

# CORPORATE AND COUNCIL LEADERSHIP

The following section outlines the democratic process; all issues associated with the various Community Boards, Community Committees and community development projects. This activity contributes to delivering the community outcomes of:

Accessible Waikato	Active Waikato	Educated Waikato	Green Waikato	Sustainable Waikato	Safe Waikato	Thriving Waikato	Vibrant Waikato	Well Waikato
✓	✓	✓	✓	✓	✓	✓	✓	✓

## Why we do it

Corporate and Council Leadership provides the framework for good governance and the development of robust policy that supports the legislative requirements under the Local Government Act 2002. The key success factors in achieving this are:

- Political and community involvement.
- A positive staff culture.
- Achievable progress within the economic climate.

## What we do

The key activities undertaken are:

- **Governance:** Setting the overall direction and monitoring progress against Council outcomes.
- **Community Township Development Plans:** Council responds to the differing needs of diverse communities by setting aside specific funds to achieve priorities set in conjunction with the Community Boards and Committees.
- **Council, Council Committees, Community Boards and Community Committees:** Working in partnership to make key decisions for the long-term future of the district.
- **Maori Liaison and Community Engagement:** Partnerships with a number of government agencies, community groups, tangata whenua and Maori stakeholders are in place. Other mechanisms such as the annual residents satisfaction survey also provide a forum for feedback.

- **Community Outcomes:** Council facilitates and reports back to the community on progress against the outcomes at both a local and regional level.
- **Grants and Donations:** Council provides grants to a number of organisations and contributes to events.

## Where we are now

- Council is made up of a Mayor and 13 Councillors that represent the district. Six committees are also in place to focus on particular activities or functions. There are four Community Boards (Huntly, Ngaruawahia, Raglan, Taupiri) and two primary Community Committees (Meremere, Te Kauwhata), which meet formally on a monthly basis. Other Community Committees also play a key role in co-ordinating a forum for stakeholders to communicate with Council as the need arises.
- Through discretionary funds, Council and Community Boards and Committees provide assistance to individual communities for some activities and events.
- Council and Waikato-Tainui are working together in strengthening relationships and increasing engagement with the Maori community.
- Council has successfully put in place 14 Community Plans that reflect specific community priorities in Eureka, Glen Afton/Pukemiro, Glen Massey, Huntly, Matangi, Meremere, Newstead, Ngaruawahia, Raglan, Taupiri, Tauwhare, Tamahere, Te Kauwhata and Te Kowhai. Other areas will also be considered.

- Council has established a District Minor Improvement Programme to implement the community priorities identified through the Community Plan process. This programme is funded annually to enable a wide range of projects to be undertaken and completed.
- Grants and donations are provided to the Waikato Coal Museum and one off events. Council considers other grant requests annually via the discretionary fund.
- Some years ago, Council also established a Township Development Fund. The fund is now closed with a limited number of projects still to be completed and the balance of a loan to be repaid.



## How we will know we are on track

Council aims to provide consistent service levels in the following areas:

Customer Value	Strategic Outcomes (Levels of Service Statement)	Customer Measures	Base-line	Target 1-3	Target 4-10	Technical Measures	Base-line	Target 1-3	Target 4-10
Quality Community Involvement	Provide good governance and robust policy that supports the legislative requirements via political and community involvement and a positive staff culture.	The Local Government Official Information and Meetings Act is complied with.	100%	100%	100%	No more than 10% of decisions are made in the public excluded section of the agenda.	11.1%	10%	10%
		Council complies with the Local Government Act 2002 requirements in relation to the LTCCP, Annual Plan and Annual Report.	100%	100%	100%	A clear audit opinion is achieved in each case.	100%	100%	100%
		% of local Maori satisfied with the level of involvement and opportunities for Maori to engage with Council.	65%	65%	71% by 2011/2012	Number of meetings held with Iwi.	New	1 per quarter	1 per quarter
Accessibility Community Involvement Quality Responsiveness	Residents are satisfied that they are able to influence decisions that the Council makes.	% of residents agree that they have the opportunity to be involved and participate in the way the Council makes decisions.	59%	60%	70% by 2014/2015	Council develops and consults with the community on Community and Township Development Plans as they are developed.	100%	100%	100%

Customer Value	Strategic Outcomes (Levels of Service Statement)	Customer Measures	Base-line	Target 1-3	Target 4-10	Technical Measures	Base-line	Target 1-3	Target 4-10
Community Involvement Quality	Relationships between the Council and the community are enhanced.	% of residents understand how the Council makes decisions.	47%	60%	70% by 2014/2015				
Community Involvement Quality	Council provides the grants specified within agreed timeframes and does the necessary checks to ensure grants are used for the intended purpose.	Community grants are completed on time and within budget.	100%	100%	100%	Required reporting is received from organisations that have been given grants.	100%	100%	100%

## Potential significant negative effects

Providing Councillors fulfil their function regarding governance of the district then there should be no significant negative effects.

Potential Significant Negative Effect					Mitigation of Negative Effects
	Cultural	Social	Economic	Environmental	
Potential for Councillors to not reflect the wider community view.	✓	✓	✓	✓	Ensure that Council complies with the Local Government Act and follows robust decision-making processes including clearly documenting reasons for decisions.
Funding is not utilised equitably.	✓	✓	✓	✓	Council sets a budget through the LTCCP and Annual Plan, and annually reports on its achievements in compliance with these plans; which is externally audited each year.  The Council reviews the level of funding annually and the individual projects in the programme three times per year.
Organisations/Groups may become over reliant on funds, making it difficult for Council to reallocate funding to other organisations.		✓	✓		In assessing grants ensure that organisations/groups have other funding streams and do not totally rely on Council funds.

## What we plan to do

To meet the community's aspirations, Councils focus over the next 10 years will be to put in place a programme to actively consult with our various communities.

- Through our Community Plans and Township Development Plans, Council will continue to develop a better understanding of community needs and aspirations.
- Through the District Minor Improvement Programme Council will implement Community and Township Development Plans, providing \$125,000 per annum to assist with funding priorities.
- Development of new Community Plans where there is an identified community need.
- Council has established an events fund to support initiatives and events that will help with economic growth and development in the District.
- In 2010 Council will commence engagement with the community in refining the current Community Outcomes to reflect the changing needs of the community.

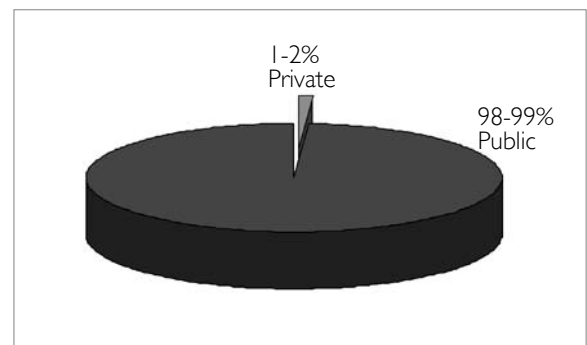
### How we are managing changes in demand and levels of service

- In 2007 a review of the composition of Council was undertaken to look at the levels of representation across the district. A scheduled review is planned for 2011. If demand for additional representation or adjustments to boundaries is identified, the community will be further consulted.
- Through the Community Plans each community sets levels of service priorities. This may lead to increased funding requirements to meet rising levels of service expectations that may not be affordable when considering ongoing maintenance needs. Council will monitor this in conjunction with communities to evaluate the options.
- Council has been very proactive in engaging with the community through the Community Plan process to assess demands for services. The need for this type of engagement may increase due to the successful implementation of many community

priorities. Council will need to balance these needs while considering other demands within Council.

### Who pays for the cost of corporate and council leadership services?

Services are split between private and public funding as follows –



### Feature capital projects

The District Minor Improvement Programme provides funding for a range of capital and operating projects. The individual projects are then included in our asset register in the appropriate category.

## How do we achieve this

This activity is managed within Council resources.

## Considerations for other activities

There are no other legislative considerations in relation to this activity.

## Grants and Donations

Project	Forecast for the Financial Year ended 30 June									
	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Events Fund	15,500	18,612	20,102	32,520	33,300	34,050	34,890	35,730	36,600	37,500
Waikato Sculpture Trust	2,500									
Rugby World Cup Bid	12,000	12,408	11,638							
Sport Waikato Contract	126,196	130,360	133,263	136,544	139,447	142,349	145,630	149,037	152,571	156,483
Huntly Information Centre Contract	60,534	62,532	63,924	65,498	66,890	74,508	76,225	78,009	79,858	81,906
Raglan Info Centre Contract	92,247	96,411	99,314	102,595	105,498	108,400	111,681	115,088	118,622	122,534
Twin Arts Information Centre	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Air Ambulance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Northern Surf Life Saving	29,500	29,500	29,500	29,500	29,500	32,000	32,000	32,000	32,000	32,000
Waikato District Sports Award	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Life Education Trust	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Design Festival	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Ecosourced Waikato in the District	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Tourism Promotion	71,000	73,343	74,976	76,822	78,455	80,088	81,934	83,851	85,839	88,040
Waikato District Crime Prevention and Technology Trust	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Bush Tramway	4,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Raglan Coastguard Grant	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Te Akau Community Complex Grant	7,000	7,231	7,392	17,574	7,735	7,896	8,078	8,267	8,463	8,680
Broadband Grant	20,000									
Te Kauwhata Fitness Centre	3,000									
Te Otamanui Lagoon	6,000									
Raglan Sports Club	11,000									
Security Camera-Bridge Street Huntly	5,000									
District Museum Huntly	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Te Kauwhata - New premises for DISC	10,035	10,035	10,035	10,035	10,035	10,035	10,035	10,035	10,035	10,035
Total	612,012	577,932	587,644	608,588	608,360	626,826	637,973	649,517	661,488	674,678

# Estimated Cost of Service Statement - Council and Corporate Leadership

A forecast for the 10 years ending 30 June 2019

	Forecast 2009/ 2010	Forecast 2010/ 2011	Forecast 2011/ 2012	Forecast 2012/ 2013	Forecast 2013/ 2014	Forecast 2014/ 2015	Forecast 2015/ 2016	Forecast 2016/ 2017	Forecast 2017/ 2018	Forecast 2018/ 2019
	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's	NZ\$000's
<b>Revenue</b>										
Finance income	4	3	3	4	4	4	4	5	5	5
Activity income - other than contributions and subsidies	62	134	63	64	141	65	66	149	67	68
Less Internal Interest	(4)	(3)	(3)	(4)	(4)	(4)	(4)	(5)	(5)	(5)
<b>Activity Revenue</b>	<b>62</b>	<b>134</b>	<b>63</b>	<b>64</b>	<b>141</b>	<b>65</b>	<b>66</b>	<b>149</b>	<b>67</b>	<b>68</b>
<b>Expenditure</b>										
Personnel costs	1,571	1,651	1,701	1,763	1,891	1,918	1,971	2,072	2,085	2,129
Finance costs	528	490	455	419	374	326	273	216	155	165
Activity expenditure	1,539	792	749	802	941	902	899	1,033	1,011	1,009
Indirect Costs	1,586	1,655	1,810	1,785	1,793	1,924	1,871	1,958	2,079	1,981
Less Internal Interest	(368)	(345)	(322)	(304)	(278)	(251)	(220)	(188)	(153)	(164)
<b>Activity Expenditure</b>	<b>4,856</b>	<b>4,243</b>	<b>4,393</b>	<b>4,465</b>	<b>4,721</b>	<b>4,819</b>	<b>4,794</b>	<b>5,091</b>	<b>5,177</b>	<b>5,120</b>
<b>Activity Surplus/(Deficit)</b>	<b>(4,794)</b>	<b>(4,109)</b>	<b>(4,330)</b>	<b>(4,401)</b>	<b>(4,580)</b>	<b>(4,754)</b>	<b>(4,728)</b>	<b>(4,942)</b>	<b>(5,110)</b>	<b>(5,052)</b>
Council reserves	349	7	7	7	7	7	7	7	7	7
General Rate Reserves - Net Transfers	4,373	4,102	4,323	4,394	4,573	4,747	4,721	4,935	5,103	5,045
Replacement Reserves	50	0	0	0	0	0	0	0	0	0
External Loans Raised	22	0	0	0	0	0	0	0	0	0
<b>Total Surplus/(Deficit) Funding</b>	<b>4,794</b>	<b>4,109</b>	<b>4,330</b>	<b>4,401</b>	<b>4,580</b>	<b>4,754</b>	<b>4,728</b>	<b>4,942</b>	<b>5,110</b>	<b>5,052</b>

*Estimated Capital Funding Requirements - Council and Corporate Leadership*  
*A forecast for the 10 years ending 30 June 2019*

	Forecast 2009/ 2010 NZ\$000's	Forecast 2010/ 2011 NZ\$000's	Forecast 2011/ 2012 NZ\$000's	Forecast 2012/ 2013 NZ\$000's	Forecast 2013/ 2014 NZ\$000's	Forecast 2014/ 2015 NZ\$000's	Forecast 2015/ 2016 NZ\$000's	Forecast 2016/ 2017 NZ\$000's	Forecast 2017/ 2018 NZ\$000's	Forecast 2018/ 2019 NZ\$000's
<b>Capital Expenditure</b>										
External Loan repayments	184	200	219	237	256	277	299	323	6	7
Internal Loan repayments	326	353	381	412	446	482	521	563	0	0
<b>Total Capital Funding Requirements</b>	<b>510</b>	<b>553</b>	<b>600</b>	<b>649</b>	<b>702</b>	<b>759</b>	<b>820</b>	<b>886</b>	<b>6</b>	<b>7</b>
<b>Funded By</b>										
General Rate Reserves - Net Transfers	510	553	600	649	702	759	820	886	6	7
<b>Total Funding</b>	<b>510</b>	<b>553</b>	<b>600</b>	<b>649</b>	<b>702</b>	<b>759</b>	<b>820</b>	<b>886</b>	<b>6</b>	<b>7</b>