

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.

Measuring our Contribution to Community Outcomes

KEY: The line in each graph indicates the Councils desired trend, and for 2009 the Actual Target.

Outcome 1: Sustainable Development

Leadership and governance contributes to 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.

	Target 2008/2009:	Actual Result:
Development of a fully consulted Long Term Council Community Plan (LTCCP) by June 2006, and reviewed every three years thereafter. Annual Plan to be prepared in the interim years.	Long Term Council Community Plan to be adopted by 30 June 2009	The Long Term Council Community Plan 2009-2019 was adopted by Council on 30 June 2009
Implementation of the West End Town Centre Plan, which includes the provision of new paving, kerb and channel.	Complete new paving throughout the town centre	New paving was completed in December 2008
By providing for the needs of residents and visitors in a balanced and equitable way through appropriate planning and funding policies that are responsive to variations in the pace of private sector investment	Corporate and funding policies fully reviewed as part of the LTCCP process	Each of these policies were reviewed and adopted on 30 June 2009 as part of the LTCCP process

Outcome 2: Quality Water and Wastewater Services

	Target 2008/2009:	Actual Result:
By planning for infrastructure to support anticipated development needs, including investigation into existing and future services	Completed within timeframes	Each of these plans were reviewed and adopted on 30 June 2009 as part of the LTCCP process

Outcome 3: Safe, Efficient Transport Network

	Target 2008/2009:	Actual Result:
Meet the needs of the Kaikoura township for expansion by planning for the realignment of the State Highway behind Beach Road, working with appropriate agencies to progress this issue	Completion of the Strategic Transport Study for the Kaikoura district, and preparation of a joint NZTA – Council work plan to prioritise needs and attract funding for these, and other, projects.	The Kaikoura Strategic Transport Study has been accepted by Council. This document includes a priority list, which is currently being refined in conjunction with NZTA.
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		

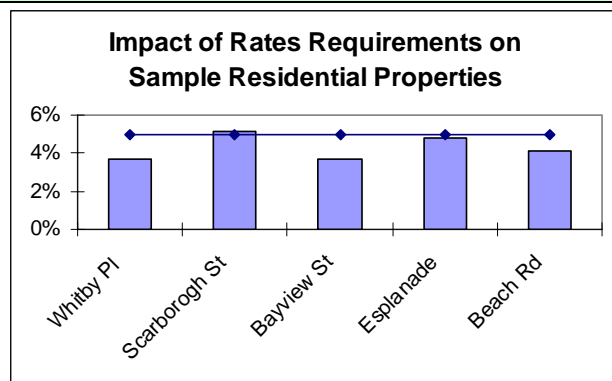
	Target 2008/2009:	Actual Result:
By requiring a user contribution to maintenance or development where roads or bridges serve only a small number of users, through the development contributions policy.	Development contributions policy to be reviewed as part of the LTCCP process	The development contributions policy was reviewed as part of the LTCCP process
By advocating for freight to be moved by rail instead of road, measured by the total truck movements on Beach Road as assessed during Council's traffic counting programme	No greater than 515 truck movements recorded during the traffic counting programme	704 truck movements were recorded.
<p><i>Outcome 4: Opportunities for Quality Education and Employment</i></p> <p>Leadership and governance contributes to this outcome by promoting the availability of extended learning programmes and access to post-school education, promoting student achievement, and encouraging the employment of school leavers and youth.</p>		
	Target 2008/2009:	Actual Result:
Pursue partnership opportunities to provide tertiary and skills based training in Kaikoura, including contact with Industry Training Organisations resulting in certification courses being held in Kaikoura	At least two NZQA certification courses to be held within the district.	Not achieved. No NZQA certification courses were held within the district.
By establishing a working party to work with relevant organisations relating to education, which may support a review of education in Kaikoura	Working party to provide its findings to Council	Education Kaikoura's Strategic Plan 2009-2025 has been completed and awaits comment from the Ministry of Education.
By working with relevant organisations to encourage the employment of school leavers and youth in long term, full time, meaningful employment (such as apprenticeships)	At least 10 people aged 15-24 are assisted to find work or relevant training	12 people are currently on SEEK programmes (Sustainable Education & Employment in Kaikoura)
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	Life skill programmes are in place	Years 7-10 have health programmes, and Year 12 students have access to a transition class.

	Target 2008/2009:	Actual Result:
By promoting student achievement and equal education opportunities for all residents of Kaikoura	A minimum of 55% of students graduating from High School have achieved NCEA Level 2 or better.	This data is no longer available from Ministry of Education due to the potential for individual students to be identified.

Outcome 5: A Quality Standard of Affordable Housing

Leadership and governance contributes to this outcome 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, and by planning for the provision of affordable housing.

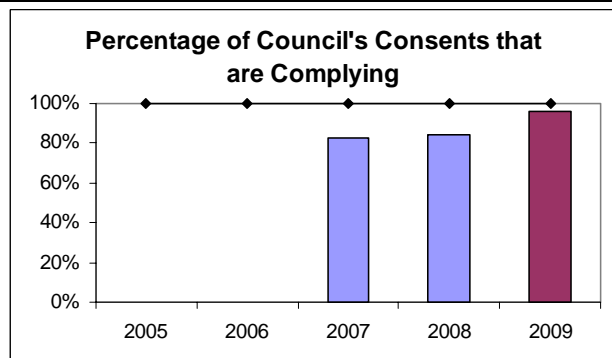
The impact of rates requirements should be less than a 5% rate increase per residential property, per annum.

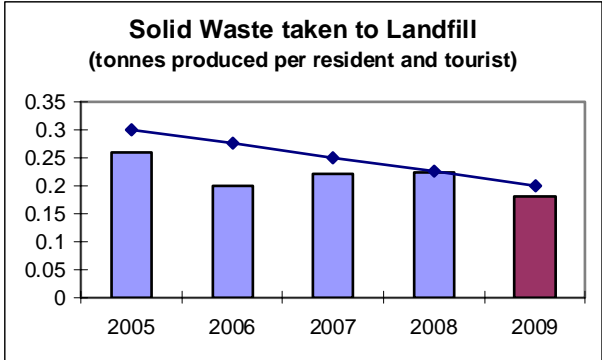
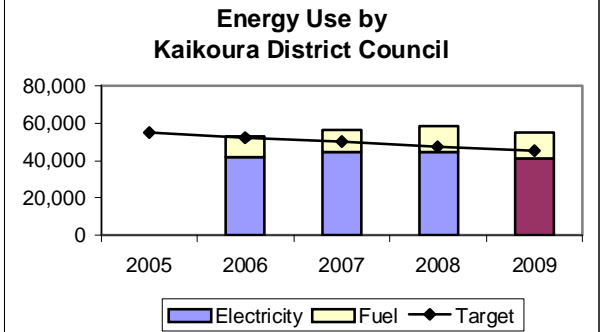


	Target 2008/2009:	Actual Result:
Plan for the construction and ownership of self-funding affordable housing units by developing partnerships with Housing NZ, and assessing the needs of the community.	Continue discussions with Housing NZ, including a needs assessment for affordable housing units	The application for funding assistance has been declined.

Outcome 6: Environmental Protection and Enhancement

Ensure that Council sets a good example in its own resource management practices by complying with the conditions of the consents it obtains.



<p>Encourage sustainable management of resources throughout the community, by adopting and implementing a Zero Waste Policy</p>	 <table border="1"> <caption>Solid Waste taken to Landfill (tonnes produced per resident and tourist)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>0.26</td> </tr> <tr> <td>2006</td> <td>0.20</td> </tr> <tr> <td>2007</td> <td>0.22</td> </tr> <tr> <td>2008</td> <td>0.22</td> </tr> <tr> <td>2009</td> <td>0.18</td> </tr> </tbody> </table>		Year	Value	2005	0.26	2006	0.20	2007	0.22	2008	0.22	2009	0.18												
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<p>Encourage sustainable management of resources throughout the community, by continually meeting Green Globe benchmarking standards</p>	<p>Green Globe certified</p>	<p>Certified.</p>																								
<p>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</p>	<p>Development and implementation of a management plan for the coastal area</p>	<p>Continual progress has been made with Te Korowai forming a strategy preparation committee following extensive community consultation</p>																								
<p>By ensuring the sustainable management of resources by promoting water conservation</p>	<p>Water conservation is promoted at least once annually</p>	<p>There have been several water conservation promotions, via the regular newsletter in the Kaikoura Star and inserts with rates invoices</p>																								
<p>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 – currently measured by Council’s own energy use.</p>	 <table border="1"> <caption>Energy Use by Kaikoura District Council</caption> <thead> <tr> <th>Year</th> <th>Electricity</th> <th>Fuel</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>-</td> <td>-</td> <td>55,000</td> </tr> <tr> <td>2006</td> <td>40,000</td> <td>10,000</td> <td>50,000</td> </tr> <tr> <td>2007</td> <td>45,000</td> <td>10,000</td> <td>48,000</td> </tr> <tr> <td>2008</td> <td>45,000</td> <td>10,000</td> <td>48,000</td> </tr> <tr> <td>2009</td> <td>40,000</td> <td>10,000</td> <td>45,000</td> </tr> </tbody> </table>		Year	Electricity	Fuel	Target	2005	-	-	55,000	2006	40,000	10,000	50,000	2007	45,000	10,000	48,000	2008	45,000	10,000	48,000	2009	40,000	10,000	45,000
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	Target 2008/2009:	Actual Result:
Protect the coastal areas from human waste, litter and inappropriate camping by developing and implementing a Freedom Camping Policy	Development and implementation of a Freedom Camping Policy	Council has been actively involved in the development of national guidelines for freedom camping. Freedom camping flier published and distributed in summer 2008/2009.

Outcome 7: Affordable Access to Quality Community Facilities

	Target 2008/2009:	Actual Result:
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	Museum and local government offices are constructed	A location for the museum is yet to be confirmed, and the council offices and library have been deferred indefinitely.

<p>By advocating for the retention and improvement of health services and facilities in Kaikoura, measured by the results of the resident satisfaction survey.</p> <p>This has only been measured for the last three years, and in that time has shown a slight downward trend in the levels of satisfaction. However, the current level of 88% satisfied remains very high.</p>	<p>Percentage of Residents surveyed who are satisfied with Health Services</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>90%</td> </tr> <tr> <td>2006</td> <td>90%</td> </tr> <tr> <td>2007</td> <td>90%</td> </tr> <tr> <td>2008</td> <td>90%</td> </tr> <tr> <td>2009</td> <td>88%</td> </tr> </tbody> </table>	Year	Percentage	2005	90%	2006	90%	2007	90%	2008	90%	2009	88%
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Outcome 8: Community Involvement in Planning the Future and Managing the Present

<p>By improving communication and consultation processes with the community, measured by the results of the resident satisfaction survey.</p> <p>Over the last five years, steady improvement has been made in this area, reflecting the significant emphasis Council has made on encouraging community participation in decision making.</p>	<p>Percentage of Residents Surveyed who Agree that Council Takes Notice of its Residents Views</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>38%</td> </tr> <tr> <td>2006</td> <td>42%</td> </tr> <tr> <td>2007</td> <td>45%</td> </tr> <tr> <td>2008</td> <td>48%</td> </tr> <tr> <td>2009</td> <td>55%</td> </tr> </tbody> </table>	Year	Percentage	2005	38%	2006	42%	2007	45%	2008	48%	2009	55%
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	Target 2008/2009:	Actual Result:
By continually improving our working partnership with Iwi and Te Runanga O Kaikoura, measured by feedback from the Runanga as to the success of the partnership	Positive feedback	Very positive feedback received; see p166 for the actual feedback
Increase levels of physical activity among the community by developing a coordinated community driven planning approach to sports and recreation	Implementation of the Kaikoura District Physical Activity Strategic Plan	The Kaikoura Physical Activity Plan was adopted in August 2008, and funding has been secured to employ a sports coordinator.
Improve planning quality by broadening consent procedures to include a wider range of representative views, through the membership of the Hearings & Applications committee.	3 elected members 2 Iwi representatives 2 community reps	There is a vacancy for a community representative

Level of Achievement

Council continues to demonstrate excellent collaborative leadership to its community, and in partnership with many other organisations within the district, has achieved almost all of the performance targets for the year.

Capital Expenditure: Acquisition of Assets

Minimal capital expenditure has been incurred in the year.

Cost of Service Statement: Leadership & Governance

FOR THE YEAR ENDED 30 JUNE 2009

	2008/2009 BUDGET	2008/2009 ACTUAL	2007/2008 ACTUAL
	\$	\$	\$
Operating Expenses			
Governance	224,301	232,047	256,491
General Management	190,861	205,335	193,850
Corporate Services	10,502	23,788	30,926
GIS/Network Admin	(2,058)	(99)	(5,362)
Plant Unit	(19,436)	(17,378)	(16,595)
Works & Services Management	90,000	29,812	39,194
Loan Interest	2,368	2,470	2,891
Depreciation	27,846	35,727	36,443
	524,385	511,702	537,838
Funded by:			
User Fees & Charges	120,660	61,315	90,121
Grant Revenue	-	-	-
	120,660	61,315	90,121
Operating Surplus/(Deficit)	(403,725)	(450,387)	(447,717)
Capital Expenditure			
Corporate Services	9,500	1,132	9,781
GIS/Network Administration	2,058	99	5,366
Plant Replacement	19,436	-	19,556
Loan Principal	8,290	8,290	-
	39,284	9,521	34,703
Funded by:			
General Rates	415,163	414,846	417,754
Transfer from/(to) Reserves	-	9,335	28,223
Activity Surplus/(Deficit)	(403,725)	(450,387)	(447,717)
Depreciation	27,846	35,727	36,443
	39,284	9,521	34,703