that is used or

occupied by any person, other than the ratepayer, having a right to use or inhabit that part by virtue of a tenancy, lease, licence, or other agreement, or any part or parts of a rating unit that are used or occupied by the ratepayer for more than one single use. Separately used or inhabited parts include:

- A residential, small holding, or farmland property that contains two or more separately occupiable units, flats or houses each of which is separately inhabited or is capable of separate habitation ie has independent kitchen facilities.
- A commercial premises that contains separate shops, kiosks, other retail or wholesale outlets, or offices, each of which is operated as a separate business or is capable of operation as a separate business.

Under Section 21 of the Local Government (Rating) Act 2002, a Council cannot raise more than 30% of total revenue from rates via the uniform annual general change.

Targeted Rates

Targeted rates are used where it is appropriate for an identifiable group of ratepayers to pay for some or all of a particular service, for example water and wastewater.

The following activities are funded all or in part by targeted rates

- Civil Defence
- Waste and Stormwater
- Grants
- Libraries
- Property
- Parks and Reserves
- Roading
- Solid Waste
- Water
- Aquatic Facilities
- Arts & Heritage
- Cemeteries

All up around two thirds of the rates collected come from targeted rates.

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.

Lump Sum Contributions

The Council does not have a policy of utilising lump sum contributions as defined in Section 117A of the Local Government (Rating) Act 2002, from ratepayers to fund or partially fund capital projects.

Interest and Dividends from Investments

Where the Council earns interest specific investments, the income is dedicated to the respective investments funds concerned and therefore has no impact on the Council's general revenue requirements.

Interest generated from the Council's operating cash flow is utilised to offset the Council's rate requirement. The Council does not hold investments in entities that have the potential to produce a dividend.

Borrowing

Borrowing is the raising of debt and is usually utilised to fund new assets with an expected long life. Borrowing in such instances allows for the recognition of the principle of intergenerational equity which means that one generation of ratepayers is not faced with the burden of fully funding an asset from which future generations of ratepayers will benefit.

The repayment and servicing of the debt is funded by rates, fees and charges and other sources. The actual borrowing is a mechanism only with the revenue and financing policy applying to repayment and servicing.

Proceeds from Asset Sales

When asset sales arise such as the disposal of property or stopped roads the proceeds will be used to retire debt.

Development Contributions

The Council does not have a policy of imposing development contributions under Section 198 of the Local Government Act 2002.

Financial Contributions

Financial contributions are imposed under the Resource Management Act.

Financial contributions are contributions of money or land, or a combination of the two. The purpose of financial contributions is to avoid, remedy or mitigate adverse effects of an activity on the environment where that avoidance, remediation or mitigation cannot be achieved by another condition of consent or where imposition of a financial contribution is a more efficient and effective means to address that adverse effect. This includes contributing to the cost of providing and maintaining community recreational facilities and infrastructure. Financial contributions may also be required to ensure positive effects on the environment to offset any adverse effects of an activity.

The Council approves financial contributions in accordance with its financial contribution policy contained within the District Plan. The policy provides for a maximum contribution of 0.5% of the cost of development for industrial or commercial projects exceeding \$500,000.00 in value.

The deployment of funds collected from financial contribution is governed by the Council's commercial and Industrial Development Contribution Disbursement Policy.

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.

Summary of Funding Options

	Operating Expenditure	Capital Expenditure
General Rates	✓	✓
Targeted Rates	✓	✓
Revenue	✓	✓
NZ Transporting Agency Income	✓	✓
Investment Income	✓	✓
Debt		✓
Proceeds from Asset Sales		✓
Development Contributions		✓
Financial Contributions		✓
Grants and Subsidies	✓	✓
Working Capital		✓
Special Reserves		✓

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Civic Buildings	A quality infrastructure with potential for growth	The entire community benefits from civic amenities allowing easy access to local government services and elected Council members	Benefits are ongoing	Need is created by entire community for access to local government services and elected Council members	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged	General Rates Fees and Charges	Public – High Private – Low Other – Low
Civil Defence	We live in a compassionate caring community	The entire community benefits from having appropriate planning and resources in place to deal with natural disasters and civil emergencies	Benefits are ongoing	Need is created by entire community to ensure there are minimal negative effects from natural disasters and civil emergencies	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged	Targeted Rates	Public – High Private – Low Other – Low
Democracy	We live in a compassionate caring community	The entire community benefits from the ability to influence Council decisions. Council benefits from clarity of community needs and wants	Benefits are ongoing with a Council/public partnership	Need is created by entire community for knowledge and involvement in Council decisions. Need is created by Council for guidance from the public in decision-making	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged	General Rates	Public – High Private – Low Other – Low

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Visitor Services	We have a choice of quality places to go and things to do	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 may benefit directly from various initiatives.	Ongoing benefit of District image, promotion and diversity	Need is created by entire community to promote the District as a place to visit, live, work and do business	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged	General Rates Fees and Charges	Public – High Private – Low Other – Low
Waste and Stormwater	We have a quality infrastructure with potential for growth. We value and respect our environment.	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	Ongoing benefits during the life of the assets	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	Yes. Funding can be obtained from those who directly receive the benefit of wastewater and stormwater disposal.	Targeted Rates Fees and Charges	Public – Low Private – High Other – Low

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Grants	We live in a caring compassionate community.	The entire community benefits from enrichment that different community groups receiving Council grants bring.	Ongoing benefits through having diverse community groups helping make the District a great place to live.	Need is created by entire community to enhance the overall cultural, social and economic wellbeing of the District.	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	General Rates Targeted Rates	Public – High Private – Low Other – Low
Libraries	We have a choice of quality places to go and things to do	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	Ongoing benefits from an informed, creative population	Need is created by entire community for library facilities and access to information sources	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged. Due to a long standing historical market prices in the form of modest fees any funding from users via fees and charges can only represent a small percentage of revenue required	General Rates Targeted Rates Fees and Charges	Public – High Private – Low Other – Low
Property	We have a choice of quality places to go and things to do	The entire community benefits from the availability of community halls and buildings to provide places for meeting and socialising	Ongoing benefits to users of the halls and buildings	Need is created by entire community to have access to halls and buildings	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	Targeted Rates Fees and Charges	Public – High Private – Low Other – Low

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Parks and Reserves	We value and respect our environment	The entire community benefits from the availability of parks and reserves to create a pleasant environment in which to live and work.	Ongoing benefits as long as the parks and reserves are maintained.	Need is created by entire community to live and work in a pleasant environment.	Due to the community obtaining benefit it is not feasible to identify a portion of the community which can be separately charged.	Targeted Rates Fees and Charges	Public – High Private – Low Other – Low
Public Conveniences	We have a quality infrastructure with potential for growth.	The entire community benefits from the availability of hygienic and well maintained public conveniences. Visitors benefit from these facilities.	Ongoing benefits as long as the public conveniences are maintained.	Need is created by entire community. Need is created by visitors.	Due to the community and visitors to the District obtaining benefit it is not feasible to identify a portion of the community which can be separately charged.	General Rates Fees and Charges	Public – Low Private – High Other – Low
Regulatory Services	We value and respect our environment.	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.	Benefits of regulation in general are ongoing even through the specific regulations may change over time.	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.	Not entirely. A large proportion can be funded from application fees and license fees. However there is still a residual public good that needs to be funded from rates.	General Rates Fees and Charges	Public – Medium Private – Medium Other – Low

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Roading	We have a quality infrastructure with potential for growth.	The entire community benefits from accessibility of District. Specific benefit to road users.	Ongoing benefits during the life of the assets.	Need is created by entire community for an accessible District where roading links are readily available for both business and public use.	Due to the entire community, including visitors benefiting, it is not feasible to identify a portion of the community who can be separately charged.	Targeted Rates Central Government – NZ Transport Agency	Public – Medium Private – Low Other – Medium
Solid Waste	We value and respect our environment.	The entire community benefits from safe and efficient disposal of solid waste. Direct household benefit from refuse collection.	Ongoing benefits during the life of the assets.	Need is created by entire community for a safe environment where solid waste is adequately dealt with. Individuals and householders.	Not entirely. A large proportion can be funded from rates targeted to beneficiaries of a refuse disposal service or fees at the refuse transfer station. However gate charges at the refuse transfer station cannot be raised too high as adverse effects such as “fly tipping” can occur as a result. Some community funding via general rates is therefore necessary.	General Rates Target Rates Fees and Charges	Public – Medium/ Low Private – Medium/ Low Other – Low

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Water	We have a quality infrastructure with potential for growth. We value and respect our environment.	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. The entire community benefits from provision of water services for fire fighting to maintain community safety services. Direct benefit to owners of property receiving services	Ongoing benefits during the life of the assets.	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	Yes, funding can be obtained from those who directly receive the benefit of treated water.	Targeted Rates Fees and Charges	Public – Low Private – High Other – Low
Aquatic Facilities	We have a choice of quality places to go and things to do	The entire community benefits from choice of recreational activities and a caring community.	Ongoing benefits from an informed, creative population	Need is created by entire community for library facilities and access to information sources	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	General Rates Targeted Rates Fees and Charges	Public – High Private – Low Other – Low

Activity	Council Community Outcome	Who Benefits?	Period of Benefit	Who Creates Need?	Can it be funded separately?	Funding Source	Funding Source Proportion
Arts & Heritage	We have a choice of quality places to go and things to do	The entire community benefits from choice of recreational activities and a caring community.	Ongoing benefits from an informed, creative population	Need is created by entire community for library facilities and access to information sources	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	General Rates Fees and Charges	Public – High Private – Low Other – Low
Cemeteries	We live in a compassionate caring community	The entire community benefits from respect for, and provision for the historical significance of those who have passed away	Ongoing benefits from a caring and reflective population	Need is created by entire community for cemeteries and related services	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	General Rates Fees and Charges	Public – Med Private – Med Other – Low

Revenue and Financing Policy Summary

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

Activity	Public	Private	Other
Aquatic Facilities	Medium/High	Medium/Low	Low
Arts and Heritage	High	Low	Low
Cemeteries	Medium	Medium	Low
Civic Buildings	High	Low	Low
Civil Defence	High	Low	Low
Community Halls	Low	High	Low
Democracy	High	Low	Low
Visitor Services	High	Low	Low
Wastewater and Stormwater	Low	High	Low
Grants	High	Low	Low
Libraries	High	Low	Low
Property	High	Low	Low
Parks and Reserves	High	Low	Low
Public Conveniences	High	Low	Low
Regulatory Services	Medium/High	Medium	Low
Building Control	Low	High	Low
Roading	Medium	Low	Medium
Solid Waste	Medium/Low	Medium/High	Low
Water	Low	High	Low

The funding proportions outlines in this table represent the Council's desired consolidation intention over the ten 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.

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 \$4,150 per rating unit.

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 Chief Financial Officer is responsible for monitoring and managing liquidity by:

- Forecasting, monitoring and managing daily cash activities.
- Ensuring liquidity to meet unexpected cash expenditure or revenue shortfalls.
- Arranging debt facilities and/or maintaining financial assets which can be readily converted to cash within a suitable time period.
- Having in place contingency plans to meet worst case scenarios.

All investments and borrowings arranged for liquidity management purposes are:

- Short term, having a maturity of 180 days or less.
- Are excluded from Council's Interest Rate Exposure Policy.
- Managed using interest rate contracts as appropriate and as detailed in the Interest Rate Exposure Policy.

9. CREDIT EXPOSURE

9.1 Objectives

The key credit management objectives are to:

- Prudently manage Council's credit exposures.
- Only borrow, invest and otherwise transact with approved parties with pre-determined limits as permitted by this policy.

9.2 Credit Management

Prudent credit management can reduce the risk of loss due to a party failing to meet its obligations.

- Council will only place investments with parties who have, at a minimum, a Standard and Poors A- rating.
- Financial derivative contracts will only be held with registered banks with a minimum Standard and Poors rating of A-.
- All parties with whom Council intends to conclude major contracts will be subject to credit checks and formal credit approval.

10. OTHER LIABILITIES

10.1 Current Liabilities

Current liabilities reflect those obligations, expressed in monetary terms, which the Council has to meet within the next twelve months. For day to day obligations for its operational and capital expenditure, the Council's policy is to pay such in full (or to the full extent of any contractual obligations) by due date. This eliminates any credit exposure or risk.

10.2 Contingent Liabilities

Council does not provide financial guarantees. However, other contingent liabilities may arise due to legal processes. These will be reported to Council as soon as they become apparent. Provision for the likely financial implications of these liabilities will be made in accordance with Council policy.

11. DELEGATIONS

The delegated authority in respect of Liability Management Policies is as follows:

Approvals required from Council

- Adoption of policies
- Amendments to policies in the case of identification of any material error or proposed changes that are significant rather than of a technical or typographical nature.

Day to day management of the policy is delegated as per councils Delegation Register.

12. REPORTING

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

POLICY ON PARTNERSHIPS WITH THE PRIVATE SECTOR

Introduction

The Local Government Act 2002 requires the Council to adopt a policy on Partnerships with the Private Sector (PPP).

This draft document provides the framework for entering into partnerships with the private sector, and includes the following:

- The circumstances in which the Council may provide funding and/or other resources.
- The consultation to be undertaken with respect to any proposal to provide funding and/or resources.
- What conditions are to be met before funding and/or resources will be provided.
- An outline of how the risks associated with the provision of funding and/or resources will be assessed and managed.
- An outline of the procedures for monitoring and reporting to the Council.
- An outline of how the Council will assess, monitor and report on the extent to which community outcomes are furthered by provision of funding and/or resources.

In accordance with the Local Government Act 2002, this draft policy has been prepared as part of the Annual Plan process, and following consultation, will be adopted to become effective for the year commencing 1 July 2003.

Meaning of Partnerships with the Private Sector

Section 107 (2) of the Local Government Act 2002 states the following:

In this section, partnership with the private sector means any arrangement or agreement that is entered into between 1 or more local authorities and 1 or more persons engaged in business; but does not include—

- (a) any such arrangement or agreement to which the only parties are —
 - (i) local authorities; or*
 - (ii) 1 or more local authorities and 1 or more council organisations; or**
- (b) a contract for the supply of any goods or services to, or on behalf of, a local authority.*

Conditions

The Council will enter into a partnership only where it expects that the partnership will help achieve the community outcomes or objectives in the 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 of any intellectual property.

Monitoring and Reporting

A private sector partner will be expected to report using GAAP (generally accepted accounting principles) appropriate to their type of financial entity and to allow auditing of financial and non-financial records as and when reasonably requested by the Council or a representative of the Council.

Monitoring and reporting requirements will vary, depending on the level of resources the Council is expending/investing/protecting and the nature of the partnership.

The following points may be considered:

- Measurable and auditable performance standards should be included where appropriate in partnership documents.
- Progress on agreed outcomes and objectives should be reported to the Council on a six-monthly basis.
- Quarterly or annual financial reports may be required.
- Transparency in the conduct and reporting of PPP activities should be emphasised, acknowledging the need to protect commercial confidentiality where appropriate.

Assessing, Monitoring and Reporting on Achievement of Community Outcomes

The Council's monitoring and reporting requirements in relation to any particular partnership will be tailored to reflect the significance of the proposal and the significance of resource allocated to the partnership.

The Council's monitoring and reporting requirements will be included in the written agreement with the private sector partner, and may include the following, as appropriate:

- A requirement for regular financial reports on the partnership project;
- A requirement for regular performance reports on the achievement by the partnership of the relevant community outcomes and any impacts on the social, economic, cultural and environmental 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

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
4. Mixed Residential/Commercial use properties where the owner/operator resides on the property

This policy will be reviewed at least every three years.

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 an 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 targeted rates for water, wastewater, and solid waste.
 Notwithstanding the above, groups whose primary purpose is to provide recreational, sporting or community services for children (under 18 years) may apply for a 100% remission of general rates. Any remission will apply to general rates only, not targeted rates for water, wastewater, and solid waste.
9. Gore and Districts Health will receive a 100% remission of rates on land that it owns or occupies and from which it provides health or related services. Any remission will apply to general rates only, not targeted rates for water, wastewater, and solid waste.

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.

PENALTIES

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.

MIXED RESIDENTIAL/COMMERCIAL USE PROPERTIES WHERE THE OWNER/ OPERATOR RESIDES ON THE PROPERTY

Objective

- The objective of the remission policy is to address the inequitable circumstance whereby a live in operator of a mixed use property is charged two sets of fixed charges, and one residential parks & reserves rate and one commercial parks & reserves rate as the property is divided into two separately used or inhabited parts (residential and commercial).
- A mixed use property is defined as a property where there is a commercial activity operating from within the residential dwelling. For example, a diary or a hairdressing business operating from the residential dwelling.
- This policy recognises that both parts are occupied by the same person and no separate party benefits from services provided by the Council

Conditions and Criteria

1. A mixed use property where the owner/operator of the commercial activity resides on the property, it is entitled to a remission of:
 - a. The second: UAGC, Wheelie bin rate (only one set of bins provided), Water rate and Wastewater and Stormwater rate on that property. It will not apply to the additional water rate and additional wastewater and stormwater rate.
 - b. Half the residential parks and reserves rate and half of the commercial parks and reserves rate on that property (where the part of the property valued commercial is in the 2nd or 3rd highest differential category for the parks and reserves commercial rate).
2. The live in owner/operator must sign an annual declaration confirming that they live on the property. This must be received by the Council prior to the commencement of the rating year.

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.

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.

SCHEDULE OF SPECIAL RESERVE FUND MOVEMENTS

(Note opening balance is at 1 July 2014)

		Opening balance \$,000	Additions	Withdrawals	Closing balance \$,000
(a) Special bequests					
A M A Dolamore	Maintenance and improvement of Dolamore Park	54	22	-	76
C A Coster	Provision or extension of amenities in Maitara area	343	141	-	484
Dolamore Trust	Purchase of Library Books	4	2	-	5
Dorothy Newman Trust	Maintenance and improvement of Gore Parks and Reserves	15	6	-	20
J H Dolamore	Maintenance and improvement of Gore Parks and Reserves	32	13	-	46
Latham Trust	Maintenance and improvement of Gore Parks and Reserves	70	29	-	99
(a) Special bequests Total		518	212	-	730
(b) Council created reserves					
Airport reserve	Funding future operations	14	-	-	14
Council wide asset replacement and maintenance reserves	Funding long term maintenance and replacement of Council assets	2,579	5,187	5,315	2,451
Creative New Zealand	Funding of cultural activities	2	-	-	2
Drainage contributions reserve	Funding additional connections to drainage network	19	-	-	19
Insurance excess reserve	Funding for self insurance of below ground assets	51	-	-	51
Long Term Plan reserve	Funding future iterations of long term plan	20	-	-	20
Maitara Initiatives Reserve	Funding future initiatives in Maitara	4	-	-	4
Otama water scheme	Funding capital works on Otama Water Scheme	293	620	398	515
Parks and Reserves development reserve	Funding future development requirements	145	-	-	145
Rural Halls Reserve	Funding future maintenance costs of rural halls	1	-	-	1
Rural Special Fund	Provision of amenities in rural areas of the District	410	168	-	578
Sister City reserve	Funding future sister city initiatives	9	-	-	9
Solid Waste operational maintenance reserve	Funding future maintenance requirements	10	-	-	10
Solid Waste recycling initiatives reserve	Funding enhancements to Council's waste minimisation initiatives	-	-	-	-
Urban Roding capital works reserve	Funding future urban roding capital works	10	-	-	10
Urban Roding rating reserve	Funding future urban roding operational works	-	-	-	-
Rural Roding reserve	Funding future rural roding works	182	-	-	182
Website Reserve	Funding future development of the Council website	10	-	-	10
Young Ambassador reserve	Funding future young ambassador initiatives	1	-	-	1
(b) Council created reserves Total		3,762	5,975	5,713	4,024
Grand Total		4,280	6,187	5,713	4,754

