



Community Leadership

2021-2031 Activity Management Plan

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Executive Summary

Community leadership is part of the core functions of Southland District Council (Council) and forms the triangle of Council services being an infrastructure provider, a regulatory agency and a community leader.

It is a significant role of this activity to embed change management and ensure the community-led development and representative leadership pillars support the concept of small council, big community.

Key aspects of this activity are to support community-led development, regional development, engagement and representative leadership with the addition of integrated strategic planning as a new area of focus for the Long Term Plan 2031 (LTP).

Community leadership is integral in advancing the thinking and actions towards a District-wide approach, while supporting the importance of people, places and spaces.

This activity is responsible for enabling and supporting collective action and understanding and sharing power and responsibility. This is achieved through listening, supporting and enabling, partnering, collaborating, recognising, building capacity and capability, and co-ordinating to serve community priorities, and recommending policy to support this.

Financial Summary

Purpose of the Activity Management Plan

This activity helps people to understand the issues surrounding Council activities and provides opportunities to participate meaningfully in shaping the District and ultimately improve the quality of life.

This activity encourages collaboration and partnerships so communities can achieve more, but also strengthens community connections, understanding and self-reliance.

This activity encompasses four key services which are:

- community-led development - supporting collaborative partnerships with the community and key agencies/stakeholders
- community planning - planning with the community and key stakeholders effectively
- community engagement – connecting with the community effectively
- community representation – enabling democratic decision making by, and on behalf of, communities

Plan Limitations

The community leadership activity aims to address the issues surrounding the concept of small council, big community. In order to achieve this, Council needs to be dynamic, transparent and agile in order to best serve its communities in this rapidly changing environment.

The repurposing of local government to include the four wellbeings is an essential component of community leadership. The activity ensures that Council's obligation to consider the social, cultural, economic and environmental wellbeing of communities in all Council's services is met.

It is recognised that there is significant work to be undertaken in strategy development, which will guide Council in its short, medium and long term goals for the future of the District.

There is currently a global pandemic. The short term impacts of this are still largely unknown, and will continue to be monitored. Impacts on employment, mental health, tourism, businesses and the wider economy are not yet fully known and will continue to evolve over the next one to four years. Council, as a

community leader, plays an important role in recognising the varying impacts of the pandemic within the district.

Plan Framework



Activity Description

What we do

Community leadership is fundamental in advancing the thinking and actions towards a District-wide approach. Alongside this, community leadership supports the concept of people, places and spaces and building the capacity and capability for communities to have greater resilience to change.

Community leadership is part of the core functions of Council and forms the triangle of Council services being an infrastructure provider, a regulatory agency and a community leader.

This activity encompasses four key services which are:

- community-led development - supporting collaborative partnerships with the community and key agencies/stakeholders
- community planning - planning with the community and key stakeholders effectively
- community engagement – connecting with the community effectively
- community representation – enabling democratic decision making by, and on behalf of, communities

There are two key pillars that support the community leadership and governance concept as it is being implemented within the District. These are:

- a community led development pillar that has ‘place’ as its central focus, with Council being one of a number of agencies supporting the development of each place or local community
- a representative leadership pillar which encompasses the more traditional role of elected representatives as the identified political leaders within their community

It is a significant focus of this activity to embed change management and ensure the community-led development and representative leadership pillars support the concept of small Council, big community.

Key aspects of this activity are to support community-led development, regional development, engagement and representative leadership with the addition of integrated strategic planning as a new area of focus for the LTP.

Why we do it

This activity encourages collaboration and partnerships so communities can achieve more, but also strengthens community connections, understanding and self-reliance.

Within each of these services, draft levels of service have also been developed as follows:

- community-led development – build relationships with the community and stakeholders and support communities to achieve their aspirations which includes grants and donations
- community planning – guide, monitor and implement community outcomes
- community engagement – inform, engage and consult with the community
- community representation – make decisions in an open and transparent manner.

We see that this activity covers multiple strategic issues across Council and the communities it represents.

Strategic Considerations

Council has adopted a Strategic Framework that identifies where Council wants to be in the future (vision) and the outcomes it aims to achieve to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions (community outcomes). The framework also outlines how it will achieve these (mission and approach) along with the key challenges it faces in doing so and its resulting strategic priorities.

STRATEGIC FRAMEWORK COMPONENT	PROPOSED 2021-2031 STRATEGIC FRAMEWORK
MISSION	Working together for a better Southland
VISION	'Southland – one community offering endless opportunities'
COMMUNITY OUTCOMES	Kaitiakitanga for future generations
	Inclusive connected communities
	A diverse economy creating healthy and affordable lifestyles
	Empowered communities with the right tools to deliver the best outcomes
STRATEGIC PRIORITIES	Improve how we work to build resilience
	Provision of appropriate infrastructure and services
	Better preparing our communities and Council for future changes
	Support healthy environments and sustainable communities

The community leadership activity is seeking additional investment to support the future of regional development, and a reallocation of the existing funding so Council can drive the community-led development approach and strategy development.

For the majority of this activity, staff consider that working differently and smarter with the current investment an appropriate way to move forward. This will contribute to the achievement of Council's vision and mission, and proposed community outcomes of kaitiakitanga for future generations; inclusive, connected communities; a diverse economy creating healthy and affordable lifestyles; and empowered communities with the right tools to deliver the best outcomes. The activity will also contribute to Council's proposed strategic priorities of improving how we work to build resilience, better preparing our

communities and Council for future changes, provision of appropriate infrastructure and services, and to support healthy environments and sustainable communities.

Council recently reviewed the way in which in the Community Initiatives fund is allocated. From July 2020 a new Community Partnership fund was established and this includes the allocation of the \$108,800 which has previously been granted on receipt of applications in March and September each year. This will now be allocated in part (35%) by a committee of Council with the remainder being granted by Council’s nine community boards.

The community boards will also be encouraged to consider allocating additional locally raised funds, if they would like to increase how much they give for community support.

A review of Council’s grants and donations is being undertaken as part of the LTP development. This will involve looking at all grants and donations Council gives out currently and working with Council to develop a more focused system.

Year	Current budget	Proposed budget
	Community Assistance (which includes Community Initiatives Fund and holiday programme)	Community Assistance
2021/2022	\$1.3M	\$1.4M
2022/2023	\$1.33M	\$1.43M
2023/2024	\$1.339M	\$1.439M

The community leadership activity, as part of the LTP will have a strong emphasis on the concept of community-led development. The activity will aim to empower communities by way of a multi-agency delivery and by using Council as the convenor of the ecosystem (community) not the controller.

By separating out the general projects budget into “District strategy and community planning” and “community programmes” this activity will then have more flexibility to contract external providers to support communities. This could include, for example, Sport Southland providing the holiday programme; the Chamber of Commerce providing further leadership courses around the District (as have recently been undertaken on Stewart Island/Rakiura; the provision of mental health/well-being programmes in the District; and purchasing services, i.e. the Southern Rural Education Activities Programme (REAP) or other local groups as identified via the community board planning process which will assist with fulfilling Council’s strategic priorities, community board outcomes and the four wellbeings.

Year	Current budget	Proposed budget	
	General projects	District strategy and community planning	Community programmes (including \$30K for holiday programme)
2021/2022	\$267,000	\$200,000	\$97,000
2022/2023	\$273,000	\$200,000	\$103,000
2023/2024	\$280,000	\$180,000	\$130,000

The regional development approach aims to provide resource to contract external agencies to support the delivery of priority regional development activity to benefit Council and its communities. Regional development will require greater investment if Council is to achieve the outcomes required for the future vision of the District, and turn the concept of ‘small council, big community’ into action.

Year	Current budget	Proposed budget
	Regional development	Regional development
2021/2022	\$2,044,000	\$1,300,000
2022/2023	\$2,091,012	\$1,350,000
2023/2024	\$2,141,196	\$1,400,000

The LTP 2018-2028 included community development which was outsourced to Venture Southland. Community development and its budget has been moved back to Council and is now part of the community leadership activity of Council, so the difference in budget reflects the new focus for regional development as part of Great South.

The community leadership activity and associated levels of service (LOS) have a significant part to play in the majority of strategic issues identified for the LTP. This LTP and the recent changes to Council's governance structure provide the ideal opportunity to try and instil change both inside and outside Council. This activity is integral to encouraging and supporting communities doing more for themselves, with the support of Council where necessary, but not always led by Council in its entirety.

By increasing Council's investment in regional development and reallocating the existing funding from years four - six of the 2018-2028 LTP into years one to three of the 2021-2031 LTP it will allow the community leadership activity to lead the change around small council, big community.

Community Outcomes (and community board outcomes where applicable)

What LoS we provide	LoS xx: Make decisions in an open, transparent manner and support collaborative partnerships with the community and key agencies/stakeholders in the District and region				
How we measure performance	Current Performance (19/20)	Future Performance Targets			
		Yr 1 (21/22)	Yr 2 (22/23)	Yr 3 (23/24)	Yr 4-10 (25-31)
KPI xx: Proportion of agenda items held in open meetings ¹	83%	85%	85%	85%	85%
KPI xx: Percentage of the community partnership fund and district initiatives fund requested meets the budgeted amount	New measure	100%	100%	100%	100%
KPI xx: Percentage of Community Board meetings and workshops where the community is in attendance to address the Board	New measure	50%	50%	50%	50%
<i>1 – This refers to the reports on the Council agenda and existing four standing committees and nine community boards</i>					

Activity – Community Leadership					
Activity objective: To embed change management and ensure the community-led development and representative leadership pillars support the concept of small council, big community					
Outcomes	Activity contributions	Outcome objective	Benefit	Levels of Service (LoS) and Key Performance Indicators (KPI)	
Empowered communities with the right tools to deliver the best outcomes (Social)	This activity encourages collaboration and partnerships so communities can achieve more, but also strengthens community connections, understanding and self-reliance.	People have everything they need to live, work, play and visit	Better connectedness	LoS : Make decisions in an open, transparent manner and support collaborative partnerships with the community and key agencies/stakeholders in the District and region KPI: Percentage of Community Board meetings and workshops where the community is in attendance to address the Board KPI: Proportion of main items held in open meetings	
		People can enjoy a safe and fulfilling life	Improved reputation		
			Increased social wellbeing		
			Improved quality of life		
Kaitiakitanga for future generations (Environment)		A sustainable impact on the environment Planning for the future	Improved quality of life		
Inclusive, connected communities (Culture)		People are well connected	Better connectedness		

Activity – Community Leadership				
A diverse economy creating healthy and affordable lifestyles (Economic)		Strong communities	Increased economic wellbeing	LoS : Make decisions in an open, transparent manner and support collaborative partnerships with the community and key agencies/stakeholders in the District and region
			Improved quality of life	KPI xx: Percentage of the community partnership fund and district initiatives fund requested meets the budgeted amount

Strategic priorities ▶	1. Improve how we work to build resilience	2. Better prepare our communities and council for future changes	3. Provide appropriate infrastructure and services	4. Support healthy environments and sustainable communities
Contribution area ▼				
What will be done in the long-term (next 10 years)	Continue to grow and foster relationships, building capacity and capacity in our communities	Continue to develop trust-based relationships and partnerships. Move closer along the continuum of small Council, big community that moves us towards the vision of one community offering endless opportunities.	Continue to plan, engage and deliver on Council services that support community leadership	Support our communities to self-identify and manage their own environment and needs with Council developing a better understanding its role to achieve this.
What will be done in the short-term (next 3 years)	Develop partnerships where Council works beside other organisations and the community to grow community resilience	Build trust externally and internally particularly around engagement and transparency. Front foot conversations around major changes.	Plan, engage and deliver on Council services that support community leadership	Work with our communities to find where there are shortfalls in services that can be met in innovative ways
Key actions and projects	Build relationships externally, develop staff in partnership building	Build relationships externally, develop staff in partnership building	Develop proactive tools to ensure we lead the way in planning, engagement and delivery	Build relationships externally and develop staff in partnership building
Related strategies / plans / policies	Community board plans All Council strategies and planning and reporting documents	Community board plans All Council strategies and planning and reporting documents	Community board plans All Council strategies and planning and reporting documents	Community board plans All Council strategies and planning and reporting documents

Strategic Context

The purpose of the Southland District Council Long Term Plan 2031 is to:

- provide a long term focus for Council decisions and activities
- provide an opportunity for community participation in planning for the future
- define the community outcomes desired for the district
- describe the activities undertaken by Council
- provide integrated decision-making between Council and the community
- provide a basis for performance measurement of Council.

Strategic direction setting encompasses Council’s high-level goals, particularly the vision for the District, what the outcomes for the community may be, and what the strategic priorities will be for delivering work to the community.

Representation Framework

Community representation was amended prior to the 2018 triennial elections. There are now nine community boards that provide representation across the district. These are:

Ardlussa	Fiordland	Northern	Oraka Aparima	Oreti
Stewart Island/Rakiura	Tuatapere Te Waewae	Waihopai Toetoe	Wallace Takitimu	

Council aim to have a high level of engagement with its customers and elected members to ensure that the minimum levels of service set out in this document represent their expectations.

Key Risks, Issues and Assumptions for the Activity

Strategic Issues	Impact on the management of the activity	Staff recommendation
Demographics 	<ul style="list-style-type: none"> • changing demographics across the district in both accelerating and declining areas may result in an increased demand for community assistance grants 	<ul style="list-style-type: none"> • a review period of two years for the new Community Partnership Fund to allow time to determine if the new model of community boards granting 65% of the former community initiatives fund is appropriate
	<ul style="list-style-type: none"> • a review of Council’s grants, bursaries, scholarships and donations is about to be undertaken. This will involve looking at all grants and donations that Council currently supports, engaging with elected members, recipients and the community on their opinions around what Council does now and what it could do. This review is anticipated to be completed in time to be included in the LTP 	<ul style="list-style-type: none"> • to increase the pool of funds available by an additional \$100,000 per annum on what is currently budgeted in the 2018-2028 LTP to allow for an increase in the amount available for distribution by community boards. In addition, staff will work alongside boards to determine the appropriate level of funding required, which may result in a local rate to support community-led initiatives

Strategic Issues	Impact on the management of the activity	Staff recommendation
	<ul style="list-style-type: none"> an increase in the aging population requires more support and assistance to connect the population to key agencies and services the community leadership team has recently incorporated community led development in-house to enable Council to front foot the community development approach with its communities, and build and support the concept of small council big community 	<ul style="list-style-type: none"> no recommendation as the community leadership team has recently change to community-led development in-house to deal with this strategic issue
	<ul style="list-style-type: none"> regional development supports an approach for purchaser of services 	<ul style="list-style-type: none"> increase the investment in regional development by \$50,000 per annum for years 2 – 10 in the LTP in order to build on the current levels of resource if Council wishes to build momentum for small council, big community.
	<ul style="list-style-type: none"> there has been an increase in legislative pressures and a focus on integrated strategic planning is required 	<ul style="list-style-type: none"> increase the investment to relieve legislative pressures particularly in strategy and policy and communications and engagement to meet the increasing demands of legislative changes. The suggested investment is \$200,000 pa (CPI adjusted) effective from year 1 of the LTP.
<p>Climate change</p>  <p>Environmental standards, resource consents and land use</p> 	<ul style="list-style-type: none"> preparing communities for potential impacts by working across Council to enable effective and efficient communication around climate change and environmental standards through linkages and relationships with community boards, other external stakeholders, and the wider community building and maintaining strong links with our diverse communities will be important 	<ul style="list-style-type: none"> staff will work with communities to prepare them for the impacts of climate change and environmental standards changing

Community Board Assumptions

This activity recognises the unique nature of Council’s nine community boards whilst supporting the vision of Southland – one community offering endless opportunities.

Regulatory Considerations

Planning and meeting requirements for this activity are provided for under the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987.

Demand Management Strategies

It is envisaged that the demand for this activity will continue to increase over time as Council continues to support its communities to be more future focused, to operate independently and to build capability and capacity.

The demographics of our communities are changing and a partnering and collaboration approach is required in order to support them.

The key elements that need to be considered in this are:

- Southland District has changed and will continue to change, so its relationships with other districts and agencies will evolve
- communities have come together to look after their own as a result of Covid-19 and Council needs to support that
- likely local government reforms and changing standards will have a significant impact for communities in Southland District. Council's role, particularly in planning and engagement, will increase.

Key Projects

Key projects for this activity include strategy development, the development of community board plans and community plans, and developing an integrated strategic planning approach.

Other Considerations for the Activity

Our Levels of Service

This activity helps people to understand the issues surrounding Council activities and shows what Council is doing to shaping the District and ultimately improve the quality of life.

Levels of Service, Performance Measures and Targets

Our levels of service are;

- community-led development – build relationships with the community and stakeholders and support communities to achieve their aspirations which includes grants and donations
- community planning – guide, monitor and implement community outcomes
- community engagement – inform, engage and consult with the community
- community representation – make decisions in an open and transparent manner.

What LoS we provide	LoS xx: Make decisions in an open, transparent manner and support collaborative partnerships with the community and key agencies/stakeholders in the District and region				
How we measure performance	Current Performance (19/20)	Future Performance Targets			
		Yr 1 (21/22)	Yr 2 (22/23)	Yr 3 (23/24)	Yr 4-10 (25-31)
KPI xx: Proportion of agenda items held in open meetings ¹	83%	85%	85%	85%	85%

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Plans Programmed to meet the Level of Service

Issues identified for the LTP include:

- the changing demographics across the District which may result in an increased demand for grants, more assistance and support from Council staff and an integrated strategic planning approach to ensure that community needs are met
- communities will need support when preparing for the impacts of climate change
- support for additional investment in the following scenarios has been provided
 - an increase in the pool of funds available by an additional \$100,000 per annum on what is currently budgeted in the 2018-28 Long Term Plan to allow for an increase in the amount available for distribution by community boards. In addition, further work with Council’s nine community boards will be undertaken to determine the appropriate level of funding required, which may result in a local rate to support community-led initiatives
 - increase the investment in regional development by \$50,000 per annum for years two to ten in the LTP in order to build on the current levels of resource if Council wishes to build momentum for small council, big community
 - increase the investment (\$200,000 – CPI adjusted) to relieve legislative pressures particularly in strategy and policy and communications and engagement to meet the increasing demands of legislative changes – a focus in integrated strategic planning is required.

Financial Summary

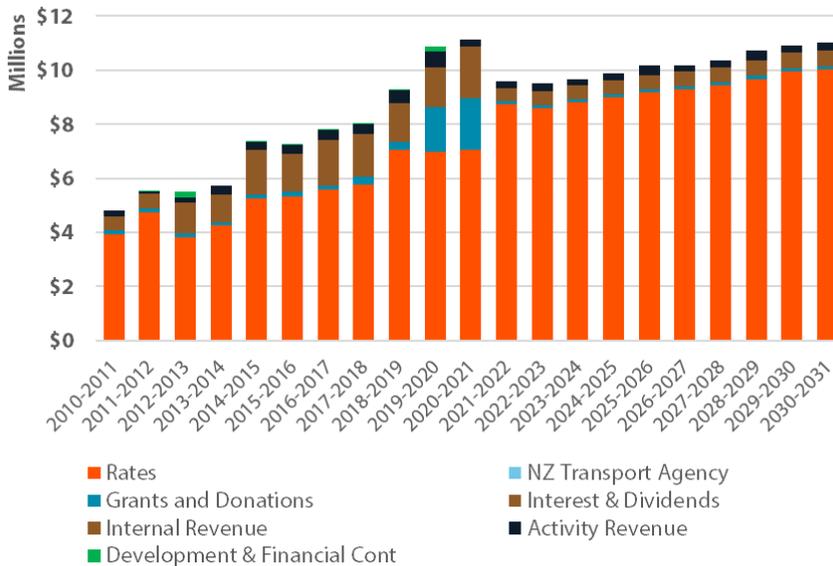
10 Year Financial Forecast

The following graphs/table summarise the financial forecasts for the activity over the ten years.

Financial Summary



Total Income



Financial Forecast Summary

The majority of costs for the community leadership activity are operational and are based around staff providing services plus funds for the provision of community assistance. These costs are primarily recovered through rates with some recovery from other activities (internal income).

Community leadership has limited capital expenditure, primarily relating to vehicles to enable the service to be provided across the District.

Community Leadership	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Actual (\$000)	Actual (\$000)	Actual (\$000)	Annual Plan (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)	LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	4,384	5,543	5,459	5,907	7,772	7,625	7,810	7,961	8,120	8,204	8,338	8,565	8,806	8,852
Targeted rates	1,365	1,487	1,522	1,101	898	921	941	961	982	1,004	1,022	1,042	1,061	1,082
Subsidies and grants for operating purposes	327	306	1,421	1,924	115	115	115	115	115	115	115	115	115	115
Fees and charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,560	1,423	1,450	1,922	555	564	575	587	601	611	624	639	654	668
Local authorities fuel tax, fines, infringement fees, and other receipts	390	475	601	289	235	298	247	253	312	265	271	344	285	292
Total operating funding	8,025	9,235	10,453	11,143	9,575	9,523	9,688	9,877	10,130	10,198	10,370	10,704	10,921	11,010
Applications of operating funding														
Payments to staff and suppliers	2,734	3,998	4,968	5,807	3,758	4,062	3,954	4,040	4,355	4,188	4,327	4,675	4,579	4,672
Finance costs	-	-	-	-	5	0	-	-	-	-	-	-	-	-
Internal charges and overheads applied	2,295	2,653	2,898	3,185	2,522	2,467	2,574	2,670	2,676	2,729	2,750	2,841	2,926	2,912
Other operating funding applications	3,254	3,190	3,112	3,009	2,994	3,029	3,060	3,092	3,121	3,155	3,191	3,229	3,269	3,371
Total applications of operating funding	8,283	9,841	10,979	12,001	9,279	9,558	9,588	9,802	10,153	10,072	10,268	10,746	10,774	10,955
Surplus (deficit) of operating funding	(258)	(606)	(526)	(858)	296	(35)	99	76	(22)	126	102	(41)	147	55
Sources of capital funding														
Subsidies and grants for capital purposes	-	7	240	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	9	9	201	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(205)	(230)	(238)	(249)	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	2	109	18	0	26	28	9	19	59	0	31	32	11	55
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	(195)	(105)	221	(249)	26	28	9	19	59	0	31	32	11	55
Applications of capital funding														
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-to meet additional demand	17	-	-	-	-	-	-	-	-	-	-	-	-	-
-to improve the level of service	15	46	4	-	-	-	-	-	-	-	-	-	-	-
-to replace existing assets	55	49	46	0	79	82	37	48	205	0	92	96	43	188
Increase (decrease) in reserves	63	(179)	448	(107)	363	30	192	167	(49)	246	160	15	234	42
Increase (decrease) in investments	(602)	(628)	(803)	(1,000)	(120)	(120)	(120)	(120)	(120)	(120)	(120)	(120)	(120)	(120)
Total applications of capital funding	(452)	(712)	(305)	(1,107)	322	8	108	95	36	126	133	9	158	110
Surplus (deficit) of capital funding	258	606	526	858	(296)	35	(99)	(76)	22	(126)	(102)	41	(147)	(55)
Funding balance	-	0	-	-	0	0	0	0	0	0	0	0	0	0

Funding Principles

Section 102(4) (a) of the Local Government Act 2002 requires each Council to adopt a Revenue and Financing Policy. This Policy must state the Council's policies in respect of the funding of both capital and operational expenditure.

Further information can be found in Council's Revenue and Financing Policy.