

Leadership & Governance

Sub Activities:

Governance

General Management

Support Services

Goals

To provide leadership to the community, and to have in place a system of representation which is open and transparent to all; and which gives opportunities for participation in the democratic process.

Nature and Scope of Activity

The Kaikoura District Council is a territorial authority under the Local Government Act 2002, and has a mandatory legal requirement to provide representation of the community's interests by an elected Council. That Act has broadened Council's purpose to include promoting the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

This activity relates to the decision making process, overall management of the Council's daily functions, and the administration and support processes that ensure Council's policies are relevant, current, and are being implemented.

The Council consists of one mayor and seven councillors, each representing the district at large. During 2005/2006 it undertook a review of membership in preparation for the local government elections in October 2007, and no changes to the membership were made.

Effects on the Community

Every decision Council makes has an effect on the social, economic, environmental and cultural well-being of the community. It is Council's responsibility to ensure that this effect is a positive one, and one that promotes the lifestyle of all Kaikoura residents in a balanced, fair and equitable manner.

Community Outcomes

The following table highlights how Leadership & Governance contributes to the achievement of our Community Outcomes.

Community Outcome	How the Leadership & Governance Activity Contributes	Performance Measure
Sustainable Development	By influencing the shape of development by facilitating a coherent community vision, setting standards for development and coordinating with other agencies, and undertaking strategic land purchases where necessary to allow desirable developments	Development of a fully consulted Long Term Council Community Plan by June 2006, and reviewed every three years thereafter. Annual Plan to be prepared in the interim years.
		Implementation of the West End Town Centre Plan
	By providing for the needs of residents and tourists in a balanced and equitable way through appropriate planning and funding policies that are responsive to variations in the pace of private sector investment	All corporate and funding policies are reviewed every three years.
Quality Water and Wastewater Services	By planning for infrastructure to support anticipated development needs, including investigation into existing and future services	Asset Management Plans and future option reports incorporating anticipated development needs to be prepared not less than every three years
Safe, Efficient Transport Network	Meet the needs of the Kaikoura township for expansion by planning for the realignment of the State Highway behind Beach Road	Work with appropriate agencies to progress this issue
	By planning for a truck bypass diverting heavy traffic away from the urban area	Advocate to and work with the appropriate agencies involved in the process
	By requiring a user contribution to maintenance or development where roads or bridges serve only a small number of users	Development Contributions Policy to be developed, and reviewed not less than every three years
	By advocating for freight to be moved by rail instead of road	Total truck movements on Beach Road as assessed during Council's traffic counting programme

Community Outcome	How the Leadership & Governance Activity Contributes	Performance Measure
Safe, Efficient Transport Network	By advocating for engine braking restrictions to be extended from the Kaikoura township to include Oaro, Puketa and Rakautara	The number of complaints relating to engine braking noise occurring in these areas
Opportunities for Quality Education and Employment	Promote the availability of extended learning programmes and access to post-school education by pursuing partnership opportunities to provide tertiary and skills based training in Kaikoura	Contact with Industry Training Organisations resulting in certification courses being held in Kaikoura
	By establishing a working party to work with relevant organisations relating to education, which may support a review of education in Kaikoura	Working Party established to assess education issues in the district
	By working with relevant organisations to encourage the employment of school leavers and youth in long term, full time, meaningful employment (such as apprenticeships)	A reduction in the number of people aged 15-24 out of work
	Enable High School students graduate with skills for life, by encouraging the High Schools to add internships and courses in “life skills” to their programmes	The addition of “life skills” to the school programme
	By promoting student achievement and equal education opportunities for all residents of Kaikoura	The number of students graduating from High School with NCEA Level 2 or better.
A Quality Standard of Affordable Housing	By reviewing all activities and their funding to ensure that costs and benefits are equitably matched as between various sectors of the community, to reduce the impact of rates requirements on the residential householder	The impact of rates requirements on five sample residential properties

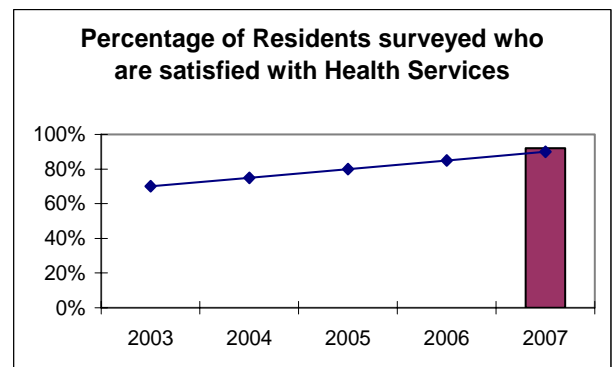
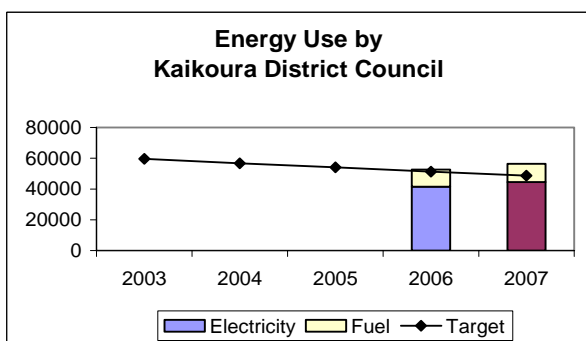
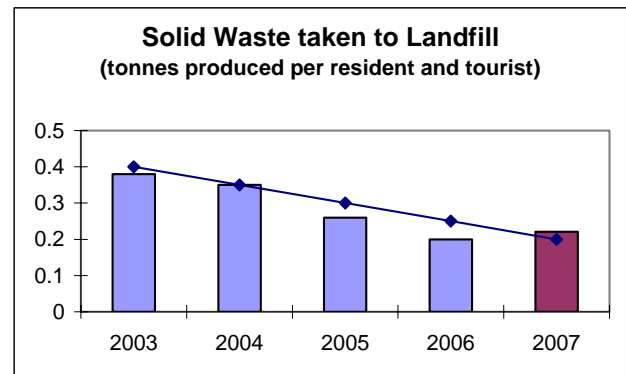
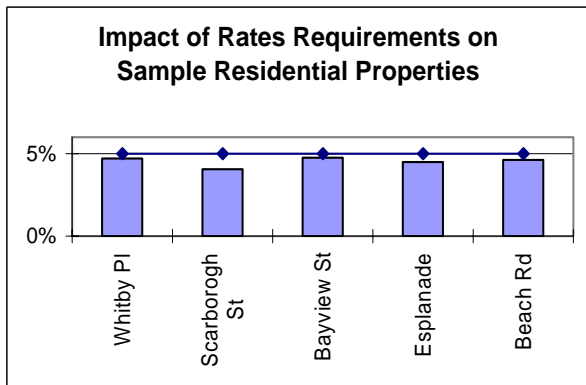
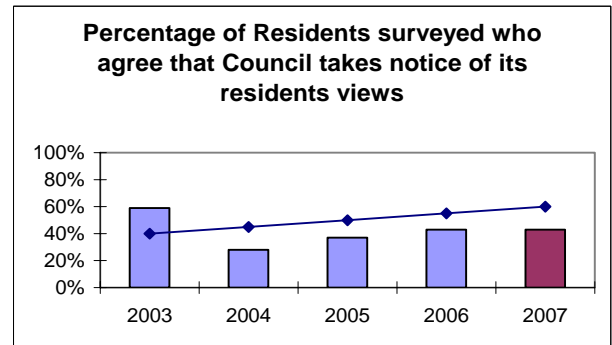
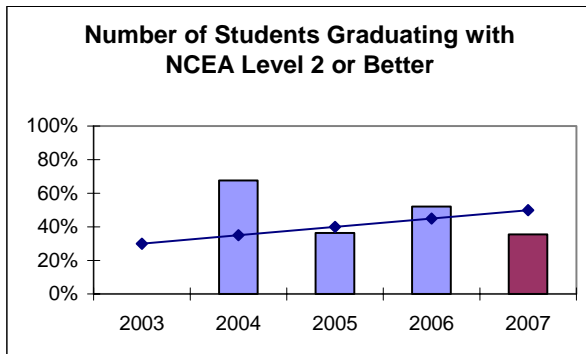
Community Outcome	How the Leadership & Governance Activity Contributes	Performance Measure
A Quality Standard of Affordable Housing	Plan for the construction and ownership of self-funding affordable housing units by developing partnerships with Housing NZ, and assessing the needs of the community.	Partnership agreement with Housing NZ in place, and funding confirmed
Environmental Protection and Enhancement	By ensuring that Council sets a good example in its own resource management practices	Council complies with the conditions of the consents it obtains
	Encourage sustainable management of resources throughout the community, by adopting and implementing a Zero Waste Policy	Solid waste taken to landfill per annum (tonnes per resident and tourist)
	Encourage sustainable management of resources throughout the community, by continually meeting Green Globe benchmarking standards	Green Globe certification status maintained
	Protect the land, sea, air and waterways by developing close partnerships with Te Runanga O Kaikoura, Environment Canterbury, Dept of Conservation, and other organisations, and through membership of the Kaikoura Coastal Guardian Group, to develop an effective plan for the protection of marine and coastal resources	Development and implementation of a management plan for the coastal area
	By ensuring the sustainable management of resources by promoting water conservation	Water conservation promotion published in community newsletter
	Implement Climate Change Protection Plans to reduce greenhouse gas emissions by 100% in organisational context and 60% in community contexts, over a 20 year period	Energy use by Kaikoura District Council

Community Outcome	How the Leadership & Governance Activity Contributes	Performance Measure
Environmental Protection and Enhancement	Protect the coastal areas from human waste, litter and inappropriate camping by developing and implementing a Freedom Camping Policy	Development of a Freedom Camping Policy
Affordable Access to Quality Community Facilities	By developing a multipurpose community facility consisting of indoor pool, indoor sports complex, museum, gymnasium, library, art gallery, meeting room, café, and local government offices	Facility constructed and opened
	By advocating for the retention and improvement of health services and facilities in Kaikoura	The percentage of residents surveyed who are satisfied with the provision of health services
Community Involvement in Planning the Future and Managing the Present	By improving communication and consultation processes with the community	Percentage of residents surveyed who agree or strongly agree that the Council takes notice of its residents' views
	By continually improving our working partnership with Iwi and Te Runanga O Kaikoura	Feedback from the Runanga as to the success of the partnership
	Increase levels of physical activity among the community by developing a coordinated community driven planning approach to sports and recreation	Establishment of a Kaikoura District Physical Activity Strategic Plan
	Improve planning quality by broadening consent procedures to include a wider range of representative views	Make up of Hearing and Applications committee consists of elected members, iwi and community members

Report on Performance

The results of each performance measure on the previous pages are shown here.

KEY: The line in each graph indicates the Council's desired trend, and for 2007 the Actual Target.



In addition, the following table reports those results that could not be represented in graphic form.

Performance Measure	Last Year	Target 2007-2009	Actual Result 2006/2007
Development of a fully consulted Long Term Council Community Plan by June 2006, and reviewed every three years thereafter. Annual Plan to be prepared in the interim years.	The 2006-2016 Community Plan was fully reviewed and adopted on 30 June 2006.	Completed within timeframes	The Annual Plan 2007/2008 was adopted on 29 June 2007.
Implementation of the West End Town Centre Plan	N/A	West End Development complete	The West End footbridge linking the amphitheatre to the foreshore has been completed. Plans have been finalised regarding the next stage of upgrading.
All corporate and funding policies are reviewed every three years.	These policies were fully reviewed as part of the 2006-2016 Community Plan process.	Completed within timeframes	N/A
Asset Management Plans and future option reports incorporating anticipated development needs, to be prepared not less than every three years	Asset Management Plans have been developed for infrastructural assets, these were updated in 2006.	Completed within timeframes	N/A
Work with appropriate agencies to progress the State Highway realignment behind Beach Road	N/A	Discussions held with Transit NZ	The Kaikoura Strategic Transport Study is being developed in partnership with Land Transport NZ. The outcomes of this study will provide for the future of the transport network, including consideration for state highway realignment and a truck bypass.
Advocate to and work with appropriate agencies involved in the process to plan for a truck bypass diverting heavy traffic away from the urban area.	N/A	Discussions held with Transit NZ	The Kaikoura Strategic Transport Study is being developed in partnership with Land Transport NZ. The outcomes of this study will provide for the future of the transport network, including consideration for state highway realignment and a truck bypass.

Performance Measure	Last Year	Target 2007-2009	Actual Result 2006/2007
Development Contributions Policy to be developed, and reviewed not less than every three years	This Policy was first adopted by Council on 30 June 2005, and reviewed in the Community Plan process	Completed within timeframes	N/A
Total number of complaints received relating to engine braking noise occurring in those areas with restrictions	N/A	No complaints received	No complaints received
Contract with Industry Training Organisations resulting in certification courses being held in Kaikoura	N/A	At least two NZQA certification courses held within the district	A semi-permanent skills course is pending, and the High School offers ITO courses for NZQA through Building Trades and Hospitality
Working party established to assess education issues in the district	N/A	The working party to provide its findings to Council within three years	No Council initiated working party has been established
A reduction in the number of people aged 15-24 out of work	N/A	SEEK coordinator employed	SEEK coordinator employed
The addition of "life skills" to the school programme	Yet to be initiated	Programme in place	Programme in place
Partnership agreement with Housing NZ in place, and funding confirmed, to provide for the construction of affordable housing units	N/A	Completed by December 2007, and six affordable housing units constructed by June 2009	Preliminary discussions with Housing NZ suggest the affordable housing units are not viable
Council complies with the conditions of the consents it obtains	N/A	100% compliance	83% compliance (43 out of 52 consents comply)

Performance Measure	Last Year	Target 2007-2009	Actual Result 2006/2007
Green Globe certification status maintained	Certified	Certified	Certified
Development and implementation of a management plan for the coastal area	The Runanga and Department of Conservation are currently leading the development of a coastal enrichment plan, which will progress to include the land and mountain ranges.	Management Plan is developed by June 2007	This is an ongoing process with Te Korowai o Te Tai o Marokura, who are not yet in a position to put proposals forward for public discussions.
Water conservation promotion published in community newsletter	Three Conserve Water notices and Water Saving Tips published in the Kaikoura Ketchup over the 2005/2006 summer period.	At least one water conservation promotion annually	Development of a booklet "Kaikoura Clues" promoting water conservation and other sustainable practices, distributed as an insert with rates assessments
Development of a Freedom Camping Policy	N/A	Policy developed by October 2006	Through an Environmental Services Committee meeting held on 18 th April 2007, Council resolved that a new policy was not required to manage independent camping on Council reserves
Construction of a multipurpose community facility consisting of indoor pool, sports complex, gymnasium, museum, library, art gallery, meeting rooms, café and local government offices	N/A	Detailed designs prepared that reflect each groups preferences by June 2007, construction commenced by December 2007	No physical progress has been made on this development.

Performance Measure	Last Year	Target 2007-2009	Actual Result 2006/2007
Feedback from the Runanga as to the success of the partnership	Very positive feedback received	Positive feedback	Positive feedback
Establishment of a Kaikoura District Physical Activity Strategic Plan	N/A	Established by June 2007	Plan is currently being developed
Make up of Hearings and Applications Committee consists of elected members, iwi and community members	New community representative appointed August 2005	3 elected members 2 Iwi representatives 2 community reps	There is a vacancy for a community representative

Level of Achievement

Council has managed to keep the rates increase for its benchmark residential properties 2006/2007 well below the 5% threshold set in its Community Plan, and has achieved this benchmark for each of the last four years.

Plans for the West End development have been finalised, and physical works are to commence in 2007/2008. Another new public toilet facility has been developed at the South Bay gateway; last year new toilets had also been developed at the northern end of Beach Road; and further toilet facilities are planned for 2007/2008 at Mangamaunu.

Council has actively been involved in consultation with the relevant members of the community on the following issues within the last financial year:

- West End businesses, regarding West End development needs
- Bayview Street residents, regarding the proposed upgrading of the Bayview St reserve
- Beach Road residents, regarding the location of new public toilets in that vicinity
- Public at large; Management plan for the Kowhai River/South Bay foreshore areas
- Public stakeholder workshops regarding the proposed new museum and library facilities
- Public at large; Kekeno Park management plan
- Mangamaunu residents and stakeholder groups; proposed Mangamaunu toilets
- Public meetings held in Oaro, Lynton Downs, Suburban School and Kekerengu regarding the provision of recycling facilities
- Public at large; Annual Plan 2007/2008
- Residents Satisfaction Survey
- Individual landowners, regarding increasing areas of native biodiversity
- Website www.kaikoura.govt.nz averages 12,891 unique visitors per month
- Open and participative dialogue with Te Runanga O Kaikoura on issues of mutual concern

All consultation has provided positive and constructive feedback, and is vital to Council making the right decisions for the community's best interests.

Cost of Service Statement: Leadership & Governance

FOR THE YEAR ENDED 30 JUNE 2007

	2007 BUDGET \$	2007 ACTUAL \$	2006 ACTUAL \$
Operating Expenses			
Governance	205,822	211,938	190,997
General Management	173,662	178,657	180,380
Corporate Services	2,835	57,335	21,695
GIS/Network Admin	(3,000)	(5,191)	(4,586)
Plant Unit	(16,096)	(14,446)	(11,833)
Works & Services Management	49,000	52,121	24,241
Loan Interest	4,032	4,183	4,183
Depreciation	45,111	43,330	39,468
	461,365	527,927	444,545
Funded by:			
User Fees & Charges	74,400	80,479	90,078
Grant Revenue	-	1,600	(25,000)
	74,400	82,079	65,078
Operating Surplus/(Deficit)	(386,965)	(445,848)	(379,467)
Capital Expenditure			
Corporate Services	9,500	7,836	3,132
GIS/Network Administration	3,000	25,267	4,586
Plant Replacement	16,096	3,420	14,941
Loan Principal	9,033	9,033	9,033
	37,629	45,556	31,692
Total to be Funded	424,594	491,404	411,159
Funded by:			
General Rates	379,484	387,736	359,378
Transfer from/(to) Reserves	-	60,338	12,313
Depreciation	45,111	43,330	39,468
	424,594	491,404	411,159

Capital Expenditure: Acquisition of Assets

Computer equipment and office furniture purchased during the year exceeded the budgeted provision; however funds were available from the office equipment special fund.