



Community Services

2021-2031 Activity Management Plan

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Quality Assurance Statement

Draft AMP Template

Quality Assurance Statement			
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Executive Summary

In 2019 the structure of Council's activities changed. Through the process a group called Community Resources was formed of which there were five sub activities. Community services is one of these sub activities and combines cemeteries, community housing and library services. These assets provide the community and tourists with access to Council services and activities.

The community facilities team are responsible for the provision and maintenance of the assets. The property services team are responsible for the leasing and tenanting for community housing and the overview of cemetery activities. The customer support team are responsible for the library services.

The community housing activity is currently under review. Council has requested a business case on the options available that will enable Council to make an informed decision on the future of the activity. The budgets that have been identified in this plan are based on the assumption that Council will continue to provide community housing and therefore programmed maintenance and any capital works have been allowed for. This will however mean that to fund the increased budget, rents will need to increase as the activity is self funding with no input from rates.

Prior to the preparation of this activity management plan (AMP) there has been a significant investment in understanding the current condition of the assets. Assessments have been undertaken of all of the assets that have provided up to date information of their condition, future maintenance requirements and an estimate of their remaining life. This information has provided the baseline for working through the issues of moving this activity from primarily reactive maintenance to a proactive programmed maintenance state.

In an effort to work through this the community boards have been involved in the planning process and made fully aware of the implications of the costs and alternative options that are available to meet the identified levels of service (LOS). This may entail a combination of not replacing assets at end of life, divestment, investing in alternative options when renewing assets or securing different funding options.

The measures identified above have been put in place to work towards lifting the level of management of this activity. Council is at the start of this process and with continued improvement in the data, both condition and financial and the potential changes to the funding mechanism it is envisaged that at the next review of the AMP the funding gap that has been identified may not be as high as indicated in this AMP.

Financial Summary

This activity has a mix of local and district funded assets and services. The management and maintenance of the facilities that support the services are described in the Community Facilities AMP.

The three activities that make up Community Services are funded by rates (Library Services), fees, charges and rates (Cemeteries) and fees and charges (Community Housing). The cemetery internments and community housing are expected to be self funding with no input from rates.

Purpose of the Activity Management Plan

This AMP describes the strategies and works programmes for the Community Services activity so as to meet the objective of delivering the required LOS for the Southland District (the District). This AMP informs Council's Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve, in order to achieve community outcomes. The AMP covers:

- a description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.
- the strategic context for the activity, the key activity management strategies and policies adopted within this environment and the main issues identified for the activity.
- a statement of the intended LOS and performance targets.

This AMP covers a period of 10 years commencing 1 July 2021. The main focus of the analysis is the first three years and for this period specific projects have been identified in more detail. Beyond this period work programmes are generally based on trends or predictions and should be taken as indicative only. All expenditure is based on unit costs as at 1 July 2021.

Plan Limitations

Community services have a current asset management status of ‘basic’ that was its target level in the 2018-2028 Long Term Plan. Recognising the current level of asset management planning, this AMP looks to move the status from ‘basic’ to ‘core’.

The AMP does not make assumptions or plan for a scenario other than what would have been expected, regardless of national events.

This AMP has the following limitations:

Cemeteries

- acquiring land to cater for future requirements may be difficult and expensive. Additional to this is the potential requirements for land use consents as well as any consents required to be issued by Environment Southland under their Land and Water Plan.

Community housing

- internal refurbishment of units is difficult to accurately programme and cost, due to the desire where possible to undertake these when the units are vacant.
- individual living habits of tenants, eg smokers make maintenance and refurbishment difficult to programme when the desire is to obtain best long term results for the money spent.

Library services

- Finding qualified librarians to work for Council has been an ongoing challenge. The majority of our qualified staff undertook their qualifications while in role through the Open Polytechnic. Without qualified librarians, we would be unable to catalogue local books or material and would not have access to services such as inter-loans.
- Our facilities are aging, are not fully accessible and are at risk of closing when major defects occur. Winton Library in 2019 is an example of this.
- Significant distances between sites causes additional costs associated with travel and can impact services being open when no cover is available – Stewart Island and Wyndham are regularly impacted.

Plan framework

The AMP framework is illustrated below. The strategic context, significant forecasting assumptions and any activity-specific issues are documented in the main body of this AMP. Information on locally funded activities and services are included in the Appendices to this AMP.

The key points are:

- forecasting assumptions have been included – amended to include impacts of Covid-19.
- new levels have been developed and will be incorporated into any new contracts associated with activities
- the new representation structure will have an impact on asset management.



Activity description

What we do

Community services provide the community and tourists with access to Council services and activities.

		
Cemeteries 22	Libraries 7	Community Housing Units 69

Cemeteries

Council owns and manages 22 cemeteries in the District, with 15 still in use. The others are either closed or not in use. There are also approximately 43 cemeteries which are managed by cemetery trusts in Southland, and approximately seven closed cemeteries or standalone graves.

Included in this activity is the overall maintenance of cemeteries (lawns trees and driveways) beam provision and managing the digging and backfilling of graves. Not included is the maintenance of the monuments and head stones, as these are the responsibility of the families of the interred.

The process around interment administration (processing and approving warrant's and invoicing) is managed by the property services manager but the day to day administration of the process is done by Council's customer support team working with the funeral directors contractors and other staff.

Cemetery and interment records are the responsibility of the knowledge management team.

Community housing

Council provides 69 individual housing units for rent within 10 towns in the District. The units offer good quality, affordable housing to groups with specific needs - mainly elderly residents. To provide, where possible, the ability for people to remain living in their local community.

The locations are as follows:

Township	Number		Township	Number
Edendale	11		Riversdale	2
Lumsden	4		Riverton	12
Nightcaps	6		Tuatapere	8
Ohai	5		Winton	6
Otautau	5		Wyndham	10

Library services

Across the District we offer a mobile app, website with seven physical sites and a mobile bus service. Overall the District is provided free access to:

- 89,000 physical collection items
- over 5000 eAudio and eBook items (digital collection)
- a variety of online databases, both via the website and the physical location
- access to wi-fi and digital devices
- access to the nationwide Te Puna interloan network
- library programming across the District for all ages
- access to daily local newspapers and selection of periodicals
- access to customer support functions such as payments, lodge a request for service or access a council agenda
- a free safe community space
- community run services and groups like the Winton Genealogy, Kids Restore the Kepler
- assistance with technology
- collections for local early childhood centres

Funding is also provided to three community libraries in Gropers Bush, Waiau and Manapouri. Through the shared service SouthLib consortia, all Southland District members have access to membership at any library of the following libraries in the following local authorities: Waitaki, Clutha, Queenstown Lakes/Central Otago, and Gore District Councils, and Dunedin and Invercargill City Council areas.

Why we do it

Cemeteries

Providing cemeteries protects public health in the District by providing appropriate facilities for interments. It also offers a record of a community's history and heritage, as well as information for people interested in their ancestry.

Council manages the cemetery infrastructure in a cost-effective way that meets legislative requirements. This includes mowing and keeping the cemeteries looking aesthetically pleasing for the benefit of the families and communities.

Community housing

Community housing means residents can remain living in their local community, where possible, when changes in their circumstances may have otherwise meant they could no longer do so. Council has a responsibility to ensure rental units are safe and fit for residents to live in.

Library services

Libraries provide freely accessible resources to meet the community needs in relation to literacy, knowledge, information, creativity, research and study not forgetting recreational or leisure activities. They encourage social interaction and community wellbeing providing a safe space for all in our community. Community services maximise the service by offering customer support functions at our sites so our customers have a face to face channel included without ratepayers having to pay for another council office or staff members.

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 framework guides staff, informs future planning and policy direction and forms the basis for the performance framework. It outlines how the community services activity contributes to the Council's community outcomes. The full levels of service and performance management framework is presented below.

Activity – Community services including cemeteries, community housing, library services, heritage and culture						
Activity Objective: Provide facilities communities need and support the community to participate in a range of recreational, educational, sporting, commercial and social/cultural activities						
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)	The activity provides a range of services, including Council libraries, community housing and cemeteries, heritage and culture, that supports community activities and needs. Regular checks ensure that facilities are safe to use.	People have everything they need to live, work, play and visit	More socially connected Reduced environmental impact Healthier, more active communities Better customer service	LoS xx - Council provides facilities and venues for community activities and events		
				KPI 22.4: Cemetery interment costs are not funded by rates	KPI 22.5: To meet family expectations that the burial plots are prepared by the time required	
				KPI 22.2: Community housing occupancy rate	Percentage of people who meet priority criteria	
				KPI xx: Community facilities requests for service are completed within specified timeframes		
Kaitiakitanga for future generations (Environment)		A sustainable impact on the environment Planning for the future	Improved natural environment Reduced environmental impact Increased recreation opportunities			
Inclusive, connected communities (culture)		People are well-connected	More connected Better history and heritage preservation			
A diverse economy creating healthy and affordable lifestyles (Economic)		Strong communities	Stronger business sector and local / regional economy More opportunities for economic growth			

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	

It is important that Council is seen as a leader in property/facilities management in the District and through this AMP, will ensure its community services are fit purpose, in appropriate locations and managed cost effectively. Doing so enables Council to provide and deliver quality, professional services to the ratepayer.

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 Issues and Assumptions for the Activity

The most important issues relating to the Council's community services activity for the next ten years are shown below.

Key Issue	Context, Options and Implications
Cemetery Management	<p><i>Context:</i></p> <p>Council currently uses a manual paper-based process to administer the cemetery burial. This involves a number of internal staff and contractors. It is a low volume activity but high risk if the process goes wrong. The a-spatial and spatial records are not kept in the same application.</p> <p><i>Options:</i></p> <ol style="list-style-type: none">1. status quo.2. invest in a cemetery management application.

Key Issue	Context, Options and Implications
	<p>3. acquire new land to meet future demand.</p> <p><i>Implications:</i></p> <p>The status quo will mean that the burials will continue to be managed manually making it difficult to share data with Councils customers. Having data stored in multiple repositories means that there is no single source of truth.</p> <p>Council staff propose that a purpose specific application be implemented.</p> <p>Additional land is require at Riverton to meet future demand.</p>
Community Housing	<p><i>Context:</i></p> <p>The current stock of community housing units were built in the 1970's and were not designed specifically as elderly housing. The aging demographic and low socio economic status of the areas where the units are located mean that Council is fulfilling a role that would normally be provided by the retirement village model.</p> <p><i>Options:</i></p> <ol style="list-style-type: none"> 1. status quo. 2. refurbishment of the units to meet modern standards and regulations. 3. investigate the future of community housing. <p><i>Implications:</i></p> <p>The units are no longer fit for purpose.</p> <p>Increased maintenance and compliance costs.</p> <p>Council is able to make a decision on its role in the provision of the future of community housing.</p>

Key Risks

Key Risk	Context and Implications
Compliance with New Zealand Regulations	<p><i>Context:</i></p> <p>Council facilities are required to meet all of the appropriate building, healthy homes and seismic regulations. The facilities within this portfolio are generally old and complying with these regulations comes at an increasing cost. There is an increase in the level of compliance with central government regulations.</p> <p><i>Implications:</i></p> <p>Non compliance with New Zealand Regulations is the biggest risk to this activity.</p> <p>The cost to meet changing regulations is increasing due to the age of the facilities and it will get to a point where it is no longer economical to continue to do this.</p>
Cemetery	<p><i>Context:</i></p> <p>The current manual burial process has the potential for manual error.</p> <p><i>Implications:</i></p> <p>The reputational risk to council of a mistake during this emotional time for families is difficult to quantify but will definitely expose council to public scrutiny around its processes.</p>

Regulatory Considerations

Changing regulations will require Council to further consider the state/standard of its buildings, with decisions required around having staff remaining to work in them and providing access to the public. Issues such as personal working space, ventilation and healthy buildings will need to be addressed, particularly in a post Covid-19 environment.

There will likely be a range of outcome options from status quo, to moving out and finding replacement buildings. Prudence suggests planning should be undertaken for these potential requirements.

Cemeteries

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards Outline any changes (implemented or pending) which is impacting the activity and describe how
Burial and Cremation Act 1964	Sets out the requirement for local authorities to provide sufficient cemeteries within the District. Includes provisions on the establishment, maintenance, regulation and closure of cemeteries.
	Changes: The act is having a review and is currently at public submission stage closing June 2020. The implications of the review are unknown at the time of writing this plan.
Health Act 1956	Sets out general responsibility of local authorities to improve, promote, and protect public health including the provision of sanitary works (including cemetery and crematoria).
Infrastructure Strategy	The Infrastructure Strategy was still under preparation at time of writing this AMP
Cemetery Bylaw 2016	Sets out the criteria and rules relating to the management and operations of Council controlled cemeteries throughout the Southland District.
Cemetery Policy 2016	To ensure effective and consistent management of Council controlled cemeteries throughout the Southland District.
Financial Strategy	The Financial Strategy was still under preparation at time of writing this AMP.

Community housing

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards
Building Act 2004	Sets Building Code standards to provide a safe environment for tenants.
Residential Tenancies Act 1986	Sets out the obligations and rights of both Council as the landlord and the residents as the tenants. <i>Recent changes now requires landlords to provide smoke alarms and install insulation, underfloor where possible and in wall cavities.</i>
Inclusive Community Strategy	Sets Council's strategy to enable all people to fully participate in life within the Southland District including people with impairments or from ethnic communities.
SDC Procurement Policy	To ensure transparent and efficient use of funds, whilst delivering quality services.
SDC Housing Policy	Guides the overall delivery of Council's housing activity

Libraries

Legislation / Regulation / Planning Documents	How it affects levels of service and performance standards
Local Government Act 2002	To ensure the effective stewardship of assets on behalf of all communities while promoting the current and future interests of District as a whole.
Copyright Act 1994	This Act has implications for every area of Southland District Libraries' operation, impacting on collection management, the use of the internet and new electronic technologies.
Privacy Act 1993	All operations of the libraries are covered by this Act, and it has significant implications for the collection and disclosure of information relating to individuals (both staff and customers). In particular, policy relating to records management, collection development, customer service, and marketing must take account of the Act.
Vulnerable Childrens Act 2014	To ensure our buildings remain safe community spaces
Health and Safety at Work Act 2015	Requirements for managing health and safety of employees, and other people at work or affected by the work of other people. This is an important issue for the library service in terms of both customer and staff safety. There have been occasional altercations and security issues in some libraries and it is important that there are appropriate processes in place to deal with these.
Public Records Act 2005	Southland District Libraries are required to create and maintain full and accurate records of their business in order to ensure accountability and integrity, and to protect our documentary heritage. Record keeping activities, systems, and practices should be monitored and assessed regularly.

Demand Management Strategies

Southland's widely dispersed population hubs and ageing demographic, combined with projected overall population decline, suggest no increasing demand from residents of the District for the bulk of the community services in this AMP. There were however three communities that were exceptions to that, being Winton, Te Anau and Manapouri.

The challenge with this activity is to align the facilities with the demographic spread. To this end Council could look to provide multi-purpose facilities that would cater for all demographics at the one site.

Cemeteries

The overall strategy is to meet demand as and when it occurs. With an ageing demographic in the District, it is anticipated that there will be an increasing demand on cemeteries. The Te Anau/Manapouri and Winton communities are considered to generate demand above the District average.

At this point, Riverton cemetery is the only one expected to need to expand within the next 30 years. It is anticipated that additional land will be acquired during the term of this plan.

There is a growing demand to provide some form of memorial provision at cemeteries where ashes/bodies are not buried there, but have been scattered/buried somewhere else. Currently request are being received to place memorial plaques either in the ashes sections or on the graves of family members.

This is not desirable for either option as using up ashes beam space for non-burials is not an efficient use of the space and adding additional plaques on grave sites without any burials can imply a burial in the plot that has not happened. This gets more complicated when these plaques appear without Councils knowledge or approval. To deal with this changing demand it is proposed that communities consider the construction of memorial walls for plaques only which will allow for better record management and space allocation of plots.

Community housing

Where there is a waiting list and a unit becomes available, the property manager discusses those applicants meeting the priority eligibility criteria with the local liaison person and, where appropriate, health officials, to determine the person(s) most in need of this type of housing. Where vacancies cannot be filled by elderly people (over 60), units can be rented by non-priority persons at an increased rental to fill the gap.

Council does not intend to increase the total number of units if demand increases. The strategy is to maintain the current housing portfolio and any increased demand due to an ageing population is expected to be met by alternative providers such as rest homes.

Libraries

Libraries are always going to have a strong connection with the children of our District. How we meet the demands of changing technology trends, access to creative activities, social inclusion and welcoming new residents and their families will be the drivers for what the library service delivers. To meet these community needs the library service must provide well-trained staff, modern facilities and resources within them.

Key Projects

Project	Description
Future of community housing	Council has requested a business case outlining the future of the provision of community housing.
Cemetery management application	Implement a cemetery management system that manages the burial process and the a-spatial and spatial cemetery data.
Land Acquisition	Acquire land to cater for future demand at the Riverton cemetery.
Improved asset management system	Increasing regulatory pressures on an ageing property portfolio, likewise increases the need to continuously improve how Council manages its assets. Preliminary work has already been done on introducing the Infor Property Management system. This transition will occur during the term of this AMP.
Mobile library service review	The checkout data for the mobile book bus clearly shows this is the third most used library. Accessible across the District for those not close to the physical libraries, this service is well-loved by regular users, especially our rural school communities. The service has not had the timetable and technology on-board reviewed in some time and with the successful home-delivery pilot completed over Alert Level 2 of the pandemic response, there is an opportunity to capitalise on this for our community as part of the service going forward.

Network service provision review	At a District level, it is planned to assess and review how customers choose to interact with Council. This includes all the different avenues available for customers at present and potentially in the future. The principles guiding this review are flexibility of space, equity of provision not equality of provision and assisting communities to be the benefactors of future best practice provision of community spaces. Part of this includes rebranding from being “libraries and area offices” to something that identifies the community space is – Te Papa is not restricted to be a museum, Tūranga in Christchurch is more than books and mortar. To tatou wāhi means “our space” - to tatou wāhi Murihiku
Winton library	Closed in May 2019 due to toxic mould, a decision on the building and what it’s future will be is required by Council and this will form part of the review above.

Other Considerations for the Activity

Our Levels of Service

Levels of Service, Performance Measures and Targets

LOS, performance measures and targets form the performance framework for the activity detailing what Council will provide, and to what level or standard:

LOS are the outputs that are expected to be generated by the activity. They demonstrate the value being provided to the community or reflect how the public use or experience the service. A key objective of activity planning is to match the LOS provided with agreed expectations of customers and their willingness to pay for that LOS.

Performance measures are quantifiable means for determining whether a LOS has been delivered.

Performance targets are the desired levels of performance against the performance measures.

The LOS provide the basis for the management strategies and works programmes identified in the AMP. By clarifying and defining the LOS for the activity (and associated assets), Council can then identify and cost future operations, maintenance, renewal and development works required of the activity (and associated assets) to deliver that service level. This requires converting user’s needs, expectations and preferences into meaningful levels of service.

Whilst the LOS is not necessarily in question, the increasing costs of meeting LOS needs to be addressed. Is it realistic to keep increasing expenditure? Or would a less costly LOS be acceptable? Or is a rationalisation/reduction of assets required?

Cemeteries

The performance framework for the Cemeteries AMP is largely unchanged and centres around two aspects. The first one relates to Councils policy in that interments are to be self funding i.e. that the actual costs of interments is not borne by ratepayers. The second one is to ensure the ease of process for families and funeral directors by ensuring that the plot is prepared before the families arrive at the cemetery.

Cemeteries: What LoS we provide	LoS xx: Facilities are fit for purpose, to enable healthy grieving and memorialisation for the community				
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: Cemetery interment costs not funded by rates	\$0	\$0	\$0	\$0	\$0
KPI xx: To meet family expectations that the burial plots are prepared by the time required.	New measure	100%	100%	100%	100%

Table 0-1: What we plan to do and out levels of service (LoS)

Community housing

The performance framework has been amended following the last LTP period. The LOS has been amended to include catering for future needs. In terms of KPIs, the occupancy rate remains as a KPI and a new measure to include the percentage of occupants who meet the priority criteria has been included to reflect the purpose for which the housing was originally developed.

Community housing: What LoS we provide	LoS xx: Facilities are fit for purpose, in the appropriate locations and cater for future needs				
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: Community housing occupancy rate	94%	80%	80%	80%	80%
KPI xx: Percentage of people who meet priority criteria	80%	80%	80%	80%	80%

Table 0-2: What we plan to do and out levels of service (LoS)

Libraries

The fundamental principles and core role of public libraries in society have stayed constant over time. What is changing is delivery of service methods as libraries strive to meet the needs of their communities and focus on resources that match those needs. Over the next few years libraries will experience change in how to access library resources as new technologies and media will develop at an ever-increasing rate, and there will be continued pressure on budgets. To support the transition of book-based services to online and mobile, libraries must also retain existing technology while being mindful of the need to convert into digital formats. The focus is no longer on books alone, the community visits libraries now to seek an experience, for face to face social connectedness, guidance and expertise. To adjust to these changes our measures of service will be reassessed as we continually adapt to library trends.

Libraries: What LoS we provide	LoS: Each facility will offer access to a space for tamariki, collaborative and quiet spaces for the community to use, customer support functions, library basics* disability access, areas for council staff to work				
How we measure performance	Current Performance	Future Performance Targets			
		Yr 1 (21/22)	Yr 2 (22/23)	Yr 3 (23/24)	Yr 4-10 (24/25)
Number of council library facilities that meet all LOS criteria	New measure - base 0/7	1/7	2/7	3/7	4/7

*Library basics include public computers, wi-fi, public catalogue, self-issue machines

Plans Programmed to meet the Level of Service

Council has started a programme of asset data capture so that it is in a position to use an asset management application to manage the activity and make sure that the appropriate level of funding is available. This has started with condition assessments of all Council buildings and structures as part of the integration into Infor, as part of its core system review of its information management business unit. The condition assessments would contain all components necessary to enable Infor to deliver an effective long term asset management system. Infor will deliver lifecycle information for capital and operational projects, as well tenancy data.

These condition assessments would contribute to decisions on whether or not facilities met the LOS and ultimately the need to retain or replace, or remove them.

Cemeteries

- Current operational activities, with the aim to provide a cemetery with a pleasing amenity feel to it will continue as in the past. This is primarily grass mowing, hedge trimming, plot levelling, signage and access road maintenance. This will include the ongoing monitoring of any contractual arrangements to provide these services.
- Both standard and ashes beam extensions will continue on an as required basis. This is determined simply by demand.
- What is proposed that is new, is the provision on memorial walls to allow plaques to be erected mainly for those where their ashes have been scattered or placed elsewhere. The continuation of the provision of information kiosks at cemeteries is still anticipated by Council in conjunction with local community groups like Lions who normally initiate the projects.

Community housing

- The key to maintaining LOS with the housing units is regular communication with the tenants, prompt response to requests for maintenance etc and ensuring contractors deliver high quality workmanship when undertaking programmed project work. The latter ensures tenants will be going into an inviting, clean unit.

Libraries

Winton community hub

- The rebuild of the Winton library into a new community space for our members should be also used as a template for what our library service, from our physical sites, should look like across the District. Currently the Te Anau library is the only of our physical spaces that comes close to meeting our library LOS. By developing our Winton site into a modern community space that not only meets our LOS but exceeds it, we will then have the foundations for what our other libraries should be moving into the future.

Activity and Asset Management

Overview of Management

An asset lifecycle is the series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through its useful life and eventual disposal.

The asset lifecycle can be tracked in different ways and is generally monitored in some way at every company, even if it's not a formalized process. The importance of any given asset lifecycle is determined by a number of

factors, including how costly the asset to replace is, how crucial it is to the business or company, and the overall reliability of the asset in question.

When maintenance is neglected, companies have to struggle with the resulting unexpected breakdowns, long delays, and emergency maintenance. When properly maintained, asset lifecycles can make the process of maintaining and managing your valuable assets much easier for everybody concerned.

Finally, each cycle is going to vary, depending on the asset in question. For example, a comprehensive wrench set will have a very different asset lifecycle than a large piece of machinery that has a comparatively shorter lifespan. However, the stages of the lifecycle stay the same, no matter what it's being applied to and the same principles can be applied to most assets.

The goal of infrastructure asset management is to identify the LOS required by stakeholders and then manage the asset portfolio to provide those service levels at the least lifecycle cost and in a sustainable manner. Good asset management practices means that the right work is done at the right time for the right cost. The key features of the community services infrastructure asset management are:

- a whole-of-life AM approach
- planning for a defined level of service
- long-term strategies for cost-effective asset management
- performance monitoring
- meeting the impact of growth through demand management and infrastructure investment
- managing risks associated with asset and service failures
- sustainable use of physical resources
- continuous improvement in asset management practices

Cemeteries

By nature of their existence timeline, most cemeteries are “old”, however Riverton cemetery is the only one with a life expectancy of less than 30 years based on historical demand and remaining area available. Provision is made within this AMP for new land to be acquired for future cemetery needs at Riverton.

Even when a cemetery is closed for burials it remains open to the public and Council has a legal obligation to maintain these properties in good condition. There is also a legal obligation for close cemeteries not to be sold or disposed of.

Maintenance will as above, continue on the basis of providing the open cemeteries to a level of surrounds that provide a pleasing amenity feel.

Asset provision will be the provision of the ashes and standard beam extensions as and when required being driven by demand. Memorial walls are suggested with the timing and funding being discretionary on Council administration being Community Boards.

Community Housing

The community housing portfolio was constructed over a 20 year period from 1970 to 1990. With a stated asset life of 80 years, the portfolio has a remaining lifespan of 30 to 50 years (2050 to 2070).

Council policy is that no further housing units be provided. Therefore Council has an operational and maintenance role only for the remaining life of these units.

Libraries

New collection items

The purchasing of new collection items is made, whenever possible, with consideration to the best data available for that item. For a book we consider who many issues previous books from the author have had as well as the number of those books previously purchased. We consider the history of each item to make sure it has been circulated fairly amongst our libraries and look for patterns of increasing or decreasing readership. Some distributors also provide the levels of marketing that a title will receive which will help guide our purchasing decision, especially if it's a new author to our shelves.

Replacements of collection items

We assess collection items whenever they are returned to the library by our members. Any item that is considerably worn is then passed onto our technical librarian team and a replacement copy is ordered once its popularity or importance to the collection is reviewed. Most items will be reviewed on issue count but for books of local or New Zealand importance they are viewed through the lens of community value.

Removal of collection items

Our quarterly reports run through CollectionHQ allows us to determine which collection items are not working for our collections. Whenever possible we try to rotate our items through various libraries to see if items appeal to different communities. Unfortunately we do find ourselves with items that hold no appeal for our members and are selected for discard. Worn items are chosen to be destroyed, but those that are still shelf-ready are donated to local charities and clubs. There is a risk to consider in flooding your collections with unwanted items as it makes browsing collections a lot harder and frustrating for library members.

Donations of collection items

Donations that have we received are only taken from the donator once they understand that they will have to pass our item assessment process before being added to our collection. Items that fail our assessment are either donated in turn or destroyed. We keep the numbers and perceived value of donated items so their value can be added to our collection * at the end of the financial year.

Depreciation

We currently use depreciation to manage the wear of our collections assets. Collection items depreciate over a 10 year period based on the assumption that an item will on average last for those 10 years. In the case of a reduction to our collection spending then we will also then need to look at reducing our depreciation timeline.

Asset Management

Furniture and fittings management will be setup and monitored using our Council's asset management tool, Infor. This will allow us to effectively budget for the consistent replacement and upgrade of our library assets.

Delivery Strategies

Continuing to deliver services primarily using third party contractors is seen as the most effective and efficient way of doing so. Initial work has been undertaken during the previous AMP term to reduce the number of contractors with the aim of having an available contractor work force that has capacity to act more with greater flexibility and District wide coverage, whilst meeting the increasing regulatory requirements, particularly Health and Safety.

Council has identified in its strategic assumptions that due to the ageing demographic and the increased demand on existing contractors it may be difficult to deliver some existing services using traditional service providers. An alternative to this is to use Council's internal resource to cover more isolated areas that are not attractive to the larger contractors.

It is accepted that there is concern within communities that some local contractors will no longer be used, but Council's number one priority is delivering quality services to meet the needs and ensure the health and wellbeing of the District's communities and visitors.

Libraries

Removing barriers

For our library service to increase its usage and perceived value by the community we have to determine the barriers that are keeping many from that community from enjoying the service. A major barrier that libraries internationally have singled out as the biggest barrier to accessing library services are late/overdue fees. By removing overdue fees we stop the penalisation of young families and of those in our community who can least afford to pay. As a replacement for the removal of fees we will implement a restriction on loans till the late items are returned. This allows for library members to continue using our service once the items have been returned instead of cutting ties with the library due to the accumulated fees on their account that they may be unable to pay.

Community Board Area Context

The representation review has brought a different perspective to how community board's now need to look at the locally funded assets they have within their area. They have moved from a localised focused approach to now having to take a holistic approach when planning the governance of the assets.

Previously they may have only had one reserve and one playground to fund, now they are likely to have multiple reserves and playgrounds to fund.

With community services, this means considering the need for all assets and services of a particular type within the Board's catchment. Are they all needed? Such consideration needs to look at all the changes in society since these services were provided, including; population, access (roading & vehicles), use, operational cost and community view.

Council need to look at how best to do this and choosing the appropriate levels of service that will allow them to provide consistency throughout their area of responsibility.

Asset Management Planning

Asset management planning is undertaken to ensure all parties involved in Council's asset management are working with the same information and towards the same objectives and outcomes. Such clarity is required to deliver services with efficiency and meet the LOS required.

Infrastructure asset management is the tactical decision-making that links strategic objectives with the operational delivery of physical works. Asset management planning is the organizational activity used to produce the operational forward works plans that deliver the strategic objectives.

Asset Management Systems

Over recent years, community services assets have not necessarily been managed under a recognised industry system. This is now being addressed with community services assets being brought under the Infor management system.

The Infor system is internationally recognised and used by a number of New Zealand local government authorities and Australian counterparts.

Infor bought out the Hansen business management system, that Council has used for many years to manage its Three Waters programmes. Bringing the community services assets under the same management system umbrella will provide greater consistency and improved knowledge and skill base within Council.

Libraries

Infor is the Southland District Councils current asset management software. This is our recommended system for managing library assets like furniture and fittings.

Symphony is a library management system that we utilise to manage our physical collections and member database. It is the chosen platform by the Kotui consortium which we are a part of.

CollectionHQ is a collections management system that in conjunction with Symphony helps us maintain better, fresher and more precise collections. It is a report based system that helps facilitate and automate the maintenance of the collection.

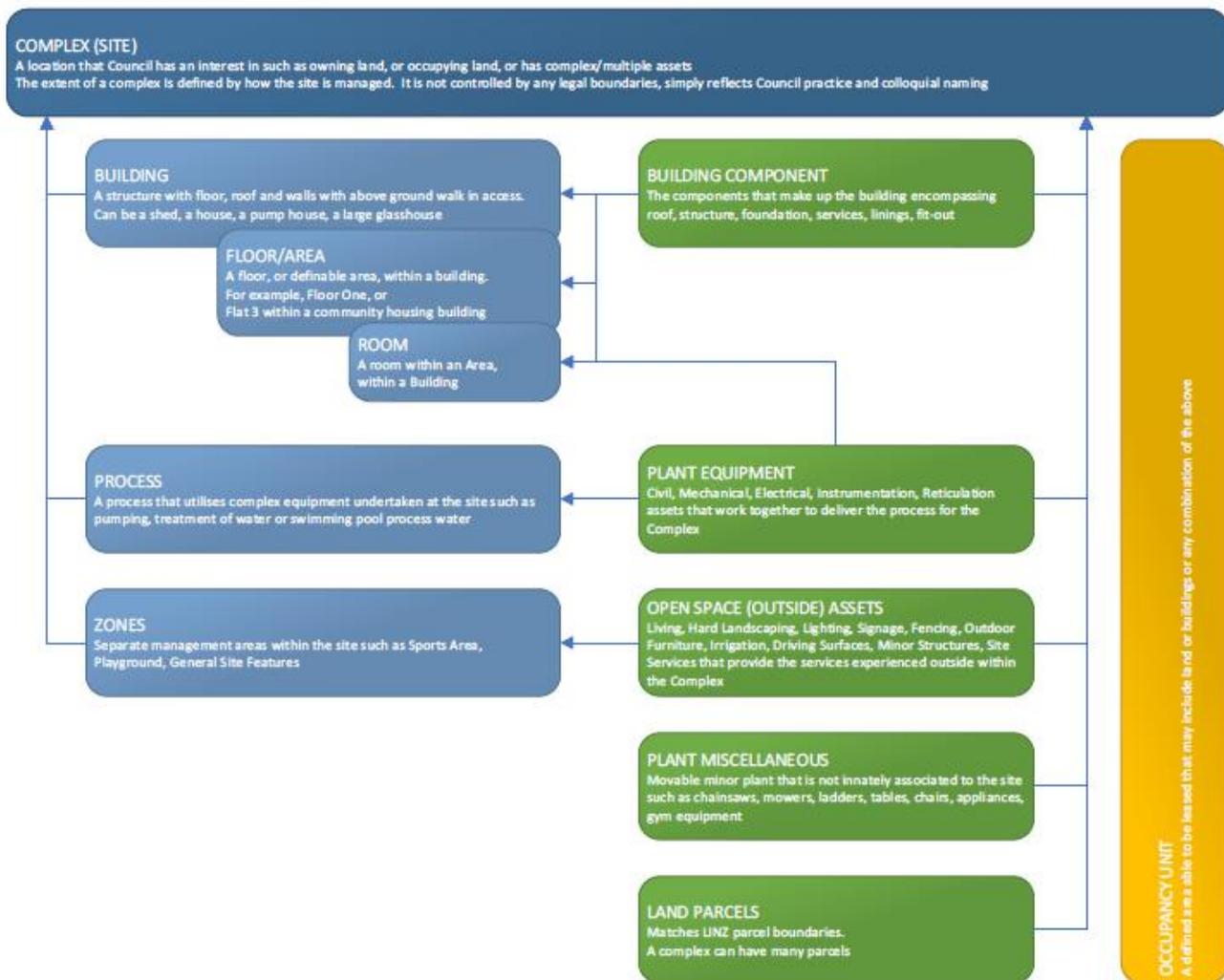
Asset Management Hierarchy

An asset hierarchy is a framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function; asset type or a combination of the two.

One of the main purposes of an asset hierarchy is to group assets that are treated in a particularly way together. Important or high visibility assets for example may receive a higher LOS than less important or low visibility assets and this is reflected in the asset hierarchy.

A well thought out asset hierarchy also makes navigating to a particular asset or asset component within an asset management software system easier.

Following is a diagram to represent the physical hierarchy of the assets captured within the Site Based Asset Feature Class. The blue lines represent the associations that will exist between the records. The term 'site based' is used to reflect those assets that are contained within a site within the community as opposed to reticulation or network assets such as water pipes that cover a vast geographic area.



Asset Management Improvement

Council has to get all of the community services asset data into the corporate asset management application Infor system. There has been significant work undertaken to identify assets, their condition and utilisation over the previous annual plan period.

Council is building up the set of data for the community services assets. This data is critical to being able to setting up the Infor. With the correct data in the system, strategic asset management decisions will be able to be made that are based on factual information.

This data is necessary to inform the community boards of the level of funding that will be required to maintain these assets. Council intends to import the community facilities assets into Infor along with the associated condition, age, use and financial data that it has collected. The intention is to have a high level of data available to inform the next LTP and move from a 'basic' to 'core' level of activity management in the Asset Management Maturity Index.



Task	Task	Responsibility	Resources Required	Timeline
1	Improve data in the INFO asset management system	Community Facilities Team	Asset Manager	1 st year
2	Improve the confidence in the data and align with NAMS Grading System	Community Facilities Team	Asset Manager	1 st – 3 rd year
3	Create Renewal Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
4	Create Acquired Assets Priority Ranking Criteria	Community Facilities Team	Asset Manager	2 nd year
5	Review Useful Lives	Community Facilities Team	Asset Manager	3 rd year
6	Improve confidence in operational and maintenance costs	Community Facilities Team	Asset Manager	1 st – 3 rd year
8	Define better LOS	Community Facilities Team	Asset Manager and Corporate Teams	2 nd year
9	Improve the confidence levels in the financial data	Community Facilities Team	Asset Manager and Finance Team	1 st – 3 rd year

Libraries

Historically we have not effectively managed our library assets as the only asset management tool that we have utilised is the asset register kept by our finance department. By utilising purposely designed software to record purchase date, value and item type we will be able to plan and forecast for the eventual replacement of fixtures and furnishings within our library service.

Financial Summary

10 Year Financial Forecast

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

Community Services	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	1,113	1,379	1,383	1,341	1,489	1,686	1,681	1,736	1,809	1,861	1,898	1,935	1,984	2,008
Targeted rates	306	82	87	1	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	6	5	6	5	216	5	5	6	6	6	6	6	6	6
Fees and charges	165	172	135	159	114	128	131	133	136	139	142	146	149	152
Internal charges and overheads applied	383	518	351	379	17	17	17	16	17	17	17	18	18	19
Local authorities fuel tax, fines, infringement fees, and other receipts	312	375	337	312	382	399	434	468	503	503	504	538	573	574
Total operating funding	2,286	2,532	2,298	2,194	2,218	2,235	2,268	2,360	2,471	2,526	2,567	2,643	2,730	2,759
Applications of operating funding														
Payments to staff and suppliers	1,174	1,254	1,063	1,547	1,465	1,270	1,277	1,311	1,329	1,375	1,476	1,399	1,515	1,570
Finance costs	-	-	-	-	8	19	18	21	22	23	20	20	19	17
Internal charges and overheads applied	767	940	859	822	590	637	654	704	747	758	772	806	820	829
Other operating funding applications	5	61	3	4	5	5	5	5	5	5	5	5	6	6
Total applications of operating funding	1,945	2,254	1,925	2,374	2,067	1,931	1,955	2,041	2,102	2,160	2,274	2,230	2,360	2,422
Surplus (deficit) of operating funding	341	277	373	(179)	151	304	313	319	369	366	293	412	370	337
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	35	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	383	584	72	236	146	193	40	150	123	77	116
Gross proceeds from sale of assets	-	-	-	-	-	-	-	0	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	383	584	72	271	146	193	40	150	123	77	116
Applications of capital funding														
Capital expenditure	-	-	-	-	-	-	232	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	182	83	110	-	242	44	148	22	30	23	23	24	25	25
- to replace existing assets	7	148	158	183	519	283	264	308	399	250	273	353	250	257
Increase (decrease) in reserves	153	46	105	21	(27)	49	(30)	136	133	133	147	158	172	171
Increase (decrease) in investments	0	(0)	0	-	-	(0)	(29)	(0)	(0)	(0)	-	0	0	0
Total applications of capital funding	341	277	373	204	735	376	584	466	562	406	444	535	447	453
Surplus (deficit) of capital funding	(341)	(277)	(373)	179	(151)	(304)	(313)	(319)	(369)	(366)	(293)	(412)	(370)	(337)
Funding balance	-	0	0	-	-	-	-	-	-	-	0	-	-	0



Figure 1: Community services total expenditure

Total income

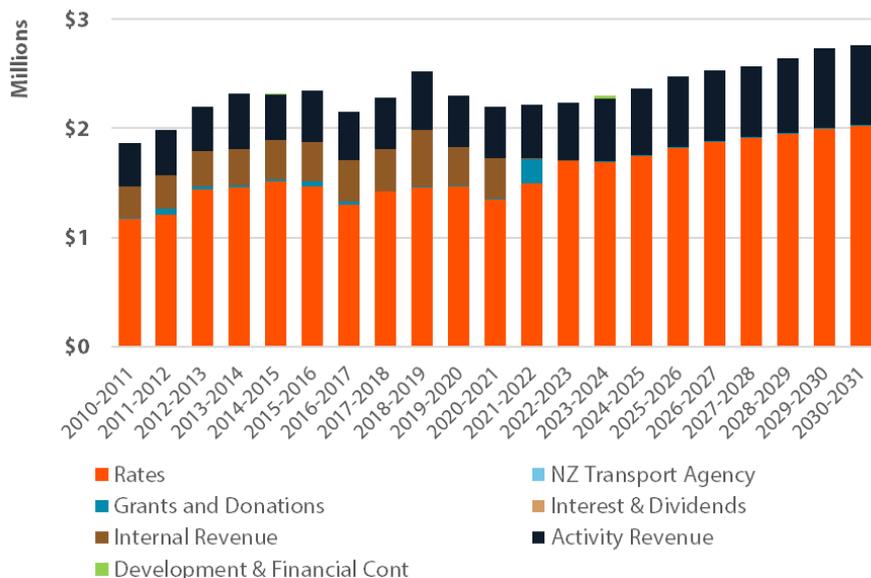


Figure 2: Community services total income

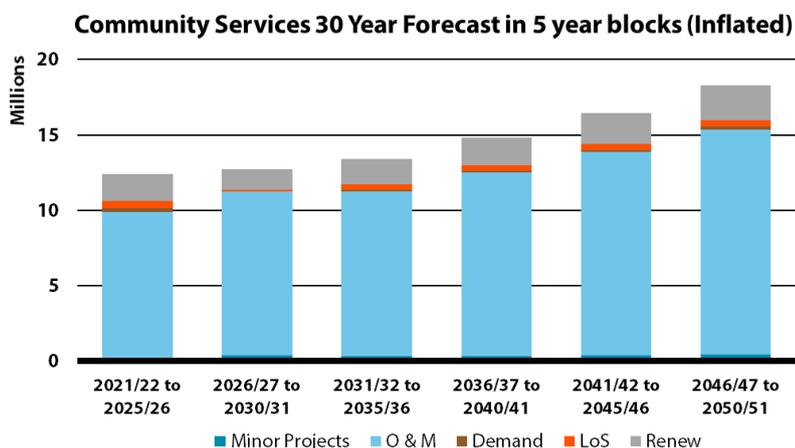


Figure 3: 30 year expenditure forecasts (from Infrastructure Strategy)

Financial Summary

Cemeteries

The forecast is business as usual for operating and maintenance costs with the Riverton capital acquisitions in 2023-2024 as identified by Council.

In the first year of this LTP a capital expenditure amount has been allowed for the purchase of an electronic cemetery management system to replace the current manual system that operates with significant risk. An ongoing annual licence fee has been included as well. These amounts could be reduced by possible costs sharing with Invercargill City Council.

This additional expenditure can be funded by a combination of increased burial fess and/or costs savings by reducing the manual input into the process.

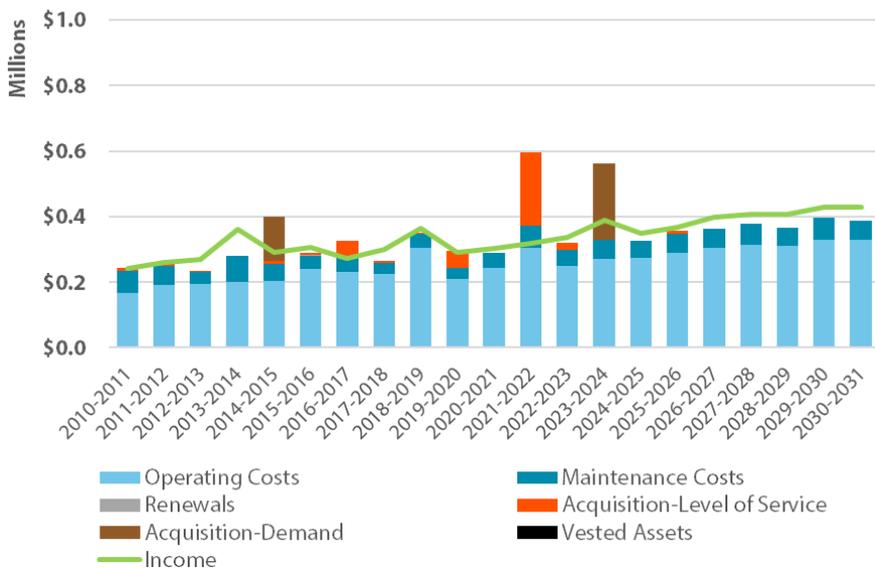


Figure 4: Cemeteries Financial Summary (District-wide) excluding Depreciation

Community housing

Income will be less than the operational costs and rentals are expected to increase to cover the operational, maintenance and loan repayment costs. The level of rental increases does not generate any surplus funds.

The majority of costs comprise of operational and maintenance expenditure which include:

- insurance
- rates
- property management and overheads.
- planned maintenance and general projects.

The increase in maintenance costs in 2023-2024 is for a repaint of the community housing in Riverton.



Figure 5: Community Housing Financial Summary (excluding depreciation)

Library services

Most costs within library services are funded through income each year; this includes the consistent renewal of library books. Income is higher in 2022/2023 onwards with debt being repaid on one off

capital expenditure in earlier years. The capital expenditure is for the installation of RFID across all books in 2020/2021 and reinstatement of the fixture and fittings at the Winton library in 2021/2022.



Figure 6: Library Services Financial Summary (excluding depreciation)

Total Income

Cemeteries

Prior to 2021-2031 LTP cemeteries was funded through local targeted rates (both from ward rates and community board/community development area rate; where the ward rate provided a contribution to the township it is shown as internal revenue. How we rate has been revised for the 2021-2031 LTP so that all rates are collected through district rates with no contribution from other rate types. This is the reason for the change to a combination of direct rates revenue and internment income.

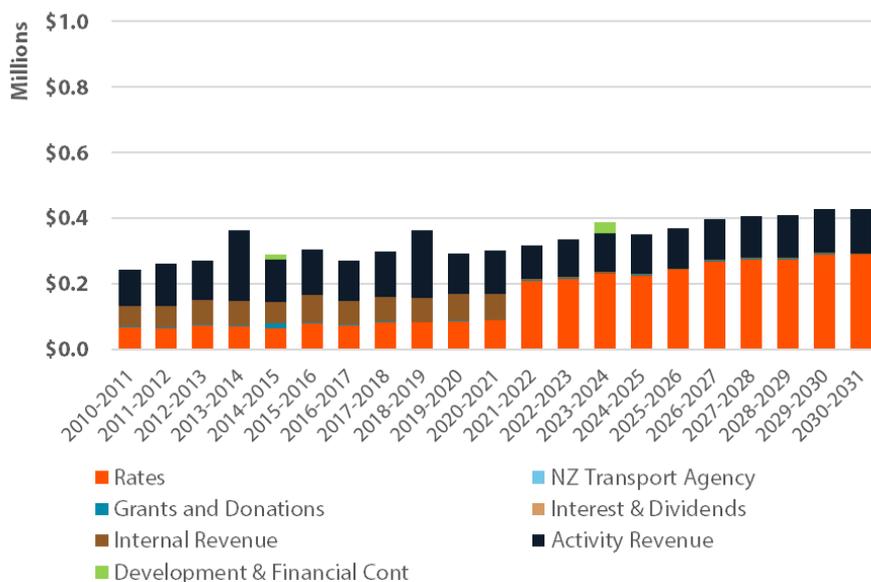


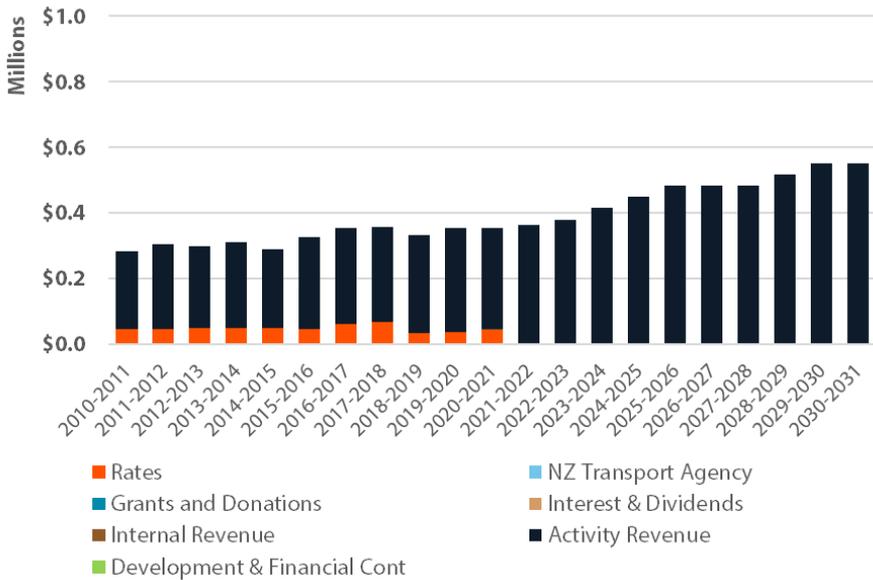
Table 0-1: Cemeteries Total Income

Community housing

Historically a minor component of the income is collected from rates to assist in the funding of this activity. This is used for the administration associated with the management of the tenancies.

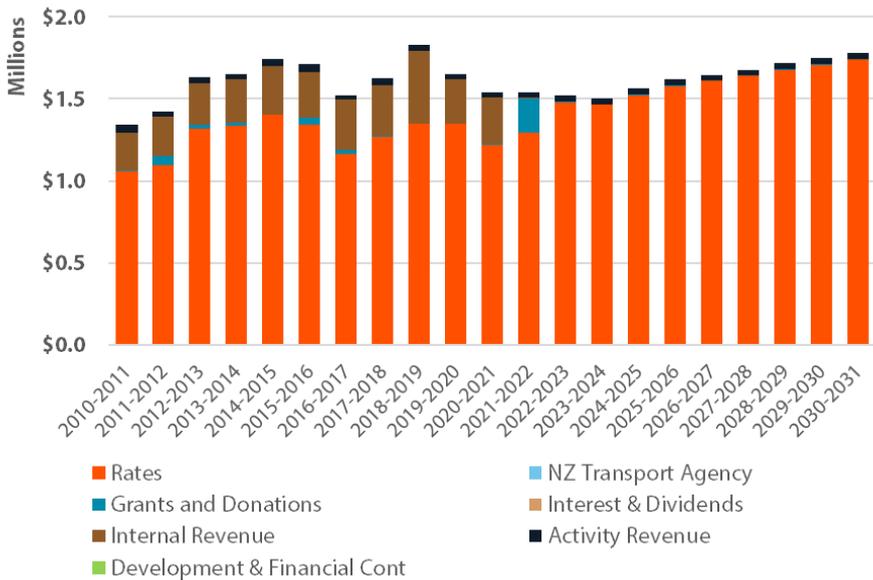
Activity revenue consists of rentals collected from tenants have been set to meet the ongoing costs of this activity over the 10 year period of the plan.

Table 0-2: Community Housing Total Income



Library services

Prior to 2018-2028 LTP the library service was funded through local and district rates; where the District provided internal revenue to the community services. This was changed at 2018-2028 LTP with the accounting system processes remaining in place; this has been revised for the 2021-2031 LTP. This is the reason for the change to predominately rates revenue.



Financial Forecast Summary

The table below represents the LTP budget for the cemeteries across the District.

Cemeteries	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	-	-	-	88	210	215	230	225	241	267	274	273	289	287
Targeted rates	84	82	87	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Fees and charges	136	148	121	133	100	114	116	118	121	123	126	129	132	134
Internal charges and overheads applied	74	74	81	79	6	5	5	4	4	4	4	4	4	4
Local authorities fuel tax, fines, infringement fees, and other receipts	3	59	1	1	1	1	1	1	1	1	1	1	1	1
Total operating funding	298	363	291	303	317	337	353	349	368	397	406	408	427	428
Applications of operating funding														
Payments to staff and suppliers	254	275	233	275	360	283	316	311	334	347	362	351	379	370
Finance costs	-	-	-	-	-	5	5	7	6	6	5	5	4	3
Internal charges and overheads applied	6	15	11	13	13	14	14	14	15	15	15	16	16	17
Other operating funding applications	-	58	-	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	260	348	244	288	373	302	335	332	354	368	382	372	399	390
Surplus (deficit) of operating funding	38	16	47	14	(56)	34	18	18	14	29	24	37	28	38
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	35	-	-	-	-	-	-	-
Increase (decrease) in debt	-	0	-	-	265	-	109	5	20	-	10	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	(0)	-	-	265	-	144	5	20	-	10	-	-	-
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	232	-	-	-	-	-	-	-
- to improve the level of service	4	4	51	-	222	24	-	-	7	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	35	12	(4)	14	13	11	41	23	27	29	34	37	28	38
Increase (decrease) in investments	-	(0)	-	-	-	-	(29)	-	-	-	-	-	-	-
Total applications of capital funding	38	16	47	14	209	34	161	23	34	29	34	37	28	38
Surplus (deficit) of capital funding	(38)	(16)	(47)	(14)	56	(34)	(18)	(18)	(14)	(29)	(24)	(37)	(28)	(38)
Funding balance	0	-	-	-	-	-	0	0	0	-	0	-	0	0

Table 0-3: Cemeteries Financial Forecasts (District-wide)

Operating cost increases are mainly inflationary adjustments. CAPEX budgets allow for refurbishment of houses (around three-five per year) and a roof and exterior repainting across the portfolio of housing units.

Community Housing	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	68	33	37	42	0	0	0	0	0	0	0	0	0	0
Targeted rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	0	0	0	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1	0	0	5	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	288	300	318	308	363	380	414	449	483	483	483	518	552	552
Total operating funding	357	333	355	355	363	380	414	449	483	483	483	518	552	552
Applications of operating funding														
Payments to staff and suppliers	103	125	145	166	241	220	230	261	242	259	330	245	314	359
Finance costs	-	-	-	-	-	1	2	2	5	7	7	9	11	11
Internal charges and overheads applied	211	176	164	183	170	175	180	196	201	206	212	230	237	243
Other operating funding applications	0	(0)	0	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	314	300	309	349	412	397	412	459	448	472	548	485	561	613
Surplus (deficit) of operating funding	43	33	46	6	(49)	(17)	2	(10)	36	11	(65)	33	(9)	(60)
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	50	72	-	141	173	40	140	123	77	116
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	-	50	72	-	141	173	40	140	123	77	116
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	13	28	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	6	-	-	4	51	79	54	94	180	26	43	116	8	8
Increase (decrease) in reserves	37	20	18	2	(50)	(23)	(52)	37	29	25	32	40	60	48
Increase (decrease) in investments	(0)	(0)	-	-	-	-	-	-	-	-	-	-	0	-
Total applications of capital funding	43	33	46	6	1	55	2	131	208	51	75	156	68	56
Surplus (deficit) of capital funding	(43)	(33)	(46)	(6)	49	17	(2)	10	(36)	(11)	65	(33)	9	60
Funding balance	-	0	(0)	0	-	0	0	0	-	0	-	0	0	-

Table 0-5: Community Housing Financial Forecasts (District-wide)

Library Services	2017/2018 Actual (\$000)	2018/2019 Actual (\$000)	2019/2020 Actual (\$000)	2020/2021 Annual Plan (\$000)	2021/2022 LTP (\$000)	2022/2023 LTP (\$000)	2023/2024 LTP (\$000)	2024/2025 LTP (\$000)	2025/2026 LTP (\$000)	2026/2027 LTP (\$000)	2027/2028 LTP (\$000)	2028/2029 LTP (\$000)	2029/2030 LTP (\$000)	2030/2031 LTP (\$000)
Sources of operating funding														
General rates, uniform annual general charges, rates penalties	1,045	1,346	1,346	1,210	1,280	1,470	1,452	1,512	1,568	1,594	1,624	1,662	1,695	1,722
Targeted rates	222	-	-	1	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	5	4	5	4	215	4	4	4	4	5	5	5	5	5
Fees and charges	30	24	13	26	14	14	15	15	16	16	16	17	17	18
Internal charges and overheads applied	308	444	269	294	11	12	12	12	12	13	13	13	14	14
Local authorities fuel tax, fines, infringement fees, and other receipts	21	17	18	4	18	18	18	19	19	19	19	20	20	20
Total operating funding	1,631	1,835	1,651	1,537	1,538	1,519	1,501	1,562	1,619	1,646	1,677	1,716	1,750	1,779
Applications of operating funding														
Payments to staff and suppliers	817	854	684	1,106	865	767	731	739	753	769	785	803	822	841
Finance costs	-	-	-	-	8	12	11	12	11	9	8	6	5	3
Internal charges and overheads applied	549	749	685	627	406	448	461	494	531	537	545	560	568	569
Other operating funding applications	5	3	2	4	5	5	5	5	5	5	5	5	6	6
Total applications of operating funding	1,371	1,606	1,372	1,737	1,283	1,232	1,208	1,251	1,300	1,320	1,343	1,374	1,399	1,420
Surplus (deficit) of operating funding	260	229	280	(200)	255	287	294	312	319	326	334	342	351	359
Sources of capital funding														
Subsidies and grants for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	383	269	-	127	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	0	-	-	-	-	0	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	383	269	-	127	0	-	-	-	-	0	-
Applications of capital funding														
Capital expenditure														
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	178	67	31	-	20	21	148	22	22	23	23	24	25	25
- to replace existing assets	1	148	158	178	468	205	209	214	220	225	231	236	243	249
Increase (decrease) in reserves	81	14	91	5	36	62	63	76	77	79	80	82	84	85
Increase (decrease) in investments	0	0	0	-	-	(0)	(0)	(0)	(0)	(0)	-	0	0	0
Total applications of capital funding	260	229	280	183	524	287	420	312	319	326	334	342	351	359
Surplus (deficit) of capital funding	(260)	(229)	(280)	200	(255)	(287)	(294)	(312)	(319)	(326)	(334)	(342)	(351)	(359)
Funding balance	-	0	-	-	-	-	-	-	-	-	-	-	-	-

Table 0-6: Library services forecasts (district-wide)

Summary of Key Financial Assumptions

Community housing

Assumptions made in respect to the community housing activity are:

- Council has requested a report on the future of community housing
- until Council determine the future of community housing it will continue to be involved in this activity
- rental income will fund all operational costs for the activity (excluding depreciation)
- rentals will be increased every year
- the units will not be replaced when they come to the end of their life
- there will be no significant population increases in the District
- while the population will be ageing, the increase in alternative providers like rest homes will result in demand for the community housing activity to remain relatively constant. Te Anau a recent example of this

Significant investment in planning and OPEX/CAPEX expenditure is required to try and rectify a significant period of underinvestment in this activity.

Issue: Demand reduced by priority persons (those over 60 primarily):

Response: Council policy allows for the units to be rented by non-priority persons at an increased rental to fill the gap. If, however, demand reduces in either a specific location or across the whole activity, to a level where the viability of the activity becomes questionable, then Council has the option to look at divesting either some or all the units.

Issue: Operating costs increase beyond rental income:

Response: Council has the option of increasing rentals or as above divesting all or some of the units.

Valuation Approach

Assets are valued for insurance purposes either annually, three yearly or five yearly depending on the reinstatement value. The terms are as follows:

- Annually 1,500,000
- Three yearly >750,000 - <\$1,500,000

- Five yearly <\$750,000

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.

The funding principles for the buildings are driven by whether the benefit is either District or local and they are funded accordingly either through local community rates or district rates.

Fees and Charges

The fees and charges for community housing is set by Council. These are documented in Councils Schedule of Fees and Charges each year.

Libraries

- removal of late fees
- fee for replacement of lost collection item
- APNK Printing
- photocopying

Appendix

Cemeteries

Council provided cemeteries are located in Calcium/Isla Bank, Centre Hill, Dipton, Edendale, Halfmoon Bay, Horseshoe Bay, Lumsden, Lynwood, Mokoreta, Otautau New, Otautau Old, Riverton Old/New, Single Burial (Wairaki - Blackmount), Tararua Acre, Wairio, Wallacetown, Old Wallacetown, New Winton, Old Winton, East Woodlands, Wreys Bush and Wyndham.

Cemeteries (In Use)	Approximate Date of first Burial
Calcium/Isla Bank	1891 to present
Centre Hill	1906 to present
Dipton	1879 to present
Edendale	1915 to present
Halfmoon Bay	1882 to present
Lumsden	1882 to present
Lynwood	1974 to present
Otautau New	1912 to present
Riverton	1861 to present
Wairio	1885 to present
Wallacetown New	1891 to present
Winton East	1951 to present
Woodlands	1883 to present
Wreys Bush	1891 to present
Wyndham	1867 to present
Cemeteries (Not In Use)	Approximate Date of first Burial
Horseshoe Bay	1878 No longer in use
Mokoreta	1890 No longer in use - Closed
Otautau Old	1879 No longer in use - Closed

Cemeteries (In Use)	Approximate Date of first Burial
Single (Wairaki - Blackmount)	Unknown
Tararua Acre	1881 No longer in use
Wallacetown Old	1862 No longer in use
Winton Old	1875 No longer in use

Community housing

Council provides 69 community housing units throughout the District focused on achieving the following objectives:

- to provide good quality affordable housing to a group with specific needs (primarily elderly people).
- to provide, where possible, the ability for people to remain living in their local community.

Township	Number		Township	Number
Edendale	11		Riversdale	2
Lumsden	4		Riverton	12
Nightcaps	6		Tuatapere	8
Ohai	5		Winton	6
Otautau	5		Wyndham	10

Table 0-1: Community Housing Locations