

District Leadership, Finance and Internal Services

Purpose

We ensure our governance activities help elected members make decisions. We also provide services to the community relating to policies, strategies, bylaws, plans and reporting, together with Civil Defence Emergency Management (CDEM). Our internal services relate to those functions of Council which assist the day to day running of our activities. They include Finance, Information Services, Customer Services, People and Capability, Communications and Economic Development.

Legislation associated with this service

- Local Government Act 2002;
- Local Government (Rating) Act 2002;
- Resource Management Act 1991;
- Reserves Act 1977;
- Health and Safety at Work Act 2015;
- Employment Relations Act 2000;
- Local Government Official Information and Meeting Act 1987;
- Local Authorities Members' Interests Act 1968;
- Local Electoral Act 2001;
- Citizenship Act 1977;
- Civil Defence Emergency Management Act 2002;
- Fire and Emergency New Zealand Act 2017;
- Mangawhai Empowering Lands Act; and
- Kaipara Validation Act.

Risks and Issues

- Any plans, policies or bylaws that involve slow processes may not reflect the community priorities and needs and can result in frustration of the community;
- Changes in national or regional policy may require us to investigate changes to our policies and district plan, impacting future costs;
- Accelerated growth within the Kaipara district places a demand on Council operations to significantly improve both our internal capacity and capability;
- The breadth and wide variety of issues and information that Council needs to assimilate places high demand on elected members; and
- Services provided are not always digitally enabled and may not meet residents' expectations.

How we fund this Group

- General rates;
- Fees and charges;
- Grants, subsidies and other funding sources;
- Borrowing; and
- Asset sales.

Governance

What we do

The Mayor and Councillors are elected every three years to provide governance over the activities, services, and projects of Council. They must represent their communities and make decisions in an open, transparent and accountable manner with the whole of the district in mind.

This activity supports the democratic processes by providing administrative support, advice and information to elected members, including managing elections and matters relating to representation. It also ensures engagement with tangata whenua, district communities, public interest groups and key stakeholders to identify their priorities and preferences.

The activity also undertakes civic duties such as citizenship and district awards ceremonies.

Contribution to Community Outcomes and well-beings

- Vibrant Communities
- Celebrating diversity
- A trusted council

What we will deliver

Description	When
<ul style="list-style-type: none">▪ Elected member portal review▪ Assessment of audio/video capture and live screen technology▪ Conduct Representation Review if needed	2021/2022
<ul style="list-style-type: none">▪ Administer local government elections for the Kaipara District▪ Meeting technology improvements	2022/2023
<ul style="list-style-type: none">▪ Māori wards review	2023/2024
<ul style="list-style-type: none">▪ Conduct Representation Review if needed▪ Administer local government elections for the Kaipara District	2024/2031

Performance Measures

	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Years 4-10 Target 2024/2031
Percentage of residents that are very/fairly satisfied with how rates are spent on services and facilities provided by Council	65%	65%	65%	65%
LGOIMA requests processed by the LGOIMA team completed within statutory timeframes	100%	100%	100%	100%

Changes in Levels of Service

There will be no changes to the level of service

Significant Negative effects

Currently no significant negative effects.

Policy and District Planning

What we do

We work with our communities to meet their needs by developing policies, bylaws, plans and strategies in accordance with Council's direction and legislative requirements. We regularly review these documents to ensure they remain fit-for-purpose.

Our District Plan, through its policies, objectives and rules controls and directs sustainable development and land uses in the district under the Resource Management Act 1991.

We review the District Plan to ensure that it is legally compliant, including making plan changes if required. Our spatial planning project, developed through working with Mana Whenua, our communities and stakeholders, helps us understand their needs and concerns for now and into the future. This project provides a solid basis for our District Plan review to ensure it is fit for purpose for the community it serves.

This activity also ensures we give effect to National Policy Statements and National Environmental Standards developed under the Resource Management Act 1991 as well as the Regional Policy Statement and the Regional Plan and we implement amendments to the Resource Management Act 1991 through the District Plan provisions.

We make submissions on proposed or reviewed regional and national resource management instruments, such as proposed regional policy statements and national policy statements, monitor the District Plan to ensure it meets its policy objectives and use this monitoring to inform future reviews.

Contribution to Community Outcomes and well-beings

- Climate smart
- Celebrating diversity
- Vibrant communities
- Healthy environments
- A trusted Council

What we will deliver

Description	When
<ul style="list-style-type: none">▪ District Plan Review▪ Climate change adaptation and mitigation plan completed▪ Complete Stormwater Bylaw development process▪ Complete Omnibus Reserve Management Plan▪ Complete statutory review of Easter Sunday Shop Trading Policy▪ Complete statutory review of Wastewater Bylaw▪ Complete statutory reviews of Class 4 Gambling Venue and TAB Venue Policies	2021/2022
<ul style="list-style-type: none">▪ District Plan Review▪ Research climate change resilience fund▪ Complete statutory review of Alcohol Control Bylaw	2022/2023
<ul style="list-style-type: none">▪ District Plan Review▪ Commence Taharoa Domain Bylaws review▪ Development and implement District Plan monitoring strategy and programme▪ Implementing Mana Whenua partnership agreements, on resource management and policy matters	2023/2024

Description	When
<ul style="list-style-type: none"> District Plan Review completed and Complete all statutory policy and bylaw reviews as required Develop policies, plans and strategies in accordance with Council's strategic direction Implement improvements needed to ensure effectiveness and efficiency of District Plan 	2024/2031

Changes in Levels of Service

There will be no changes to the level of service

Significant Negative effects

The Legislative framework for statutory policies does not always enable Council to meet our communities' aspirations. We mitigate this by ensuring we provide clear and 'plain english' information when we consult to assist understanding.

Planning must balance the desires of individuals, businesses and developers with those of the wider community. This often takes the form of influencing or controlling growth and associated development activities, as well as other activities, so the quality of life for neighbours or the wider community is not diminished. In other cases, development can impose unacceptable costs on community facilities and infrastructure or the environment.

We aim to mitigate these effects by ensuring District Plan review and plan change processes are undertaken using best practice community engagement approaches to ensure we have a good understanding of the range of views of our communities.

Activity	Effect	Mitigation
District Plan	Poorly designed can incur detrimental environmental and social impacts	Review the plan with the community and use best practice techniques

Emergency Management

What we do

We provide leadership and support to the community, before and in an emergency and in the recovery afterwards. We will work alongside other agencies such as police, fire and ambulance and any other organisation to offer leadership and support; and will inform and update the community, including local and national media where required.

We help the community get prepared for emergency by reducing the risks of hazards through good regulation, planning and policies. In an emergency, we will operate an Emergency Operations Centre whenever necessary. To ensure we have this capability, we run internal and external training sessions regularly.

We also have a shared services Agreement with Northland Regional Council (NRC) which gives us additional capability to manage CDEM.

There are seven communities with Community Response Plans. These include Dargaville, Mangawhai, Matakoho, Maungaturoto, Paparoa and Ruawai.

Contribution to Community Outcomes and well-beings (graphic)

- Climate smart
- Healthy environment
- A trusted Council
- Social
- Environmental

What we will deliver

Description	When
Continue staff training and Development so that Council can respond before, during and after any emergency	2021/2024
Purchasing of new Tsunami sirens	2021/2024
Northland CDEM Group Plan – contribution and input into its development	2021 and 2026

Performance Measures

	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Years 4-10 Target 2024/2031
Conduct Civil Defence training exercises.	1 per year	1 per year	1 per year	1 per year

Changes in Levels of Service

There will be no changes to the level of service

Significant Negative effects

Currently no significant negative effects identified.

Economic Development

What we do

The Kaipara District Council had a usually resident population of 24,100 people in 2019, with about 8,703 filled jobs across 3,492 businesses. The number of jobs in the Kaipara District increased by 2.1% and the number of businesses by 2% between 2018 and 2019. Kaipara's unemployment rate was down to 4.3% in 2019, its lowest since 2008. The district generated approximately \$914 million of GDP in 2019 or 11.6% of the Northland region's total (\$7,835).

We are focused on actively encouraging people to live, work, visit and invest in the district. We do this through collaboration with other key agencies in central government (Northland Inc.), the community and industry with the aim of creating a thriving, prosperous economy with better employment opportunities.

COVID-19 has had significant impacts on our community. Council must weigh up the cost of services and what we deliver against the potential benefits for the community, particularly with economic development. Securing external funding is a big focus of this work to ensure we can better respond to those impacts.

External funding

Council has secured additional funding for a variety of projects to be progressed in the Long Term Plan.

- Provincial Growth Fund projects - Kaipara Kickstart
- The awarding of \$21.13 million from the Provincial Growth Fund to Kaipara Kickstart has meant that several projects have been able to begin: Kaipara Kai land transformation investigation, Pouto and Waipoua River Road sealing and Kaipara Wharves network investigations. As funding continues to be released, these projects will progress and assist with increasing the potential for job creation and revenue coming into the District.
 - Kickstart - Kaipara Wharves
 - Kickstart - Kaipara Rooding and Unsealed Roads – Centre of Excellence, prioritisation tool.
 - Kickstart – Kaipara Kai Hub (Contract Management)

Kickstart - Kaipara Waters

- Shovel ready projects
- Crown Infrastructure fund projects

Regional Council Controlled Organisation

If a regional CCO is approved this section will be updated.

Contribution to Community Outcomes and well-beings

- | | |
|-------------------------|---------------------|
| • Climate smart | • A trusted council |
| • Celebrating diversity | • Social |
| • Vibrant communities | • Economic |
| • Healthy environment | • Environmental |
| • Prosperous economy | • Cultural |

Changes in Levels of Service

There will be no changes to the level of service.

Significant Negative effects

There are no significant negative effects.

Internal Services

What we do

Internal services are functions at Council that support other activities. They are an important part in keeping Council running. An outline of the activities is below:

Information Technology

The mission of the Kaipara District Council (KDC) IT department is to provide both strategic IT vision, and enterprising solutions so KDC can meet its goals, deliver results, and enhance KDC's mana. It also strives to provide the highest quality technology-based services, in the most cost-effective manner, to facilitate KDC services

People and Capability

People and capability provide the framework to drive culture, employee performance, remuneration, recruitment, health and safety, wellness and overall engagement. We are a business partner with our leadership teams to provide sound employment advice, and work with employees to ensure we retain, train and ensure that they are safe at work.

Customer Service

Customer services is our interface with our communities and with our visitors. Our customer service team assist with answering general enquiries, documentation and customer needs. Customer services is delivered through our customer service centres in Dargaville and Mangawhai.

Financial Services

Financial Services are an important service of Council. This team provides Council financial planning, monitoring and reporting, to Council and to other internal business activities. This team also administers transactional functions including rates, water billing, accounts receivable and receipting, including the efficient administration and maintenance of property records by ensuring the Rating Information Database (RID) and other property information systems are kept up to date. Efficient billing processes are undertaken for land and water rates as well as sundry debt and receipting functions for all of Council. Direct debit processing and timely follow up of overdue amounts mean that arrears are kept to a minimum. Another service provided by our team is general procurement advice and management.

Communications

Communicating and engaging with the community is pivotal to raising awareness and ensuring the Community have their say on Council projects and plans. This team drives strategic communications, branding and internal, corporate and daily media communications through various channels to acknowledge our district. The department also efficiently produces all written and visual for publication. Additionally, we support all Council functions in responding to daily media enquiries.

Contribution to Community Outcomes and well-beings

- Climate smart
- A trusted council
- Prosperous economy

Changes in Levels of Service

There will be no changes to the level of service

Significant Negative effects

There are no significant negative effects