

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. Those elections saw the incumbent Mayor continue a second term, and the introduction of three new Councillors.

Effects on the Community

Every decision Council makes has an effect on the social, economic, environmental and cultural wellbeing 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, Peketa 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

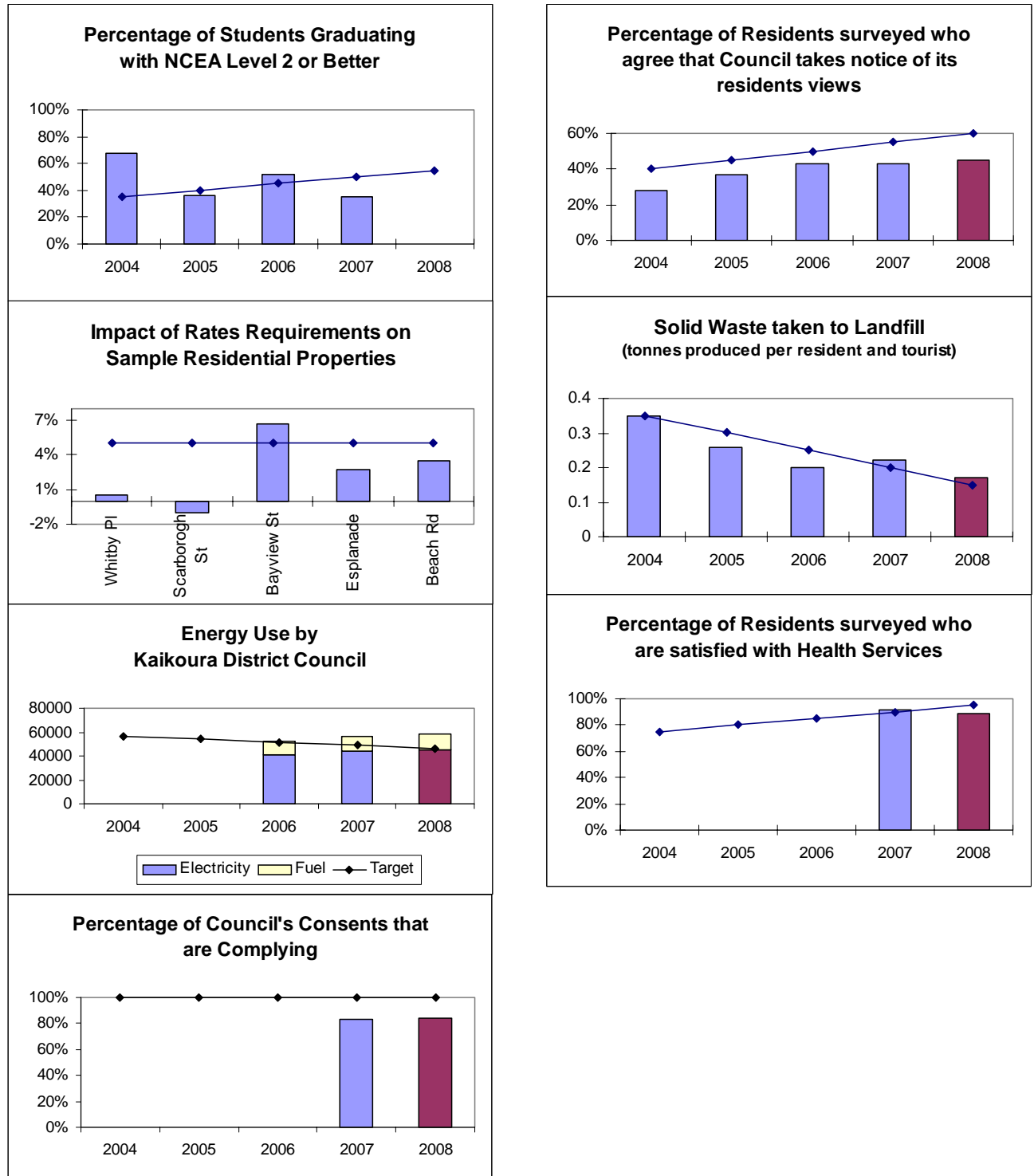
Community Outcome	How the Leadership & Governance Activity Contributes	Performance Measure
Environmental Protection and Enhancement	Protect the coastal areas from human waste, litter and inappropriate camping by developing and implementing a Freedom Camping Policy	Development of a Freedom Camping Policy
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

Note that Council did not collate information on the number of truck movements on Beach Road, in 2008.

Report on Performance

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

KEY: The line in each graph indicates the Councils desired trend, and for 2008 the Actual Target.



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

Performance Measure	Last Year	Target 2007/2008	Actual Result 2008
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 Annual Plan 2007/2008 was adopted on 29 June 2007.	Completed within timeframes	The Annual Plan 2008/2009 was adopted on 27 June 2008.
Implementation of the West End Town Centre Plan	The West End footbridge linking the amphitheatre to the foreshore has been completed.	West End Development complete	Plans have been finalised to resurface the West End footpath, and this project will be done in 2008/2009
All corporate and funding policies are reviewed every three years.	N/A	Completed within timeframes	These policies are due to be reviewed as part of the 2009-2019 Community Plan process.
Asset Management Plans and future option reports incorporating anticipated development needs, to be prepared not less than every three years	N/A	Completed within timeframes	Asset Management Plans are currently under review for incorporation into the Long Term Council Community Plan
Work with appropriate agencies to progress the State Highway realignment behind Beach Road	The Kaikoura Strategic Transport Study is being developed in partnership with Land Transport NZ.	Discussions held with Transit NZ	The Kaikoura Strategic Transport Study has been developed in partnership with Land Transport NZ, however the 25-year plan does not provide for a truck bypass to divert heavy traffic away from the urban area.
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.	The outcomes of this study will provide for the future of the transport network, including consideration for state highway realignment and a truck bypass.	Discussions held with Transit NZ	

Performance Measure	Last Year	Target 2007/2008	Actual Result 2008
Development Contributions Policy to be developed, and reviewed not less than every three years	N/A	Completed within timeframes	This policy is due to be reviewed as part of the 2009-2019 LTCCP review.
Total number of complaints received relating to engine braking noise occurring in those areas with restrictions	No complaints received	No complaints received	No complaints received
Contract with Industry Training Organisations resulting in certification courses being held in Kaikoura	A semi-permanent skills course is pending, and the High School offers ITO courses for NZQA through Building Trades and Hospitality	At least two NZQA certification courses held within the district	The Building Trade, Hospitality Assn and the Retail Industry Trade Organisations all support learning in Kaikoura, through unit standards toward qualifications
Working party established to assess education issues in the district	No Council initiated working party has been established	The working party to provide its findings to Council within three years	Education Kaikoura Working Group was established in 2007 and is a community-led process providing advice directly to the Min of Education
A reduction in the number of people aged 15-24 out of work	SEEK coordinator employed	SEEK coordinator employed	SEEK coordinator employed, 8 young people have been placed in fulltime employment or apprenticeships with her support
The addition of "life skills" to the school programme	Programme in place	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	Preliminary discussions with Housing NZ suggest the affordable family housing units are not viable	Continue discussions with Housing NZ, including a needs assessment for affordable housing units	An open application sits with HNZA for funding for family units should more funding become available

Performance Measure	Last Year	Target 2007/2008	Actual Result 2008
Green Globe certification status maintained	Certified	Certified	Certified
Development and implementation of a management plan for the coastal area	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.	Management Plan is developed by June 2007	Council is currently working with Te Korowai group to achieve wider input on the Management Plan.
Water conservation promotion published in community newsletter	Development of a booklet "Kaikoura Clues" promoting water conservation and other sustainable practices, distributed as an insert with rates assessments	At least one water conservation promotion annually	There have been several water conservation promotions, via rates inserts and the regular newsletter in the Kaikoura Star
Development of a Freedom Camping Policy	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	Policy implemented and enforced	Council has been actively involved in the development of national guidelines for freedom camping. The issues pertaining to freedom camping are being assessed and are currently managed via a Public Places Bylaw.
Construction of a multipurpose community facility consisting of indoor pool, sports complex, gymnasium, museum, library, art gallery, meeting rooms, café and local government offices	No physical progress has been made on this development.	Architectural designs prepared and detailed costings available	No physical progress has been made on this development.
Feedback from the Runanga as to the success of the partnership	Positive feedback	Positive feedback	Positive feedback

Performance Measure	Last Year	Target 2007/2008	Actual Result 2008
Establishment of a Kaikoura District Physical Activity Strategic Plan	Plan is currently being developed	Plan completed by June 2008	Plan adopted by Council in August 2008
Make up of Hearings and Applications Committee consists of elected members, iwi and community members	There is a vacancy for a community representative	3 elected members 2 Iwi representatives 2 community reps	There is a vacancy for a community representative

Level of Achievement

Plans for the West End development have been finalised, and physical works are to commence in 2008/2009. Another new public toilet facility has been developed, this at Kiwa Road, Mangamaunu; last year new toilets had also been developed at the South Bay gateway; and the year before new toilets were developed at the northern end of Beach Road.

Capital Expenditure: Acquisition of Assets

As staff numbers have increased over the last 12 months, so too has the need for more office furniture, new vehicles, and additional equipment.

Cost of Service Statement: Leadership & Governance

FOR THE YEAR ENDED 30 JUNE 2008

	2008 BUDGET \$	2008 ACTUAL \$	2007 ACTUAL \$
Operating Expenses			
Governance	247,734	256,491	211,938
General Management	189,047	193,850	178,657
Corporate Services	8,763	30,926	57,335
GIS/Network Admin	(2,000)	(5,362)	(5,191)
Plant Unit	(17,585)	(16,595)	(14,446)
Works & Services Management	60,000	39,194	52,121
Loan Interest	4,592	2,891	4,183
Depreciation	49,224	36,443	43,330
	539,775	537,838	527,927
Funded by:			
User Fees & Charges	112,060	90,121	80,479
Grant Revenue	-	-	1,600
	112,060	90,121	82,079
Operating Surplus/(Deficit)	(427,715)	(447,717)	(445,848)
Capital Expenditure			
Corporate Services	9,795	9,781	7,836
GIS/Network Administration	2,000	5,366	25,267
Plant Replacement	17,585	19,556	3,420
Loan Principal	6,911	-	9,033
	36,291	34,703	45,556
Funded by:			
General Rates	414,782	417,754	387,736
Transfer from/(to) Reserves	-	28,223	60,338
Activity Surplus/(Deficit)	(427,715)	(447,717)	(445,848)
Depreciation	49,224	36,443	43,330
	36,291	34,703	45,556