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## Activity Group Six Leadership & Governance

- Community Representation
- Maori Liaison
- Economic Development

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# COMMUNITY REPRESENTATION

## ACTIVITY MANAGEMENT PLAN

### 1.0 INTRODUCTION

### 1.1 BACKGROUND – OVERVIEW OF ACTIVITY AND COUNCILS INVOLVEMENT

The emphasis for local authorities under the Local Government Act 2002 has moved significantly towards participatory democracy, community outcomes, and consultation. As a result, community representation will play an even greater role in the governance and maintenance of Council processes, bringing all Council functions together.

As a unit of local government the Council is required to provide for the District's democratic representation, and overall governance and administration, for and on behalf of all the residents within the district.

Under Community Representation are the sub-activities of Council Consultation and Reporting, Council Remuneration, and Council Support. For the purpose of this Plan, Council Support has been expanded to include:

- Elections
- Governance Structure
- Elected Member's roles and the Code of Conduct
- Policies
- Official Information Act requests
- Annual Report
- Wairoa District Council Long Term Community Plan

For each of these sub-activities the Council is also required, under the Local Government Act 2002, to outline any significant negative effects they may have on the social, economic, environmental, or cultural well being of the District.

The Wairoa District is represented, following triennial elections, by a Council of Mayor and six representatives elected at large.

In consultation with the community, the Council is required to review its representation arrangements and recommend the outcome of consultation to the Local Government Commission in 2009 for the 2010 elections. The Council and the community will also review the need for Maori representation, and the form of electoral system to be adopted.

Council's long-term leadership focus is to work with the community to assist them to achieve their vision for the future. Council believes the quality of representation, and the sustainability of the District, as critical outcomes to be achieved.

For detailed information on Council's roles and responsibilities and a detailed overview, refer to the Wairoa District Council's

- Local Governance Statement 2007
- Code of Conduct, and
- Consultation Policy

The above documents are available on Council's website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz) or on request from the Administration Offices, Queen Street, Wairoa.

## 1.2 COMMUNITY OUTCOMES TO WHICH THE ACTIVITY CONTRIBUTES & HOW IT CONTRIBUTES

Community Outcomes	How the Activity Contributes
<ul style="list-style-type: none"> <li>Facilitates achievement of all outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>By ensuring effective representation and democratic processes are in place so as to encourage community participation in the decision-making for and on behalf of the district community.</li> <li>By ensuring that the district is able to benefit from its available resources through sustainable economic growth and improving social and environmental standards, whilst also valuing our many cultural attributes.</li> <li>By ensuring the district has both personal and financial security through economic and social initiatives and recognition of our inherent cultural and environmental attributes and the implementation of appropriate policies to ensure their growth and sustainability.</li> <li>By ensuring there are effective communication and transport links throughout the district so as to enable all people to participate and contribute to the affairs of the district, and to support sustainable social and economic growth.</li> </ul>

	<ul style="list-style-type: none"> <li>By ensuring that policies and rules encourage positive attitudes and sustainable initiatives for economic, environmental, and social growth, and multi-cultural strengths, within our district.</li> </ul>
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## 1.3 ACTIVITY GOAL AND PRINCIPAL OBJECTIVES

Community Representation activity goals are:

- a) To ensure participation in the provision of effective representation and governance for and on behalf of the District.
- b) To ensure the provision of triennially elected Council of one Mayor and six representatives.
- c) To ensure people participate in the decision-making processes of the elected Council and regular opportunities are provided for community involvement and participation.
- d) To ensure Council and Councillor Representatives' roles are effectively and efficiently performed in the best interests of the whole community.
- e) To ensure the effective and efficient servicing of the Council.
- f) To ensure the timely provision of advice and understanding on issues relevant to Maori and Tangata Whenua.

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- g) To ensure the provision of continuing support and resources to community specific functions and ceremonies and the encouragement of community participation.

Council's principal objectives are:

- a) To ensure people are able to participate in and contribute to the representation and electoral process.
- b) To provide opportunities for the review of both the basis for representation and the electoral system that would best meet the requirements of the District.
- c) To provide adequate opportunities and capacity for the community to participate in the decision-making processes of the Council.
- d) To provide appropriate opportunities, resources and capacity for Maori to effectively participate in the overall decision-making process and to ensure that issues relevant to Maori can be addressed.
- e) To have in place protocols and partnerships as appropriate to enable the public to continue to support and respect the recognised civic objectives and ceremonies.

#### 1.4 HOW DO COMMUNITY OUTCOMES LINK TO WHAT YOU PAY?

Council manages a process for the Community to identify its desired Outcomes and that process is described in more detail elsewhere in this LTCCP. Having identified the desired outcomes the Council, in consultation with the community,

decides how it will contribute to those outcomes. It is not all about Council, with some outcomes delivered by other organisations, however, for each Outcome there will be an Activity of Council that contributes in some way.

Having decided what Activities it needs to be involved with, or what services it needs to provide, Council establishes the objectives it has for those Activities or services (refer Sections 1.2 & 1.3, above).

The goals and principal objectives identified in Section 1.3 form the basis of our statements of Level of Service, which are detailed in Section 2, below.

There is a cost associated with delivering the Levels of Service described and those costs are what are presented in the 10 year budgets in Sections 4.3, 6.0 & 7.0.

Council also determines who should carry the cost. For the Pensioner Housing Activity funding is sourced from rentals and general rates which is described more fully in Section 8.

Council achieves different aspects of the Community Representation Activity primarily through the engagement of Contracts with service providers as listed in Section 3.

**2.0 LEVELS OF SERVICE, PERFORMANCE MEASURES AND RELATIONSHIPS TO COMMUNITY OUTCOMES**

(Unless otherwise stated the performance measures for years 1-3 are the same as those for years 4-10)

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Targets & Measures	Management Performance Measures
<p><b>The Community Outcomes to which this activity primarily contributes are:</b></p> <p>(All Outcomes)</p> <p>A Strong Prosperous And Thriving Economy.</p> <p>A Safe and Integrated Transport System.</p> <p>A Community That Values And Promotes Its Culture And Heritage.</p> <p>Safe And Accessible Recreational Facilities.</p> <p>Supportive, Caring And Valued Communities.</p> <p>Strong District Leadership And A Sense Of Belonging.</p> <p>A Safe And Secure Community.</p> <p>A Life Time Of Good Health And Wellbeing.</p> <p>An Environment That Is Appreciated, Protected And Sustained For Future Generations.</p> <p><b>The ways in which the</b></p>	<p>Access</p>	<p>Opportunities are provided to the public to address Council on any matter through public forums and submissions.</p>	<p>Business conducted in confidence is kept to a minimum, and where decisions are deemed to not be of a sensitive nature, confidential items are released as public information.</p>	<p>Meetings of Council are scheduled, advertised, and conducted on the advertised day.</p> <p>Elected representatives attend all meetings of Council, and where they are absent; a formal leave of absence has been applied for prior to the meeting.</p>

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Targets & Measures	Management Performance Measures
<p><b>activity contributes towards the achievement of these Outcomes include:</b></p> <p>Ensuring effective representation and democratic processes are in place so as to encourage community participation in the decision-making for and on behalf of the district community.</p> <p>Ensuring that the district is able to benefit from its available resources through sustainable economic growth and improving social and environmental standards, whilst also valuing our many cultural attributes.</p> <p>Ensuring the district has both personal and financial security through economic and social initiatives and recognition of our inherent cultural and environmental attributes and the implementation of appropriate policies to ensure their growth and sustainability.</p> <p>Ensuring there are effective communication and transport links throughout the district so as to enable all people to participate and contribute to the affairs of the district, and to support sustainable social and economic growth.</p>	Quality	Council will promote and maintain ethical standards.	<p>Council's Code of Conduct, Policies, and other such documentation are available to the public on request and/or from Council's website.</p> <p>Council activities meet legislative requirements.</p>	<p>Council's Governance Statement is clear, understandable, and in line with current practice.</p> <p>Codes and policies cover all legal requirements and standards for Councillor's staff, and contractors.</p> <p>Council's Policy Manual is up-to-date.</p> <p>Council formally adopts significant changes and/or amendments to policy following review.</p>
<p>Ensuring the district has both personal and financial security through economic and social initiatives and recognition of our inherent cultural and environmental attributes and the implementation of appropriate policies to ensure their growth and sustainability.</p> <p>Ensuring there are effective communication and transport links throughout the district so as to enable all people to participate and contribute to the affairs of the district, and to support sustainable social and economic growth.</p>	Leadership	Council will demonstrate leadership to the community as a whole, to its electors, stakeholders, and within the organisation.	<p>The roles of Councillor's, the Chief Executive Officer and all other Officers of the Council are clearly defined.</p> <p>Lines of accountability and delegation are defined.</p>	<p>Corporate structures ensure that planning, standards, performance management, internal controls and communications are consistently applied across the Council.</p> <p>Council's vision acknowledges both community priorities and Council's strategy.</p> <p>Leadership is open to self-criticism, challenge, and review via mechanisms such as surveys.</p> <p>Potential problems between politics and management, councillors and officers, and clients and contractors, are minimised.</p> <p>Senior Managers engage openly and honestly with staff and internal communication is regular.</p> <ul style="list-style-type: none"> <li>• Staff Newsletters</li> <li>• Staff Meetings</li> </ul>

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Targets & Measures	Management Performance Measures
<p>Ensuring that policies and rules encourage positive attitudes and sustainable initiatives for economic, environmental, and social growth, and multi-cultural strengths, within our district.</p>	<p>Consultation</p>	<p>Council will communicate clearly and informatively with, and on behalf of, the ratepayers, tangata whenua, and stakeholders of the Wairoa District.</p> <p>The interests of the District will be represented at all levels, including Government, their agencies, and other local authorities.</p> <p>Council will make decisions openly, in a timely manner, and communicate decisions effectively.</p>	<p>No complaints are upheld against Council for not publicly consulting via the special consultative procedure when it was legally required to do so.</p> <p>Opportunities are provided for community groups, ratepayers, tangata whenua and stakeholders to fully participate in consultation and the development and fostering of community outcomes.</p>	<p>Council will monitor and regularly review its progress in monitoring quality, reviewing services, and the quality of its reviews and progress in implementing planned improvements.</p> <p>Council is able to make changes and apply learning as a result, leading to demonstrably improved service and/or governance outcomes.</p> <p>Continue to develop and maintain a strong relationship with Tangata Whenua by providing for the ongoing support and involvement of the Maori Committee.</p> <p>Consultation provides understanding of the needs of the different and diverse communities of the district.</p>
	<p>Cost and Funding</p>	<p>Council will manage community representation activities in a financially viable manner.</p>	<p>The cost related to this activity did not exceed the approved budget.</p>	
	<p>Customer Service and Satisfaction</p>	<p>Customers are happy with Mayor and Councillors, and Council staff performance.</p>	<p>Mayor and Councillors “not very good or poor” rating in annual survey is less than 10%</p> <p>Council staff “not very good or poor” rating in annual survey is less than 10%</p>	<p>With the exception of public holidays, Council offices will be open Monday through Friday 9:00am – 4:30pm</p> <p>Response times to customer enquiries will be as follows:</p> <ul style="list-style-type: none"> <li>• Telephone calls (1 working day)</li> <li>• Reception (15 minutes)</li> </ul>

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<b>Community Outcomes</b>	<b>Service Category</b>	<b>Proposed Future Levels Of Service</b>	<b>Customer Performance Targets &amp; Measures</b>	<b>Management Performance Measures</b>
				<ul style="list-style-type: none"><li>• Letters, faxes, e-mail, submissions (8 working days)</li></ul>

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### 3.0 **THE EXISTING SITUATION**

The Council is elected to make decisions for the good governance of the District at meetings of the Council and any committees appointed by the Council for various purposes. As the local authority for the Wairoa District, the Council exercises a range of operational and regulatory powers, function and duties in accordance with its legal responsibilities and the public's expectations. Expenditure on this activity includes provision for meetings of the Council and committees, salaries, meeting expenses, public notices, and associated expenses.

Council's long-term leadership focus is to work with the community to assist them to achieve their vision for the future. Council believes the quality of representation, and the sustainability of the District, as critical outcomes to be achieved.

While the quality of representation, its processes and understandings, are constantly being reviewed both statutorily and as best practice, the issue of sustainable development is long term, and has its roots in the minds and actions of the communities it serves.

Council's decisions will reflect the principles of sustainable development that is meeting the needs of existing communities without compromising the ability of future generations to meet their own needs.

The Local Government Act 2002 requires local authorities to take a sustainable development approach to the social, economic and cultural well being of people and communities; and to maintain and enhance the quality of the environment; and the reasonably foreseeable needs of future generations.

One of the on-going challenges of leadership is the need to focus on seeking to understand the needs of our diverse rural, urban and Maori communities so that we can provide good representation aimed at achieving the community's vision of the future.

While there is clear benefit to be gained for the district's communities, Council will continue to seek partnerships and alliances with Maori, organisations, agencies, and neighbouring councils.

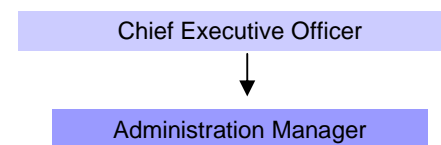
### 4.0 **MAINTENANCE AND OPERATING**

#### 4.1 **HOW OWNED**

The activity of Community Representation is owned by the whole community and reflects the overall aspirations of the community.

#### 4.2 **HOW MANAGED AND CONTROLLED**

The activity of Community Representation sits within the Administration Department.



The Administration Manager reports directly to the Chief Executive Officer.

### 4.3 ESTIMATED COSTS NEXT TEN YEARS

The operating cost projections for the next 10 years are shown below:-

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditure</b>										
Operational Costs	374,700	413,808	408,937	421,442	482,388	442,524	453,841	505,303	431,736	489,848
Interest	-	-	-	-	-	-	-	-	-	-
Overhead Allocation	796,300	817,600	821,800	955,500	929,300	962,000	1,026,100	1,001,800	1,093,369	1,108,000
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	<b>1,171,000</b>	<b>1,231,408</b>	<b>1,230,737</b>	<b>1,376,942</b>	<b>1,411,688</b>	<b>1,404,524</b>	<b>1,479,941</b>	<b>1,507,103</b>	<b>1,525,105</b>	<b>1,597,848</b>
<b>Activity Income - Service Charges</b>	-	22,180	-	-	23,760	-	-	25,340	-	-
Less depreciation not funded	-	-	-	-	-	-	-	-	-	-
<b>Net Cost of Service</b>	<b>1,171,000</b>	<b>1,209,228</b>	<b>1,230,737</b>	<b>1,376,942</b>	<b>1,387,928</b>	<b>1,404,524</b>	<b>1,479,941</b>	<b>1,481,763</b>	<b>1,525,105</b>	<b>1,597,848</b>

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## 5.0 FUTURE DEMAND

It is envisaged that there will be future demands for wider representation and greater public participation opportunities in the overall governance and decision-making processes. This will include specific provision for Maori representation and also the resourcing and capacity building for Maori to enable them to effectively participate in the process.

There is an opportunity for specific Maori representation to be provided through the establishment of Maori wards and elected representatives. The earliest that Maori wards could be established would be in 2009 following public consultation for the 2010 elections.

The most significant funding demands for this activity are envisaged to be within the areas of:

- Community consultation and participation
- Maori capacity building
- New policy development
- Employment and youth initiatives
- Election costs
- Elected Members Remuneration (set by the Remuneration Authority)

The cost of Community Representation is supported by the Chief Executive in ensuring Council is in a position to respond to new initiatives imposed either through central government's current and future policies and/or the district's economic development.

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## 6.0 NEW CAPITAL EXPENDITURE

The proposed new capital works programme for the next ten 10 years is shown in the table below:-

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Capital Expenditure</b>										
<b>New Capital</b>	-	-	-	-	-	-	-	-	-	-

No New Capital Expenditure projects are programmed for the term of this Long Term Community Council Plan 2009 – 2019.

## 7.0 RENEWALS CAPITAL EXPENDITURE

The table below indicates the proposed future renewals programme

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Capital Expenditure</b>										
<b>Renewals</b>	-	-	-	-	-	-	-	-	-	-

No Renewals Capital Expenditure projects are programmed for the term of this Long Term Community Council Plan 2009 – 2019.

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## **8.0 FUNDING THE ANNUAL NET COST – ‘WHO PAYS’**

The benefits for this activity accrue evenly to properties regardless of their value or size. Therefore, the activity is rated through the Uniform Annual General Charge, which is a charge on every separately used, or inhabited, portion of a rating unit in the District.

## **9.0 THE PROJECTED OVERALL FUTURE FINANCIAL SITUATION**

The projected overall financial situation for the next 10 years is shown in the table at the end of this Plan.

## **10.0 RESOURCE CONSENTS**

Not relevant to this activity.

## **11.0 DEMAND MANAGEMENT**

As the Local Government Act 2002 has placed increasing demands on Local Authorities, it is anticipated some additional resourcing will be needed to meet the requirements of the Act.

## **12.0 SIGNIFICANT NEGATIVE EFFECTS**

There are no significant negative effects caused by this activity, apart from the additional costs resulting from the requirements of the Local Government Act 2002.

## **13.0 SIGNIFICANT FORECASTING ASSUMPTIONS & UNCERTAINTIES**

The most significant assumptions and uncertainties that underlie the overall approach of this activity are essentially linked to the local political climate and likely effects of new legislation.

It is assumed that:

- Current level of service will remain the same in the short term.
- The current political climate will remain unchanged.
- The benefit and/or detriment of amalgamation with a neighbouring authority will be reviewed.
- There may be a review of the Local Government Act 2002, or another enactment affecting the operation of a local authority, which would require the Council to dramatically change Community Representation.

## **14.0 RISK MANAGEMENT**

Risk Management is about developing and implementing a philosophy that reflects the Council's approach to protecting the assets and information entrusted to us by our communities. Risk is inherent in everything we do and say, and it is inappropriate to attempt to avoid or minimise all risk that may eventuate.

Risk management considerations for this activity are minimal as statutory compliance is required by legislation and all procedures and processes have to be in accordance with the Local Government Act 2002, and the Local Electoral Act 2001.

## **15.0 SUSTAINABILITY & SUSTAINABLE DEVELOPMENT**

Council's Integrated Risk Management Framework provides the platform for moving towards sustainability and for demonstrating a sustainable development approach. Because risks in each area of Council's operations are assessed within the context of the 4 well-beings, we can be assured that we are addressing the most important impacts on the

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community, whether they are social, environmental, economic or cultural. By managing risks in this integrated way Council is moving towards a more sustainable position.

Sustainable development is embodied in Council's activities through legislation.

#### **16.0 BYLAWS**

As compliance is through statutes and Council policies, Bylaws are not applicable to this activity.

#### **17.0 IMPROVEMENT PLAN**

An improvement plan is not required for this activity.

**PROJECTED 10 YEAR FINANCIAL SUMMARY - COMMUNITY REPRESENTATION**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditure</b>										
Operational Costs	374,700	413,808	408,937	421,442	482,388	442,524	453,841	505,303	431,736	489,848
Interest	-	-	-	-	-	-	-	-	-	-
Overhead Allocation	796,300	817,600	821,800	955,500	929,300	962,000	1,026,100	1,001,800	1,093,369	1,108,000
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	<b>1,171,000</b>	<b>1,231,408</b>	<b>1,230,737</b>	<b>1,376,942</b>	<b>1,411,688</b>	<b>1,404,524</b>	<b>1,479,941</b>	<b>1,507,103</b>	<b>1,525,105</b>	<b>1,597,848</b>
<b>Activity Income - Service Charges</b>	-	22,180	-	-	23,760	-	-	25,340	-	-
Less depreciation not funded	-	-	-	-	-	-	-	-	-	-
<b>Net Cost of Service</b>	<b>1,171,000</b>	<b>1,209,228</b>	<b>1,230,737</b>	<b>1,376,942</b>	<b>1,387,928</b>	<b>1,404,524</b>	<b>1,479,941</b>	<b>1,481,763</b>	<b>1,525,105</b>	<b>1,597,848</b>
<b>Capital Expenditure</b>										
Renewals	-	-	-	-	-	-	-	-	-	-
New Capital	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Funding Required</b>	<b>1,171,000</b>	<b>1,209,228</b>	<b>1,230,737</b>	<b>1,376,942</b>	<b>1,387,928</b>	<b>1,404,524</b>	<b>1,479,941</b>	<b>1,481,763</b>	<b>1,525,105</b>	<b>1,597,848</b>
<b>Funded by:</b>										
Rate Income	1,171,000	1,209,228	1,230,737	1,376,942	1,387,928	1,404,524	1,479,941	1,481,763	1,525,105	1,597,848
Asset Sales	-	-	-	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>1,171,000</b>	<b>1,209,228</b>	<b>1,230,737</b>	<b>1,376,942</b>	<b>1,387,928</b>	<b>1,404,524</b>	<b>1,479,941</b>	<b>1,481,763</b>	<b>1,525,105</b>	<b>1,597,848</b>

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# MĀORI LIAISON

## ACTIVITY MANAGEMENT PLAN

### 1.0 INTRODUCTION

### 1.1 BACKGROUND – OVERVIEW OF ACTIVITY AND COUNCILS INVOLVEMENT

Māori are a specific community group identified in recent legislation, in particular the Local Government Act 2002, and the Resource Management Act 1991, for particular attention and involvement in public sector governance and management.

The purpose of the Māori Liaison Office is to provide advice to and, liaison with Council and its Committees, Council staff and the community in respect to their relationship with, and impact on Tangata Whenua. The long-term aim of the Wairoa District Council in respect to this activity is to enhance the capacity of the Māori community to participate in decision-making.

The Māori Liaison webpage: [www.wairoadc.govt.nz/culturecommunity/Maori/](http://www.wairoadc.govt.nz/culturecommunity/Maori/) can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

### 1.2 COMMUNITY OUTCOMES TO WHICH THE ACTIVITY CONTRIBUTES & HOW IT CONTRIBUTES

The provision of Māori Liaison activities to residents, ratepayers, and stakeholders, influences and contributes to Councils strategic goal of the provision of “Community Development and Participation”. In particular Māori

Liaison is an integral part of achieving the following specified outcome, “Communities that Value and Promote Their Unique Culture.’

Community Outcomes	How the Activity Contributes
<ul style="list-style-type: none"><li>A Community That Values and Promotes Its Culture and Heritage.</li></ul>	<ul style="list-style-type: none"><li>Tangata Whenua and Māori feel connected and part of the district's communities.</li><li>Māori have confidence in the decision-making process and are inspired to actively participate.</li></ul>

### 1.3 ACTIVITY GOAL AND PRINCIPAL OBJECTIVES

The principle goal of Māori Liaison is to provide qualified strategic and social policy advice on matters that impact on Tangata Whenua, and the wider Māori Community, to Council and Management in the pursuit of sound well-founded decisions.

The principal objectives of Māori Liaison are to ensure:

- All Council decisions on matters that impact on Tangata Whenua and the Māori Community are supported by robust analysis covering the four well beings.
- Decisions are evidence based, transparent and future focussed.
- Tangata Whenua and the Māori Community are included in Council decision-making processes.
- Decisions and policies of Council are clearly communicated publicly and internally regarding matters that impact on Tangata Whenua and the Māori Community.

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#### **1.4 HOW DO COMMUNITY OUTCOMES LINK TO WHAT YOU PAY?**

Council manages a process for the Community to identify its desired Outcomes and that process is described in more detail elsewhere in this LTCCP. Having identified the desired outcomes the Council, in consultation with the community, decides how it will contribute to those outcomes. It is not all about Council, with some outcomes delivered by other organisations, however, for each Outcome there will be an Activity of Council that contributes in some way.

Having decided what Activities it needs to be involved with, or what services it needs to provide, Council establishes the objectives it has for those Activities or services (refer Sections 1.2 & 1.3, above).

The goals and principal objectives identified in Section 1.3 form the basis of our statements of Level of Service, which are detailed in Section 2, below.

There is a cost associated with delivering the Levels of Service described and those costs are what are presented in the 10 year budgets in Sections 4.3, 6.0 & 7.0.

Council also determines who should carry the cost. For the Māori Liaison Activity funding is sourced from general rates which is described more fully in Section 8.

## 2.0 LEVELS OF SERVICE AND PERFORMANCE MEASURES AND TARGETS

(Unless otherwise stated the performance measures for years 1-3 are the same as those for years 4-10)

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Targets & Measures	Management Performance Measures
<p><b>The Community Outcomes to which this activity primarily contributes are:</b></p> <p>A Community That Values And Promotes Its Culture And Heritage.</p> <p><b>The ways in which the activity contributes towards the achievement of these Outcomes include:</b></p> <p>Tangata Whenua and Māori feel connected and part of the district's communities.</p>	Demand	Council will ensure effective representation is maintained.	The required number of nominated representatives are received within established time frames and appointments made to Council's Māori Committee	<p>Recommendations arising during Māori Committee meetings are included within the following Council meeting agenda.</p> <p>Council to nominate two Councillors as representatives of the Māori Committee.</p>
	Access	Opportunities are provided for Māori to address Council on policy, report, submissions, and any other Council related business.	No less than bi-monthly meetings of the Māori Committee are scheduled, advertised, and conducted on the advertised day.	<p>Councillors and staff are provided with opportunities to gain and understanding of tikanga and Wairoa to enhance Councils service provision.</p> <p>Opportunities are provided for the Māori Committee to gain an understanding of Council business and operations.</p> <p>Reports and advice are provided within agreed timeframes.</p>

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Targets & Measures	Management Performance Measures
Māori have confidence in the decision-making process and are inspired to actively participate.	Consultation	Council will ensure that whenever an option relating to any proposed decision involves a significant decision in relation to land or a body of water, it will take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.	<p>Māori Committee meetings, public meetings and special consultative meetings provide opportunities for Māori to contribute to the decision-making process.</p> <p>Consultation meetings and hui relating to Iwi, Hapu, Marae, and the wider community are scheduled as required.</p>	<p>Undertake investigations, research, collection and analysis of information on cultural, spiritual and economic needs of Tangata Whenua in their Marae/hapu/Iwi so as to enable the effective discharge of Councils statutory responsibilities.</p> <p>Provide assistance and guidance from a Māori perspective on policy and development issues undertaken by management and Council Committees.</p> <p>Tangata Whenua are actively involved in the design, implementation and evaluation of the consultation process.</p> <p>Advice and analysis is provided in a timely manner and can be supported by appropriate sources / references.</p> <p>Employees of Council are comfortable dealing with Māori and Māori issues.</p>
	Costs and Funding	Council will manage community representation activities in a financially viable manner.	Agreed levels of service are achieved within budget.	Budgets clearly defined and accounted for.

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Targets & Measures	Management Performance Measures
	Customer Service and Satisfaction	Council will respond to all enquiries, complaints, and identified issues in a timely manner.	<p>Council offices are open during the hours displayed.</p> <p>All complaints are responded to within established timeframes.</p>	<p>With the exception of public holidays, Council offices will be open Monday through Friday 9:00am – 4:30pm.</p> <p>Response times to customer enquiries will be as follows:</p> <ul style="list-style-type: none"> <li>• Telephone calls (1 working day).</li> <li>• Reception (15 minutes).</li> <li>• Letters, faxes, e-mail, submissions (8 working days).</li> </ul>

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### 3.0 **THE EXISTING SITUATION**

Council employs a full time Māori Liaison Officer, whose job exists to provide advice to and liaison between, the Council and its Committees, and Council staff and the community in respect to Council activities and their relationship with, and impact on, Tangata Whenua. The Council achieves this through liaison with the Wairoa District Council Māori Committee, and the provision of administration support to the committee.

Specific objectives relating to the establishment of a Māori Committee are:

- The employment of a Māori Liaison Officer
- The establishment of an effective Consultation Network System
- The development and implementation of effective consultation in respect to Resource Management Issues.

#### **Māori Policy**

The goal of Council's Māori Policy is to maintain a high commitment to effective communication and consultation with Tangata Whenua of the Wairoa District.

The Wairoa District Council are committed to the Māori Policy for the following reasons:

- 1) Recognition of the principles of the Treaty of Waitangi 1840. The Treaty provided the Crown with Governance/Kawanatanga rights, while actively protecting the tino rangatiratanga/full authority of Māori, in respect of their natural physical and metaphysical resources.
- 2) Legislative requirements of the Resource Management Act 1991. The Resource Management Act clearly expects consultation to be undertaken by those exercising responsibilities under the Act. Only

with an effective process of consultation can local authorities and the Crown meet their obligations as detailed in the Act.

The Resource Management Act 1991 clearly intends that Tangata Whenua should have a significant role in resource management and enables Tangata Whenua to take steps to protect Tribal Interests. The Resource Management Act 1991 provides, under certain conditions, for the transfer of functions by a local authority to a recognised Iwi Authority as defined in Section 2 of the Resource Management Act 1991.

The Council recognises the many and varied issues surrounding the ownership of Māori land, in particular the question of local authority rates. In order to address these issues the Council has developed a policy. The policy, known as the Whenua Rahui Register, works on the principle of the recognition of occasions when it would be unfair and/or unreasonable to collect rates from owners of Māori land due to varying circumstances.

There are currently 33 Marae operating in the Wairoa District. These Marae cater to the needs of individual hapu, and hapu groupings when required, thereby providing a platform for iwi representation. The Marae are administered by elected Trustees and are registered under Section 439 of the Māori Affairs Act 1953. Consultation with Marae is of vital importance when considering issues relating to a particular marae area.

The Māori Committee is an appropriate mechanism for Māori participation in decision-making but it doesn't preclude Māori using other avenues as appropriate to enhance that involvement. The Model Standing Orders for Meeting of Local Authorities and community Boards are the basis of committee meetings procedures. The Māori Committee can only recommend to Council

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particular courses of action or outcomes, except when Council have delegated the authority to the Committee to act on Council's behalf. The Māori Committees core involvement in Council decision-making will be through recommendation to Council on "policy and/or issues of significance".

Section 81 of the LGA02 outlines Contributions to decision-making process by Māori.

- 1) A local authority must:
  - a) Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and
  - b) Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and
  - c) Provide relevant information to Māori for the purpose of paragraphs a) and b).

This very clearly places a requirement on Council to have Māori participate in the decision-making processes. Council has open to it a range of mechanism by which participation in the decision-making processes can occur.

The Wairoa District Council Māori Standing Committee is representative of all marae/hapu of Kahungunu Ki Te Wairoa and those who sit on runanga, trust boards and incorporated farms within the Wairoa District. Whilst the Māori Committee is a direct link into decision-making processes, the role of the Māori Liaison Officer is seen as being a vital link in terms of capacity building and focussing the delivery of Council services to the Māori Community.

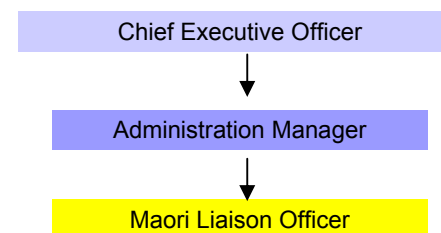
## **4.0 MAINTENANCE AND OPERATING**

### **4.1 HOW OWNED**

The Māori Liaison Activity sits within the Executive Department of Council.

### **4.2 HOW MANAGED AND CONTROLLED**

The delivery of Maori Liaison is provided by one full time staff member. The Maori Liaison Officer reports directly to the Administration Officer who in turn reports to the Chief Executive Officer. On occasion the Maori Liaison Officer will report directly to the Chief Executive Officer on issues pertaining to planning and resource consent.



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#### 4.3 ESTIMATED COSTS NEXT TEN YEARS

The operating cost projections for the next 10 years are shown below:-

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditure</b>										
Operational Costs	98,400	106,181	109,191	113,074	115,852	119,727	122,494	126,680	130,245	134,889
Interest	-	-	-	-	-	-	-	-	-	-
Overhead Allocation	21,900	22,300	21,400	26,200	25,300	26,500	28,800	28,300	29,100	32,300
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	<u>120,300</u>	<u>128,481</u>	<u>130,591</u>	<u>139,274</u>	<u>141,152</u>	<u>146,227</u>	<u>151,294</u>	<u>154,980</u>	<u>159,345</u>	<u>167,189</u>
<b>Activity Income (1)</b>										
Less depreciation not funded	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Net Cost of Service</b>	120,300	128,481	130,591	139,274	141,152	146,227	151,294	154,980	159,345	167,189

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## 5.0 FUTURE DEMAND

The future demand on this activity will be dictated by legislative requirements and the outcome of review of Council's Māori Policy. Of particular importance is the manner in which Council will adhere to the demands under the Local Government Act for a strong contribution by Māori in the decision-making process.

Under section 81 of the Local Government Act 2002, a local authority must:

- Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority, and
- Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority.

The expectation from the community that the Council will fully respond to this provision of the Act is not unexpected.

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## 6.0 **NEW CAPITAL EXPENDITURE**

The proposed new capital works programme for the next ten 10 years is shown in the table below:

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Capital Expenditure New Capital</b>	-	-	-	-	-	-	-	-	-	-

No New Capital Expenditure projects are programmed for the term of this Long Term Community Council Plan 2009 – 2019.

## 7.0 **RENEWALS CAPITAL EXPENDITURE**

The table below indicates the proposed future renewals programme:

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Capital Expenditure Renewals</b>	-	-	-	-	-	-	-	-	-	-

No Renewal Capital Expenditure projects are programmed for the term of this Long Term Community Council Plan 2009 – 2019.



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## 8.0 FUNDING THE ANNUAL NET COST – ‘WHO PAYS’

Council is committed to providing the best possible representation for the Māori Community and believes the services of an in-house Māori Liaison Officer and the continuance of the Māori Committee are vital to ensure a direct connection with the process of focussing the Council’s delivery of services to Māori. The benefits for this activity accrue evenly to properties regardless of their value or size as the result of effective Māori Liaison and equitable delivery of Council services to Māori will be the equal provision of all services to all members of the community. This activity, therefore, is rated through the Uniform Annual General Charge, which is a charge on every separately used, or inhabited, portion of a rating unit in the District.

## 9.0 THE PROJECTED OVERALL FUTURE FINANCIAL SITUATION

The projected overall financial situation for the next 10 years is shown in the table at the end of this Plan.

## 10.0 RESOURCE CONSENTS

While there are no projects of significance proposed for this activity that would require resource consents, Māori Liaison has a significant role in ensuring that Tangata Whenua perspectives, advice, and tikanga (cultural perspectives) are appropriately made into any planning and resource consent processes where applicable.

## 11.0 DEMAND MANAGEMENT

Māori, Tangata Whenua and Council are the key primary stakeholders of this activity. Māori Liaison manages these stakeholders’ demands for a robust analysis of the social, cultural, economic, and environmental impact of Council’s processes by:

- Establishing and maintaining processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority.
- Considering ways in which Council may foster the development of Māori capacity to contribute to the decision-making processes of the local authority.
- Ensuring that it has in place processes for consulting with Māori.

Māori Liaison needs to be monitored and evaluated on a regular basis. The impact of the Resource Management Act requires, at times, specialised skills on particular knowledge of Tangata Whenua and their tikanga. Continual assessment and analysis during the life of this plan is necessary to determine the resources required to service this activity.

## 12.0 SIGNIFICANT NEGATIVE EFFECTS

Potential significant negative effects rising from this activity are:

- Incorrect advice influencing decision-making.
- Over-consultation.
- Inter Iwi, Iwi/Community Groups, and Iwi/Council disputes may have a significant negative effect on the social well-being of certain sectors of the community.
- Limited resources to fully deal with legislative changes effectively and the heightened development of Tangata Whenua and community participation.

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### **13.0 SIGNIFICANT FORECASTING ASSUMPTIONS & UNCERTAINTIES**

In the immediate future, uncertainty exists around the legislative programme of Central Government and the volume of work it may impose on the Māori Liaison Officer. Assumptions include, but are not limited to:

- Greater community involvement in processes and decision making under the Local Government Act 2002 requiring an increase in demand on Māori Liaison time and resources.
- More submissions and a greater number of appeals under the Resource Management Act in the short to medium term.
- Fewer submissions and number of appeals under the Resource Management Act in the medium to long term with increased advocacy.
- An increased understanding of Māori and/or Tangata Whenua perspectives within Council and therefore more efficiently delivered to Māori and/or Tangata Whenua and lower cost related issues over the medium to long term with increased advocacy.
- A much enriched and harmonious community over the medium to long term.

### **14.0 RISK MANAGEMENT**

Risk Management is about developing and implementing a philosophy that reflects the Council's approach to protecting the assets and information entrusted to us by our communities. Risk is inherent in everything we do and say, and it is inappropriate to attempt to avoid or minimise all risk that may eventuate.

In order to align Council's activities with its obligations under the Local Government Act 2002, and community outcomes, there is a need to review the level of risk involved with the management of Māori Liaison.

### **15.0 SUSTAINABILITY & SUSTAINABLE DEVELOPMENT**

Council's Integrated Risk Management Framework provides the platform for moving towards sustainability and for demonstrating a sustainable development approach. Because risks in each area of Council's operations are assessed within the context of the 4 well-beings, we can be assured that we are addressing the most important impacts on the community, whether they are social, environmental, economic or cultural. By managing risks in this integrated way Council is moving towards a more sustainable position. Sustainable development is embodied in Council's activities through legislation.

### **16.0 BYLAWS**

There are no specific Bylaws controlling this activity.

### **17.0 IMPROVEMENT PLAN**

Not required for this activity.

**PROJECTED 10 YEAR FINANCIAL SUMMARY - MAORI LIAISON**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditure</b>										
Operational Costs	98,400	106,181	109,191	113,074	115,852	119,727	122,494	126,680	130,245	134,889
Interest	-	-	-	-	-	-	-	-	-	-
Overhead Allocation	21,900	22,300	21,400	26,200	25,300	26,500	28,800	28,300	29,100	32,300
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	<b>120,300</b>	<b>128,481</b>	<b>130,591</b>	<b>139,274</b>	<b>141,152</b>	<b>146,227</b>	<b>151,294</b>	<b>154,980</b>	<b>159,345</b>	<b>167,189</b>
<b>Activity Income (1)</b>										
Less depreciation not funded										
<b>Net Cost of Service</b>	<b>120,300</b>	<b>128,481</b>	<b>130,591</b>	<b>139,274</b>	<b>141,152</b>	<b>146,227</b>	<b>151,294</b>	<b>154,980</b>	<b>159,345</b>	<b>167,189</b>
<b>Capital Expenditure</b>										
Renewals	-	-	-	-	-	-	-	-	-	-
New Capital	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Funding Required</b>	<b>120,300</b>	<b>128,481</b>	<b>130,591</b>	<b>139,274</b>	<b>141,152</b>	<b>146,227</b>	<b>151,294</b>	<b>154,980</b>	<b>159,345</b>	<b>167,189</b>
<b>Funded by:</b>										
Rate Income	120,300	128,481	130,591	139,274	141,152	146,227	151,294	154,980	159,345	167,189
Asset Sales	-	-	-	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>120,300</b>	<b>128,481</b>	<b>130,591</b>	<b>139,274</b>	<b>141,152</b>	<b>146,227</b>	<b>151,294</b>	<b>154,980</b>	<b>159,345</b>	<b>167,189</b>

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# ECONOMIC DEVELOPMENT

## ACTIVITY MANAGEMENT PLAN

### 1.0 INTRODUCTION

#### 1.1 BACKGROUND – OVERVIEW OF ACTIVITY AND COUNCILS INVOLVEMENT

Economic Development refers to the enhancing of a community's growth and economic well-being. Council undertakes a range of activities in pursuit of economic development, with the objective of facilitating, promoting, fostering, and developing a dynamic and innovative economy in the Wairoa District by encouraging and assisting in the establishment, retention, and development of sustainable, new, and exciting business, industry and tourism opportunities.

The Council provides for this activity in response to the community's expectation that it do so. The Council recognises that promotion of Wairoa will benefit the economic, social, cultural, and environmental well-being of the District.

This activity includes economic development policy and strategic planning, visitor information services, and promotions.

The Economic Development, and Tourism, webpage [www.wairoadc.govt.nz/tourismeconomy/economic/](http://www.wairoadc.govt.nz/tourismeconomy/economic/) can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

#### 1.2 COMMUNITY OUTCOMES TO WHICH THE ACTIVITY CONTRIBUTES & HOW IT CONTRIBUTES

The provision of Economic Development, influences and contributes to Council's strategic goal of the provision of 'Community Development and Participation.' In

particular, economic development activities are an integral part of achieving the following specified outcome, A Strong Prosperous and Thriving Economy.

Community Outcomes	How the Activity Contributes
<ul style="list-style-type: none"><li>A Strong Prosperous and Thriving Economy.</li></ul>	<ul style="list-style-type: none"><li>The principal way in which the activity contributes towards the achievement of this outcome is by the Council maintaining a general overview of the trends in the economic well-being of the District – and, either alone or in conjunction with others, initiating action for its enhancement whenever potential opportunities come to its notice, and it is appropriate and practicable to do so.</li></ul>

#### 1.3 ACTIVITY GOAL AND PRINCIPAL OBJECTIVES

Council's goal is to provide an economic environment conducive to growth of a strong and diverse economy that enhances the community's values, resources, environment, and lifestyle. In order to achieve this goal, and defined community outcomes, Council will:

- Ensure transport and infrastructure planning is co-ordinated for each community.
- Ensure active participation in the Tairāwhiti Development Partnership, and achievement of key Partnership outcomes.
- Ensure Council plans and processes support the development of strategies for sustainable economic development.

- 
- d) Support programmes aimed at restoring the productivity of Māori Land and other marginal land types.
  - e) Ensure the local delivery of national business development programmes.
  - f) Encourage local networking and clusters.
  - g) Attract New Investment.
  - h) Continue to provide a Visitor information Centre.
  - i) Develop Visitor and Recreational Amenities.
  - j) Maintain funding support for Destination Marketing.
  - k) Ensure responsible environmental practices are encouraged.
  - l) Encourage enhancement of the town centre to ensure Wairoa retains an attractive retail centre.

## 2.0 LEVELS OF SERVICE AND PERFORMANCE MEASURES AND TARGETS

(Unless otherwise stated the performance measures for years 1-3 are the same as those for years 4-10)

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Measures & Targets	Management Performance Measures
<p><b>The Community Outcomes to which this activity primarily contributes are:</b></p> <p>A Strong Prosperous And Thriving Economy.</p> <p><b>The ways in which the activity contributes towards the achievement of these Outcomes include:</b></p> <p>Maintaining a general overview of the trends in the economic well-being of the District – and, either alone or in conjunction with others, initiating action for its enhancement whenever potential opportunities come to its notice, and it is appropriate and practicable to do so.</p>	<p>Demand (Including Quality)</p>	<p>The Council will promote the economic development of the District by:</p> <ul style="list-style-type: none"> <li>a) encouraging and assisting the establishment, retention and development of sustainable new and existing businesses;</li> <li>b) promoting new investments;</li> <li>c) identifying viable employment opportunities; and</li> <li>d) marketing business opportunities.</li> </ul> <p>Strong relationships will be developed with local business and other groups, and with the appropriate Government agencies.</p> <p>With the Gisborne District Council, Kahungunu ki te Wairoa, Te Runanga O Turanganui-a-Kiwi, and Te Runanga O Ngati Porou, the Council is also a member of the Tairāwhiti Development Partnership, which has been established with the principal objective of improving prospects for jobs and businesses in the Tairāwhiti Region.</p>	<ul style="list-style-type: none"> <li>a) The number of new businesses that have been established in the District during the year.</li> <li>b) The number of visitors to the Visitor Information Centre. Target: Not less than 5% more pa.</li> <li>c) The number of registered unemployed in the District. Target: An annual reduction in, or at least no increase in, the number of unemployed compared with the end of the previous year.</li> </ul>	
	<p>Costs and Funding</p>	<p>The Council will fund the net cost of the activity after any financial assistance that may be available from the Government or other sources, by way of the general rate.</p>	<ul style="list-style-type: none"> <li>a) The cost related to this activity did not exceed the approved budget.</li> <li>b) The Council is satisfied that it (or the relevant community group) has received during the year all of the financial assistance to which it (or they) were entitled, in order to assist the economic development of the District and the Region.</li> </ul>	

Community Outcomes	Service Category	Proposed Future Levels Of Service	Customer Performance Measures & Targets	Management Performance Measures
	Customer Service and Satisfaction	a) All complaints will be dealt with promptly and properly. <ul style="list-style-type: none"> <li>• Verbal complaints within 1 day.</li> <li>• Written complaints within 3 days.</li> </ul>	All complaints dealt with within the prescribed timeframes.	

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### 3.0 **THE EXISTING SITUATION**

Council provides a large range of services including visitor information services, participation in regional initiatives, and the general promotion of the District.

#### ***Tairawhiti Development Partnership***

Council is a foundation partner in the Tairawhiti Development Partnership, which in part was formed to promote regional economic development. The partnership in conjunction with NZ Trade and Enterprise has recently commissioned a Regional Economic Strategy which was undertaken by McDermott Miller and Associates. This document will form the basis of a new Economic Development Policy for the Wairoa District.

#### ***Information Centre Services***

Council manages the Wairoa Visitor Information Centre which is responsible for, promoting the District to domestic and international tourists, assisting in the co-ordination of events in the District that will attract additional visitors, co-ordinating activities and promotions of the District, and operating and managing the Information Centre.

#### ***Tourism***

Council is a full member of Tourism Eastland, and an associate member of Hawke's Bay Inc. These organisations provide a platform from which Council can promote/support tourism initiatives that have a benefit for the Wairoa District and the wider region as a whole.

In 2002 to ensure sustainable tourism development in the Northern Hawke's Bay, the Wairoa District Council, and Hawke's Bay Regional Council, in conjunction with Hawke's Bay Tourism, commissioned de Beer Marketing and

Communications to develop the Northern Hawke's Bay Inc Strategy and Action Plan. Strategies and actions detailed in this plan were predominantly based on local volunteer contribution, rather than financial input.

#### ***Sustainable Economic Development Summit 2008***

In October 2008 Council held a two day Sustainable Development Summit to help inform its future economic development policy.

Speakers from all sectors of the Wairoa Economy presented their views on sustainable development particularly in light of newly introduced carbon emissions trading scheme.

#### ***Carbon Neutral Wairoa***

During 2008 Council contracted Landcare Research to undertake a green house gas emissions inventory for Wairoa. The results presented at the Sustainable Economic Development Summit show that Wairoa as a District, using 2006/07 as a base year, removed 15 tonnes per person from the atmosphere. The average for New Zealand is 16 tonnes per person emitted per year.

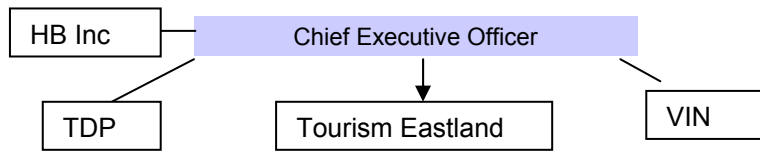
### 4.0 **MAINTENANCE AND OPERATING**

#### 4.1 **HOW OWNED**

The activity of Economic Development is owned by the whole community and reflects the overall aspirations of the community.

#### 4.2 **HOW MANAGED AND CONTROLLED**

The Chief Executive Officer manages the activity of Economic Development.



***Wairoa Community Development Trust***

Council has entered into a Memorandum of Understanding with the Wairoa Community Development Trust.

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#### 4.3 ESTIMATED COSTS NEXT TEN YEARS

The operating cost projections for the next 10 years are shown below:-

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditure</b>										
Operational Costs	72,750	76,865	177,809	103,790	104,847	205,791	106,772	107,829	208,962	110,132
Interest	-	-	-	-	-	-	-	-	-	-
Overhead Allocation	14,700	14,300	28,900	20,400	19,300	38,000	21,300	20,500	39,500	22,700
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	<u>87,450</u>	<u>91,165</u>	<u>206,709</u>	<u>124,190</u>	<u>124,147</u>	<u>243,791</u>	<u>128,072</u>	<u>128,329</u>	<u>248,462</u>	<u>132,832</u>
<b>Activity Income</b>										
Less depreciation not funded	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Cost of Service</b>	87,450	91,165	206,709	124,190	124,147	243,791	128,072	128,329	248,462	132,832

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#### **4.0 FUTURE DEMAND**

The need to know the demand for housing, employment and other outcomes of economic prosperity or decline is important as it enables the community to plan effectively for the future. This information is also of value to developers, tourism attraction operators, event coordinators, accommodation providers and retailers, especially if they are contemplating expansion or new ventures.

Statistical forecasting, provided by Statistics New Zealand and Tourism New Zealand, will be utilised by Council to determine future economic development, and tourism, demands.

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## 6.0 NEW CAPITAL EXPENDITURE

The proposed new capital works programme for the next ten 10 years is shown in the table below:-

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Capital Expenditure</b>										
<b>New Capital</b>	-	-	-	-	-	-	-	-	-	-

No New Capital Expenditure projects are programmed for the term of this Long Term Community Council Plan 2009 – 2019.

## 7.0 RENEWALS CAPITAL EXPENDITURE

The table below indicates the proposed future renewals programme:

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Capital Expenditure</b>										
<b>Renewals</b>	-	-	-	-	-	-	-	-	-	-

No Renewal Capital Expenditure projects are programmed for the term of this Long Term Community Council Plan 2009 – 2019.

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## 8.0 **FUNDING THE ANNUAL NET COST – ‘WHO PAYS’**

Council concluded that identification of the private beneficiaries of this activity was not practicable and that the total costs should be funded 30% by Uniform Annual General Charge and 70% from a property based valuation rate. A Capital Value rating mechanism is considered appropriate to reflect stakeholder community interest and benefits. Project expenditure may be funded from reserves.

## 9.0 **THE PROJECTED OVERALL FUTURE FINANCIAL SITUATION**

The projected overall financial situation for the next 10 years is shown in the table at the end of this Plan.

## 10.0 **RESOURCE CONSENTS**

Not relevant to this activity.

## 11.0 **DEMAND MANAGEMENT**

Council recognises that the prosperity of the district is built upon a strong economic base supported by an efficient and effective infrastructure of services and community facilities. Changes inherent in tourism growth and economic development and improvement in the district are inevitable.

Councils will manage the demand for economic development, and tourism growth by improving:

- Relationships with key stakeholders who influence the Wairoa economy.
- The range and extent of employment opportunities through facilitation amongst the business community and education providers.

- Understanding of the Wairoa economy and of ways to develop it.

## **SIGNIFICANT NEGATIVE EFFECTS**

Economic growth can have negative effects on the social, environmental, cultural, and economic viability of the district. Unregulated business development can incur significant environmental and aesthetic damage. The negative effects can have carry over effects on the attractiveness of the district for potential new business and families giving consideration to this district. The following potential significant negative effects may arise if the activity is not operated in accordance with legislative constraints, Council policy, and recognised ethical standards.

### ***Strain on Infrastructure Due to Population Increase***

Any significant growth in industry and business opportunities, and the population of urban areas and rural communities within the District could place a strain on existing infrastructure. This may result in the need to plan for new, or upgrading of existing facilities and central infrastructure. This could include having sufficient serviced land areas suitable for building and subdivision, adequate potable water supply and piping networks, waste water and treatment facilities, urban transport and roading networks, and adequate sporting, social, and recreational facilities.

### ***Misunderstanding of Economic and Tourism Development***

Economic development does not happen in isolation, it is related to all other activities a community performs, and everyone in the community has a role to play. This includes the Council, community, and industry groups. There are different times when one, or the other, is required to plan, organise, lead, and control what is required for economic, and tourism development.

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### **13.0 SIGNIFICANT FORECASTING ASSUMPTIONS & UNCERTAINTIES**

It is assumed that:

- Council will continue to invest in the District's Economic Development and Tourism.
- The Council will maintain its commitment to the strategies and actions drawn from the 2002 de Beer report: Northern Hawke's Bay - Tourism Strategy and Action Plan.
- Central Government will continue to see supporting provincial New Zealand as a priority area for economic growth. Wairoa would be able to gain additional resources and support through Government strategy for growth.

Uncertainties that may impact on this activity are:

- Statistics New Zealand has forecast significant population decline for the District over the next 20 years.
- People's perceptions of an area relative to its attractiveness can change quickly if a negative event occurs in the community.
- Climate change – the extent of the effect and the viable economic reaction to these changes may require research and planning.
- Adverse events (natural disasters) such as Cyclone Bola, which caused the widespread flood devastation on river plains and hill country in March 1988, and the subsequent impact on economic development, and tourism, cannot be predicted.
- Continued world wide economic decline will see a reduction in tourism numbers.

### **14.0 RISK MANAGEMENT**

Risk Management is about developing and implementing a philosophy that reflects the Council's approach to protecting the assets and information entrusted to us by our communities. Risk is inherent in everything we do and say, and it is inappropriate to attempt to avoid or minimise all risk that may eventuate.

In 2002, the Controller and Auditor-General released a report Local Authority Involvement in Economic Development Initiatives – Choices for Successful Management. This study identified three areas of risk:

- The Local Authority's Economic Development Strategy may fail (because the strategy is not balanced, current, or sustainable, or not have proper regard to community and regional views);
- The Local Authority's ability to achieve its economic development outcomes may be hindered (by limited internal expertise, risk joint ventures, legal liabilities, or ineffective assessment of impacts);
- Performance targets may not be properly developed and interpreted.

In approaching all economic development, and tourism, initiatives and projects, Council will formally assess the level of risk presented by tourism, business and economic development needs. This will enable a more systematic analysis of risks within the activity and for risk reduction treatments to be prioritised.

### **15.0 BYLAWS**

There are no specific Bylaws controlling this activity.

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## **16.0 IMPROVEMENT PLAN**

Council will look toward assessing the level of risk presented by business and economic development activities against the risks identified by the Controller and Auditor General's report Local Authority Involvement in Economic Development Initiatives – Choices for Successful Management and the Council's risk evaluation framework.

**PROJECTED 10 YEAR FINANCIAL SUMMARY - ECONOMIC DEVELOPMENT**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Expenditure</b>										
Operational Costs	72,750	76,865	177,809	103,790	104,847	205,791	106,772	107,829	208,962	110,132
Interest	-	-	-	-	-	-	-	-	-	-
Overhead Allocation	14,700	14,300	28,900	20,400	19,300	38,000	21,300	20,500	39,500	22,700
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Costs</b>	<b>87,450</b>	<b>91,165</b>	<b>206,709</b>	<b>124,190</b>	<b>124,147</b>	<b>243,791</b>	<b>128,072</b>	<b>128,329</b>	<b>248,462</b>	<b>132,832</b>
<b>Activity Income</b>										
Less depreciation not funded	-	-	-	-	-	-	-	-	-	-
<b>Net Cost of Service</b>	<b>87,450</b>	<b>91,165</b>	<b>206,709</b>	<b>124,190</b>	<b>124,147</b>	<b>243,791</b>	<b>128,072</b>	<b>128,329</b>	<b>248,462</b>	<b>132,832</b>
<b>Capital Expenditure</b>										
Renewals	-	-	-	-	-	-	-	-	-	-
New Capital	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Funding Required</b>	<b>87,450</b>	<b>91,165</b>	<b>206,709</b>	<b>124,190</b>	<b>124,147</b>	<b>243,791</b>	<b>128,072</b>	<b>128,329</b>	<b>248,462</b>	<b>132,832</b>
<b>Funded by:</b>										
Rate Income	87,450	91,165	206,709	124,190	124,147	243,791	128,072	128,329	248,462	132,832
Asset Sales	-	-	-	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>87,450</b>	<b>91,165</b>	<b>206,709</b>	<b>124,190</b>	<b>124,147</b>	<b>243,791</b>	<b>128,072</b>	<b>128,329</b>	<b>248,462</b>	<b>132,832</b>