

## NOTICE OF MEETING

# LONG TERM COUNCIL COMMUNITY PLAN AND ANNUAL PLAN SPECIAL COMMITTEE

I hereby give notice that an Ordinary Meeting of the Long Term Council Community Plan and Annual Plan Special Committee will be held on:-

<b><u>DATE:</u></b>	<b>Monday, 17 March 2003</b>	<b><u>TIME:</u></b>	<b>9.30 am</b>
	<b>Tuesday, 18 March 2003</b>		<b>9.30 am</b>
	<b>Wednesday, 19 March 2003</b>		<b>9.30 am</b>
	<b>Monday, 24 March 2003</b>		<b>9.30 am</b>
	<b>Tuesday, 25 March 2003</b>		<b>9.30 am</b>

**VENUE:** Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City

to consider the business as set out herein and to take any necessary action connected therewith.

18 March 2003

Ngareta Delamere  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8552

### **MEMBERSHIP:**

Councillor	JM	Clews, QSO, JP (Chairperson)
Mayor	Bob	Harvey, QSO, JP (Deputy Chairperson)
Deputy Mayor	CA	Stone
Councillors	DQ	Battersby, JP
	BA	Brady, JP
	RP	Dallow, QPM, JP
	AC	Fenton
	OE	Hoskin, MNZM, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, JP
	VS	Neeson, JP
	GB	Presland
	GW	Russell
	DA	Yates, JP

(Quorum 5 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR AN ORDINARY MEETING OF THE LONG TERM COUNCIL COMMUNITY  
PLAN AND ANNUAL PLAN SPECIAL COMMITTEE TO BE HELD IN THE  
CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,  
ON MONDAY, 17 MARCH 2003, COMMENCING AT 9.30 AM.**

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**AGENDA FOR AN ORDINARY MEETING OF THE LONG TERM COUNCIL COMMUNITY  
PLAN AND ANNUAL PLAN SPECIAL COMMITTEE TO BE HELD IN THE  
CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,  
ON MONDAY, 17 MARCH 2003, COMMENCING AT 9.30 AM.**

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**1 APOLOGIES**



**2 URGENT BUSINESS**

Section 46A(7) and (7A) of the Local Government Official Information and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the item is a minor matter; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting; and
- (iii) the Committee resolves to deal with the item.

No resolution, decision, or recommendation may be made in respect of the item except to refer the item to a subsequent meeting for further discussion.

**NOTE:** Urgent Business need not be dealt with now and may be delayed until later in the meeting.



**3 CONFIRMATION OF MINUTES**

Ordinary      Wednesday, 19 June  
Reconvened   Thursday, 20 June 2002  
                    Friday, 21 June 2002  
                    Monday, 24 June 2002  
                    Tuesday, 25 June 2002  
                    Thursday, 27 June 2002  
                    Friday 5 July 2002  
                    Wednesday 10 July 2002  
                    Friday, 12 July 2002  
                    Monday, 15 July 2002  
                    Wednesday, 17 July 2002

### **RECOMMENDATION**

That the minutes of the Ordinary Meeting of the Annual Plan Special Committee held on Wednesday, 19 June 2002 and Reconvened on Thursday, 20 June 2002, Friday, 21 June 2002, Monday, 24 June 2002, Tuesday, 25 June 2002 Thursday, 27 June 2002, Friday 5 July 2002, Wednesday 10 July 2002, Friday 12 July 2002, Monday, 15 July 2002 and Wednesday, 17 July 2002, as circulated, be taken as read and now be confirmed.



## **4 LONG TERM COUNCIL COMMUNITY PLAN AND ANNUAL PLAN PROCESS AND TIMETABLE**

### **PURPOSE OF THE REPORT**

The purpose of the report is to inform the Committee of the process for the adoption of the Draft Long Term Council Community Plan and Annual Plan and the indicative timetable to meet the planned adoption date 25 March 2003.

### **DRAFT LONG TERM COUNCIL COMMUNITY AND ANNUAL PLAN PROCESS**

Councillors and Community Board representatives have been issued with a Draft Long Term Council Community / Annual Plan folder along with supporting material.

The folders contain the following:

Section A	Agenda
Section B	Strategic Platform Overview Reports
Section C	Unit overview Reports
Section D	Additional Reports

The folders and accompanying supporting material will include the following material which will be provided during the Deliberations:

- Unit Budgets
- Cost of Services Statements
- Waste Policy
- Water Funding Options
- Significance Policy
- Revenue and Financing Policy
- Liability Management Policy
- Investment Policy
- Rates Remission Policy
- Remission and Postponement of Rates on Maori Freehold Land Policy
- Development or Financial Contributions (development of)
- Partnerships with the Private Sector Policy

The folders will be updated at each of the Long Term Council Community Plan and Annual Plan Special Committee meetings with additional information that has been requested or is intended to be supplied to assist elected members in their decision-making.

**TIMETABLE FOR PRESENTATION OF DRAFT LONG TERM COUNCIL COMMUNITY PLAN / ANNUAL PLAN MATERIAL**

The timetable below sets out the indicative times for the Long Term Council Community Plan and Annual Plan Special Committee to consider draft Long Term Council Community Plan /Annual Plan material. At the conclusion of the deliberations of the Special Committee the recommendations will need to be ratified at a Special Council meeting scheduled for 12.00 noon on Tuesday, 25 March 2003.

**Monday, 17 March 2003**

9.30 - 11.00	Agenda - Process and Timetable Chief Executive's Long Term Council Community Plan and Annual Plan Overview
<b>11.00 - 11.15</b>	<b>BREAK</b>
11.15 - 12.45	Strategic Platforms Overview
<b>12.45 - 1.30</b>	<b>LUNCH</b>
1.30 - 2.45	Policies
<b>2.45 - 3.00</b>	<b>BREAK</b>
3.00 - 4.00	Corporate and Civic Services

**Tuesday, 18 March 2003**

9.30 - 11.00	Strategic Group
<b>11.00 - 11.15</b>	<b>BREAK</b>
11.15 - 12.45	Strategic Group
<b>12.45 - 1.30</b>	<b>LUNCH</b>
1.30 - 2.45	Strategic Group
<b>2.45 - 3.00</b>	<b>BREAK</b>
3:00 - 4:00	Finance Maori Issues Public Affairs

**Wednesday, 19 March 2002**

9.30 - 11.00 City Services

**11.00 - 11.15 BREAK**

11.15 - 12.45 City Services

**12.45 - 1.30 LUNCH**

1.30 - 2.45 City Services

**2.45 - 3.00 BREAK**

3.00 - 4.00 City Services

**Monday, 24 March 2003**

9.30 - 11.00 Further Deliberations

**11.00 - 11.15 BREAK**

11.15 - 12.45 Further Deliberations

**12.45 - 1.30 LUNCH**

1.30 - 2.45 Further Deliberations

**2.45 - 3.00 BREAK**

3.00 - 4.00 Further Deliberations

**Tuesday, 25 March 2003**

9.30 - 11.00 Further Deliberations

**11.00 - 11.15 BREAK**

11.15 - 12.00 Further Deliberations

**Special Council**

**Tuesday, 25 March 2003**

12.00 noon Adopt draft Long Term Council Community Plan and Annual Plan recommendations

**TIMETABLE FOR ADOPTION OF FINAL LONG TERM COUNCIL COMMUNITY PLAN AND ANNUAL PLAN**

The Council has approved the following timetable for the adoption of the Long Term Council Community Plan 2003 -13 and Annual Plan for 2003/2004.

**DELIBERATIONS ON DRAFT FINAL LONG TERM COUNCIL COMMUNITY PLAN  
AND ANNUAL PLAN**

Monday, 17 March 2003	9.30 am - 4.00 pm
Tuesday, 18 March 2003	9.30 am - 4.00 pm
Wednesday, 19 March 2003	9.30 am - 4.00 pm
Monday, 24 March 2003	9.30 am - 4.00 pm
Tuesday, 25 March 2003	9.30 am - 12.00 noon

**Special Council Adoption of Draft Long Term Council Community Plan and Annual  
Plan**

**Tuesday, 25 March 2003, 12.00 noon**

**SUBMISSION PERIOD**

23 April Submissions Open
23 May Submissions Close

**LONG TERM COUNCIL COMMUNITY PLAN / ANNUAL PLAN HEARINGS**

Friday, 6 June 2003	9.30 am - 4.00 pm
Tuesday, 10 June 2003	4.00 pm - 9.00 pm
Wednesday, 11 June 2003	3.00 pm - 9.00 pm
Thursday, 12 June 2003	9.30 am - 4.00 pm
Friday, 13 June 2003	9.30 am - 4.00 pm
Monday, 16 June 2003	9.30 am - 4.00 pm
Tuesday, 17 June 2003	3.00 pm - 9.00 pm

**DELIBERATIONS ON FINAL LONG TERM COUNCIL COMMUNITY PLAN AND  
ANNUAL PLAN**

Friday, 20 June 2003	9.30 am - 4.00 pm
Monday, 23 June 2003	9.30 am - 4.00 pm
Tuesday, 24 June 2003	9.30 am - 4.00 pm
Thursday, 26 June 2003	9.30 am - 4.00 pm
Friday, 27 June 2003	9.30 am - 4.00 pm
Monday, 30 June 2003	9.30 am - 12.00 noon

**Special Council Adoption of Long Term Council Community Plan and Annual Plan  
Friday, 30 June 2003, 12.00 noon**

**RECOMMENDATION**

That the information be received.

Report prepared by: Dick Guy, Corporate Planner: Finance.



## 5 CHIEF EXECUTIVES OVERVIEW

### PURPOSE OF THE REPORT

The purpose of the report is to advise the Special Committee of the process surrounding the preparation of the Long Term Council Community Plan, the planned work programmes to meet Council's strategic direction, financial issues, rates requirement, and seek a recommendation to Council for adoption of the draft Long Term Council Community Plan for consultation.

### BACKGROUND

Over the last two years, Council has been preparing this Plan to keep the City moving towards sustainable development goals. The Plan is the result of extensive discussion between Council and its communities, combined with scrutiny of past performance and assessment of the best options for making progress towards Council's goals for the City's sustainable future.

Over the period of working on the Strategic Review (2001-2002), the Council's mission, goals and principles were re-affirmed as:

- Mission: Waitakere EcoCity
- Goals: Sustainable, Dynamic, Just
- Principles:
- Open Honest Communication
  - Accountability
  - Partnership
  - Innovation
  - Excellence
  - Integrity

The vision is that in the near future, Waitakere will be known internationally as a sustainable city that:

- celebrates and sustains its people;
- has a strong sustainable economic base;
- honours its environment; and
- builds on its cultures and heritage.

Council has been engaged in a Strategic Review process for two years. The adoption of a new Local Government Act 2002 means that the material from the Strategic Planning workshops and consultation will now be incorporated into the Long Term Council Community Plan 2003/2004 - 2012/2013.

The purpose of a Long Term Council Community Plan is to:

- describe the activities of the local authority;
- describe the community outcomes of the local authority's district;
- provide integrated decision making and co-ordination of resources of the local authority;
- provide a long term focus for the decisions and activities of the local authority;
- provide a basis for accountability to the community; and
- provide an opportunity for participation (Section 93 (6)).

The processes used to date to develop the Plan meets the requirements of the legislation under the transition requirements (Section 279) of the Local Government Act 2002.

## **STRATEGIC CONTEXT**

It is proposed to call the Plan “Eco city, the next ten years”. This affirms the Eco city direction at first glance and also clearly signals the long term nature of the document. Subtitles on the front cover will meet the statutory requirements to produce a Long Term Council Community Plan and Annual Plan.

A sustainable development approach requires Council to look at how the outcomes and programmes work together. This draft Long Term Council Community Plan sets out nine outcomes for the City and each of these sets out a vision (the 2020 statement) which is supported by objectives and actions, measures and financial intentions for the next three years.

These nine outcomes for sustainability are:

- Urban and Rural Villages
- Integrated Transport and Communication
- Strong Innovative Economy
- Strong Communities
- Strong Democracy
- Green Network
- Three Waters
- Sustainable Energy, Clean Air
- Zero Waste

The nine outcomes constitute our strategic direction and set out our ‘platforms’ for action over the next ten years. The overview of these platforms and their development process is contained in the agenda item called “Overview of Strategic Platforms”. This agenda item also presents the four longstanding commitments to the principles of the Treaty of Waitangi, First Call for Children, Safe City and Sustainable Development. These also have vision statements and actions to achieve the goals identified.

The nine platforms each have a separate agenda item that deals with issues specific to that platform, such as any budgetary or delivery issues.

This proposed Plan sets out what the Council intends to do over the next ten years, how these actions contribute to community outcomes and priorities, and how the community will know whether objectives are being met. The plan for the prudent financial management of the city, and how the Council’s action plan will be financed are key sections of the Plan.

The structure of the draft Long Term Council Community Plan follows closely the format approved by Council in November 2002. The document will have:

- Section One: Introduction  
An introductory section providing an overview of the City’s achievements and Council’s main goals. It outlines the commitments to partnership and includes the four principles.

- Section Two: Planning  
The second section is all about planning, Council processes, and how to get involved in making a submission. It includes the policies to be consulted upon, long term financial issues facing the City, and the financial management provisions. For Council deliberations, these have a separate agenda item where necessary.
- Section Three: Strategic Direction  
The third part of the Plan contains more detailed explanations of what the nine platforms will mean in terms of actions the City will take over the next ten years. The major programmes schedule will be in this section. Main factors shaping the Plan such as long term trends, the requirements of the Local Government Act 2002, the key measures for sustainable progress assessment, and the Corporate Sustainability report are all in this section.
- Section Four: Financial Management  
The fourth section contains detailed financial information supported by a series of appendices.

For practical purposes, policies will have a separate book, but legally, are part of the Long Term Council Community Plan. For consultation purposes, a summary will be provided in Section Two of the Long Term Council Community Plan as well as in the required summary document.

### **LONG TERM COUNCIL COMMUNITY PLAN PREPARATION PROCESS**

The preparation of the long Term Council Community Plan involved the following process:

- extensive community discussion;
- discussion with Council via strategic planning workshops;
- budget guidelines booklet and training sessions with respective units;
- strategic priorities sent to units;
- reviews of budgets to ensure strategic compliance and fiscal responsibility;
- preparation of Unit Overview Reports.

These meetings are the culmination of months of rigorous work. The result builds upon the approach to the 2002/03 Annual Plan adoption processes where a recommended budget was presented. This comprised a recommended package of activities designed to ensure that Council's strategic priorities were met, while continuing the investment needed to maintain the infrastructure of the City and in a manner that complies with the legal requirement for prudent financial management. This Plan provides me, as Chief Executive, with the tools necessary to efficiently manage the organisation whilst also supporting the Mayor, Deputy Mayor and Elected Members. There are some items addressed through Unit Overview Reports that require special consideration by Council. These are items that have not been included within the budget but have been addressed through Unit Overview Reports.

### **COMPLIANCE WITH LOCAL GOVERNMENT ACT 2002 REQUIREMENTS**

A revision of the 1974 Local Government Act was concluded in December 2002. Council has been briefed on the requirements of the new Act and has chosen to take the opportunity to be an "early adopter" of the Long Term Council Community Plan using the transitional provisions.

The Act requires some policies to be adopted by 30 June 2003, with other compliance requirements to be met by December 2003. No matter what date a Council adopts its first Long Term Council Community Plan, all councils must adopt a fully compliant Plan by 2006.

The purpose of the new Local Government Act is to provide for effective and democratic local government, and is founded on the principles of participation, accountability, and ensuring that a long term sustainable approach is taken by the local authority. Part of the legislative requirement is to have a long term (ten year) plan. This long term plan replaces the Long Term Financial Strategy.

The Plan, adopted as draft in November 2002, and the updated planning material in this item continues to build on the principles of Agenda 21, the EcoCity philosophy, and the planning and policy documents such as the Greenprint 1994 that have provided guidance and direction for this City for the last ten years. Council has developed a long term plan for 2003/2004 - 2013/2014 that reflects the outcomes identified by the community, provides for integrated outcomes based planning, and is focussed on working towards sustainable development.

There are nine outcomes identified in the draft Long Term Council Community Plan and each set of outcomes is usually referred to as a 'platform'.

Each platform and the accompanying plan complies with the requirements under the Local Government Act 2002 to:

- identify outcomes (the 2020 'vision' statements);
- identify groups of activities that support those outcomes (each platform is the 'group of activities');
- describe how the local authority contributes to furthering the community outcomes (Council lists both ten year and three year actions);
- state what measures will be used (the key measures, informed by a set of supporting performance measures);
- state how the local authority will work with other organisations (the partnerships section in the Long Term Council Community Plan, as well as identifying working with others in each platform).

The agenda item "Communications Plan - Long Term Council Community Plan" discusses the results of the consultation to date and proposes a plan for the consultation period in April 2003.

Financial management compliance issues are dealt with in the financial management sections, Unit Overviews, and the policy agenda items also to be considered in these deliberations (Local Government Act 2002, Part 5 and Part 6, Sub-parts 3 and 4).

The legislation also requires us to state what measures will be used to assess progress towards the achievement of community outcomes (Schedule 10 (1) f). Each platform indicates a set of key performance measures that will be reported on annually, although some of these measures are long term, in which case trends will be reported on an annual basis. These key measures have a separate agenda item for these deliberations.

Each platform will include a short narrative section on how each of these groups of activities are delivered, which will also include a section identifying any negative social, environmental, economic or cultural effects. This section is still under preparation at this stage.

## **FINANCIAL MANAGEMENT PROVISIONS LOCAL GOVERNMENT ACT 2002 AND POLICIES**

### **Financial Management Provisions**

The new Local Government Act 2002 has not departed from the requirement that local authorities prepare their budgets in a prudent manner. A local authority must ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses. However, the new Act does allow that when a local authority resolves to do so, and it is financially prudent, that having regard to the estimated expenses of achieving and maintaining the projected levels of service provision set out in its Long Term Council Community Plan, projected operating revenues may be set at a different level. This allows the Council some flexibility in matching its operating revenues and expenditure in any year, however, it would need to be clearly signalled why such a non-matching is occurring and how it will be rectified in future years.

There is a requirement in the new Act that a Local Authority must manage its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community. The draft Long Term Council Community Plan presented to you has been prepared on that basis. The funding of the Council's activities must also be met from those sources that the local authority determines to be appropriate, following consideration of:

- the community outcomes to which the activity primarily contributes;
- the distribution of benefits between the community as a whole; any identifiable part of the community and individuals;
- the period in or over which those benefits are expected to occur;
- the extent to which the actions or in-actions of particular individuals or a group contribute to the need to undertake that activity;
- the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
- the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community.

All the above matters are addressed in Council's draft Revenue and Financing Policy that will be considered during these deliberation meetings.

The Act also sets out a new procedural requirement in relation to any decision to construct, replace or abandon a strategic asset. Any such decision must be highlighted through a statement of proposal in the draft Long Term Council Community Plan by including:

- the details of the proposal;
- the reasons for the proposal; and
- an analysis of the reasonably practical options to achieve the objective of the proposal.

Decisions taken prior to the new Act are excluded, such as the new Civic Centre and Henderson Library. However, the draft Long Term Council Community Plan will need to include sufficient information on these projects, as their funding will be included.

## **Policies**

The new Act requires Local Authorities to adopt funding and financial policies as set out below. Some of these policies are already in place and others will need to be adopted as part of the overall process. Each policy has a separate agenda report to enable consideration of the issues.

A Local Authority must adopt:

- a Significance Policy;
- a Revenue and Financing Policy;
- a Liability and Management Policy;
- an Investment Policy;
- a Development Contributions or Financial Contributions Policy;
- a Partnerships with the Private Sector Policy;
- a Remission and Postponement of Rates on Maori Freehold Land Policy.

The Council is also required to adopt all or any of the following policies:

- a Rates Remission Policy;
- a Rates Postponement Policy.

In addition, the Council's Waste Management Plan is being reviewed this year (a statutory requirement), all the above policies will be considered as separate report items during the deliberations process. A brief summary of the policies is provided below:

### **Significance Policy**

This is a new requirement that provides the framework by which councils will meet their obligation to assess the "significance" of any issue. If the matter is determined to be significant, Council will need to decide the extent and nature of disclosure of that issue and to whom, the extent of consultation required on the issue, and whether or not the matter should be highlighted in the Long Term Council Community Plan and the Revenue and Financing policy.

### **Revenue and Financing Policy**

This is essentially a rewrite of the present Funding Policy that needs to be "recast" to show how Council is meeting the requirements of the new Act but, in general, does not involve changes to the underlying policy. The exceptions are in relation to parking charges and, potentially, the funding of water. Specific consultation material is being developed for both of these issues.

In this policy the Local Authority must state how it funds its operating expenses and capital expenditure. The Act specifies the sources of funds that may be used to fund activities. These are general rates, targeted rates, fees and charges, interest and dividends from investments, borrowings, proceeds from asset sales, development contributions, financial contributions under the Resource Management Act 1991, grants and subsidies, and any other income.

### **Liability Management Policy**

This new policy is very similar to the existing Borrowing and Investing Policy. The policy must state the local authority's policy in respect of the management of both borrowing and other liabilities which include interest rate exposure, liquidity, credit exposure, debt repayment, specific borrowing limits, and the giving of securities.

### **Investment Policy**

The existing Borrowing and Investing Policy covers the requirements of the new Act. The policy must include how financial and equity investments are to be managed, the mix of investments, an outline of the procedure by which investments are managed and reported by the Local Authority, and how risks associated with investments are assessed and managed.

### **Policy on Development Contributions or Financial Contributions**

The new Act sets out a requirement for a policy on financial contributions or development contributions. Council has adopted a Financial Contributions policy through the proposed District Plan but this is subject to appeal. The new provisions allowing for development contributions to be developed as set out in the new Act is a major improvement on the current financial contribution provisions in the Resource Management Act 2001. However, there is not enough time to develop and adopt this policy for the current year. While this is technically a breach of the Act, it was not intended that this part of the legislation was to be compulsory this year. The Office of the Auditor-General have been asked for their attitude to this issue and have indicated that they would not treat it as a breach requiring a note in the audit opinion. It is proposed that Council set out its intention to develop this policy over the next twelve months.

The policy must summarise and explain the capital expenditure identified in the Long Term Council Community Plan that the Local Authority expects to incur to meet the increased demand for community facilities resulting from growth, and must state the proportion of capital expenditure that will be funded by development contributions, financial contributions, and other sources of funding. The policy must state what activities Council will seek development contributions or financial contributions for. This work will be undertaken as part of the 2003/04 Plan.

### **Policy on Partnerships with the Private Sector**

This new requirement will provide a framework within which partnerships between Council and those in business will be entered into and will include when such partnerships would be set up.

The policy must include circumstances (if any) in which the local authority will provide funding or other resources to form a partnership with the private sector. This may include funding by way of grant, loan or investment or by way of acting as a guarantor for any such partnership. The consultation process must also be explained along with what conditions if any the local authority will impose before providing funding or other resources to any formal partnership in the private sector and an outline of how risks associated with such provision of funding or other resources will be assessed and managed. The way in which the partnership will be managed and the achievement of community outcomes are furthered by the provision of partnerships must also be included.

### **Policy on Remission and Postponement of Rates on Maori Freehold Land**

This is a new policy that must state the objectives sought to be achieved by the remission of rates and the conditions and criteria to be met in order for rates to be remitted. Presently the Council has no land categorised as "Maori Freehold Land" for a policy on the remission of postponement of rates to apply to.

### **Rates Remission Policy**

The policy must state the objectives sought to be achieved by the remission of rates and the conditions and criteria to be met in order for rates to be remitted. Under the transitional provisions of the Rating Act 2002 the existing rates remission policy can be used for 2003/2004.

### **Rates Postponement Policy**

This policy must state the objectives sought to be achieved by postponement of the requirement to pay rates and the conditions and criteria to be met in order for the requirement to pay rates, to be postponed. Under the transitional provisions of the Rating Act 2002 the existing rates remission policy can be used for 2003/2004.

### **Waste Management Plan**

As Council's Waste Management Plan is being reviewed this year (a statutory requirement), the whole document is to be included in the draft Long Term Council Community Plan. The draft Waste Management Plan provides a framework for managing the gaseous, liquid and solid waste that Waitakere City Council generates, collects and disposes of. The Council is committed to achieving zero waste to landfill by 2020, and the draft Plan contains specific targets to work towards this goal. The Plan addresses the collection, re-use, recycling and residual disposal of litter, domestic collection, and illegal dumping as well as the management of closed landfills. It also contains targets for council's in-house waste management and education programmes.

### **Adoption of Policy Documents**

The above policies must be consulted upon and it is practical to include them as part of the draft Long Term Council Community Plan consultation process, and the documents will be appended to the draft Long Term Council Community Plan so that submissions can be received and considered through the consultation process. The policies must be adopted by 30 June 2003 and will be effective from 1 July 2003.

## **COMMUNITY OUTCOMES**

Under the transitional provisions of the new Act, a local authority may use the information that it already has about community outcomes. When undertaking the Strategic Review, the Council designed a two year consultation process which has given Council a considerable amount of information about community outcomes and priorities. This process already undertaken will meet the requirements for identifying community outcomes in the new legislation (Section 91).

Each strategic platform has a vision statement (the 2020 statement), developed through the consultations undertaken by Council and through Council workshops. These are currently draft statements of where the Council and the community want to be in twenty years time. They were developed in conjunction with key stakeholders and reflect the discussions, interests and aims of the community. For the development of policy under the new Act, these 2020 statements are taken to be the statement of community outcome (Section 91).

The requirements of the consultation process are:

- To provide opportunities for communities to discuss their desired outcomes (we have run hui, Pacific Island meetings, interested groups, youth, Creative Conversations, discussions with partnership groups etc).
- To allow communities to discuss relative importance and priorities of those outcomes (we generally used a ranking process in each meeting to gain relative priorities).
- To provide scope to measure progress (draft measures have been developed for each strategic outcome area and are addressed in the covering agenda item for each).
- To promote better co-ordination and application of community resources (Council undertakes this through partnerships, collaborative working processes, community consultation, community capacity development programmes).
- To inform and guide the setting of priorities (through the ranking process in each meeting).

On the basis of the consultation undertaken, it is proposed that the key priorities identified by the community are local public transport, education for all and at all stages of life, and local employment.

The extensive consultation process associated with the preparation of the Strategic Plan, combined with Council's extensive collaboration processes, as well as the formal consultative procedure and processes for the draft Long Term Council Community Plan which will be undertaken, means that Council complies with the provisions of the new legislation. Priorities and requests from community groups have been analysed to ensure that major concerns have been included in the strategic platform pages.

## **DELIVERY OF STRATEGIC OUTCOMES**

### **Major Programmes for Next Ten Years**

A schedule of major programmes has been prepared and will be circulated. This is a summary of the strategic platforms information and attempts to visually demonstrate key sustainable development actions that Council intends to pursue. The first three years are given in more detail than subsequent years.

This format allows for the easy identification of how major programmes contribute to the strategic direction of Council. This schedule will help to provide the framework as each Annual Plan is prepared in the next three years.

### **Major Programmes for 2003/04**

The 2003/2004 year in the Long Term Council Community Plan 2003/2004 - 2012/2013 is the Annual Plan 2003/2004, and the main activities and their associated expenditures for this and the next two years are listed as part of each platform.

For consistency, the key priorities for the 2003/2004 year have been listed under each strategic outcome.

An overview of each unit and its activities will be presented as part of these deliberations, and unit budgets are also available for Council to consider.

The following is a suggested list of highlights and priorities for 2003/2004 for inclusion in the draft Long Term Council Community Plan:

**Urban and Rural Villages:**

- *Plan northern growth areas (Whenuapai, Hobsonville, Westgate);*
- *Develop Henderson library, Corban Estate;*
- *Complete Glen Eden Library;*
- *Plan for shifting Civic Centre to Henderson;*
- *New Lynn review and planning continues, Todd/Totara public place development underway.*

**Integrated Transport and Communication:**

- *Install double tracking on our section of rail line;*
- *Build park and rides;*
- *Extend cycleways (North Western route extension);*
- *Install bus priorities at intersections;*
- *Build connecting road, e.g. Munroe Bridge;*
- *Waitakere On line project underway.*

**Strong Innovative Economy:**

- *Market Henderson Vineyard Business Park land;*
- *Support film, marine and arts activities;*
- *Support local youth into work;*
- *Support broadband provision into the City.*

**Strong Communities:**

- *Support tertiary institute in Henderson;*
- *Assist in the completion of the Stadium in Central Park Drive;*
- *Continue Ranui development project;*
- *Plan for innovative housing projects.*

**Active Democracy:**

- *Ensure better access to Council services through libraries and internet;*
- *Build on existing partnerships;*
- *Treaty framework project.*

**Green Network:**

- *Establish Ranges protection programme;*
- *Continue Twin Streams project in Oratia/Opanuku catchments;*
- *Complete People's Park in Harbourview;*
- *Continue community engagement in park and green network development.*

**Three Waters:**

- *Clean up stormwater on motorway interchanges;*
- *Continue upgrading New Lynn services;*
- *Research local water solutions for northern areas.*

**Sustainable Energy and Clean Air:**

- *Audit energy use on Council sites;*
- *Run public forum on energy and air;*
- *Launch Climate Change Programme;*
- *Plan for zero emissions.*

**Zero Waste:**

- *Plan for kerbside collection of kitchen waste for composting;*
- *Run an even bigger and better Trash to Fashion event;*
- *Continue green waste composting at Transfer Station.*

**KEY ISSUES FOR CONSULTATION**

The issues that have been identified so far that will be highlighted through the consultation process are a mix of future issues that are potentially major contributors to the sustainable development of the City, development of major new strategic assets that require significant new financial commitment, and the lesser but still important priority issues for the forthcoming financial year. These issues are:

- protecting the Waitakere Ranges;
- Northern Sector Growth Area;
- the future of Whenuapai;
- development of State Highways 16 and 18;
- climate change initiatives;
- the Civic Centre project;
- the Henderson Library project;
- priorities for 2003/2004 as outlined above.

**SUMMARY OF OVERALL RATE REQUIREMENT 2003/04**

The key components that make up the increased rate requirement after allowance for rating base growth for 2003/04 are as follows:

Direct Costs and Revenue	0.78%
Depreciation	3.78%
Loan Interest	1.14%
Total Council Controlled Costs	5.70%

During the 2002/2003 Annual Plan process the Council indicated that the Council controlled rate requirement for the 2003/04 year would be set at the level of inflation after allowance for growth in the rating base. The rates increase that has been shown above is made up of costs that are driven by growth and previous decisions of Council. In addition to this will be any increase in regional levies.

The indicative rate requirement for years two to 10 of the draft Long Term Council Community Plan will be covered during the deliberations.

The key influences on the rates increase are increased depreciation, interest, and the increased maintenance of additional assets as a result of growth. These are discussed in more detail below for 2003/2004.

## **Direct Costs and Revenue**

There has been an extensive review of all costs and revenue sources available to Council. The table above summarises the key components of the indicative rates increase for 2003/2004. Depreciation and interest expense together comprise 4.92% of the rates increase. The direct costs and revenue increase after allowance for growth in the rating base is below the year ended 2002 level of inflation of 2.4%.

## **Depreciation**

The 2002/2003 Annual Plan provided for the full funding of depreciation. The Council had previously not fully funded all its depreciation cost and was behind the Auckland region in doing so. Of the 9.62% rate increase in the current year, 8.01% related to the full funding of depreciation. The depreciation funds are used for the renewal of assets and any surplus depreciation is used to offset new capital, loan rating or payment of existing debt. The new Act does not refer to depreciation funding, however, local authorities must state how they manage their assets, what service levels are required, and how those assets shall be maintained and sources of funding for those assets. The Council's assets are worth in excess of one billion dollars and in order to ensure consistent delivery of service levels and reliability, they need adequate funding to ensure that the networks do not suffer failure.

The new Act does not describe how depreciation funds must be spent. The overall financial framework is that the Council's operating expenditure must be matched by operating revenue. The full depreciation charge must be shown in the financial accounts, however, how the funds are utilised is at Council's discretion provided that it is shown that the assets under its control are being managed correctly. It is intended in the 2003/04 year and beyond that maintenance costs of non-infrastructure assets will be funded from depreciation. In the 2003/04 year this is approximately \$1.36 million. Depreciation funds will still be used for the renewal of assets and any surplus applied against debt or new capital loans required.

There is an increase in deprecation funding from the current year of approximately \$3.2 million. The Council over the past three years has had an ambitious capital works programme along with receiving assets from developers throughout the city. As assets are created, depreciation must be provided for. The creation of new facilities such as the New Lynn Community Centre, Massey Leisure Centre and the improvements to the West Wave Aquatic Centre and creation and vesting of infrastructure assets contributes significantly to the increased depreciation requirement. In examining depreciation components in light of the move of the Civic Centre to Henderson, there are some depreciation charges that are currently being applied to the existing Civic Centre building and some leased properties where Council has staff. It is felt appropriate that the depreciation funding on premises that Council will vacate for the move to Henderson Town Centre, should not be funded. The depreciation charge not to be collected amounts to \$361,000. The non-funding of this depreciation charge will need to be signalled in the draft Long Term Council Community Plan so ratepayers are informed that depreciation funding is not being collected on these assets.

## **Interest and Debt**

There is an increase in loan interest expense of approximately \$1 million. This amount is considerably less than expected because of the proceeds of \$56.4 million from the early sale of the UnitedNetworks Limited shares. This has reduced the budgeted interest expense by \$4.2 million. The loan interest increase is purely due to the capital works programme that Council approves on an annual basis.

The approved new loan programmes over the past three years is shown below:

	<u>\$ Millions</u>
2000/2001	20.73
2001/2002	56.46
2002/2003	49.67

Over the past three years the approved capital works programme has been unable to be completed within the approved financial year as a result of capacity issues, tendering, timing or external factors such as acquisition or negotiation with affected parties. For every \$10 million of new capital loan funded expenditure, there is an associated ongoing interest cost of \$750,000 budgeted on an annual basis. In the year in which the new capital expenditure is approved, the full interest charge is not provided for in the Annual Plan, as the loans are not raised on the 1<sup>st</sup> of July each year. An assessment of the project is undertaken and in most cases only one quarter of the interest payment required is provided for. The Annual Plan for 2002/03 had no provision for interest on strategic land purchases, as there was uncertainty over the acquisition of the land in question. This is continued in the draft Long Term Council Community Plan.

The management of debt and interest expense is controlled through the Council's Borrowing and Investment Policy. Interest expense exposure is managed on a daily basis and the Finance and Operational Performance Committee is informed by monthly report of financial instruments that have been entered into to limit interest rate risk. The loan interest expense for the draft Long Term Council Community Plan has been assessed on the debt portfolio estimated at 30 June 2003 along with an assessment of the new capital works programmes.

### **GROWTH OF THE CITY**

Waitakere is one of the fastest growing cities in the country. It also belongs to a fast growing region and these factors combined put increasing pressure on Council costs. On average, Waitakere City can expect to grow by around 1,000 dwellings (3,000 people) each year.

Growth is not steady. In some years the market for new dwellings is buoyant and in other years quiet. However, the main underlying drivers in growth in households, population growth, and internal migration are not going to change. It is the Council's job to plan long term to accommodate future growth, while remaining informed about short term market swings.

The additional rates estimated to be received into the City in 2003/04 from properties created in 2002/03 is calculated at \$1.2 million. This is offset by increased costs shown below:

	<u>\$ Millions</u>
Rating Base Growth	1.200
Less:	
Depreciation and Maintenance of Additional Assets Received or Created During the Year	4.015
Increased Use of City Facilities	0.864
Planning for Growth	<u>1.110</u>
<b>Shortfall</b>	<b>4.789</b>

In addition to the above, in some cases it makes sense for developers to provide additional capacity in the infrastructure they are installing to provide for likely further development in the future, but Council incurs the additional cost of providing this extra capacity and is only able to cover reasonable costs from future developers in the area. In 2002/2003 the Council budgeted to provide \$450,000 to developers, of which \$200,000 was for roading works, and \$200,000 for stormwater works. Significant work on financial and development contributions is planned for 2003/2004.

### **REGIONAL COSTS**

Waitakere City cannot be considered in isolation. It exists as part of a fast growing region and some of the challenges of that growth need to be considered regionally. There is an increasing level of co-operation, joint planning and joint projects happening at a regional level. While the citizens of the region will benefit in the future, there is a real drain on the resources of the participating councils to manage and fund these projects alongside their own work programmes. However, there are major risks of not being represented in influencing some of the key decisions coming out of these processes. It is critical that this Council plays its part in these projects.

The cost of Council's participation in these is set out below:

Passenger Transport	\$845,000
Auckland Regional Economic Development Strategy	\$95,000
Other small projects	\$45,000

### **CARRIED FORWARD SURPLUS AND ASSET SALES**

For a number of years the Council has used the proceeds from asset sales and any savings within the current year to offset the rate requirement in the following year. In the 2002/2003 Annual Plan, \$3.0 million of asset sales was used in that way along with a carried forward surplus of \$3.1 million. In the annual planning phase last year the Council signalled that it wished to place less reliance on these. The budgeting process has tried to eliminate the reliance upon these mechanisms in the 2003/2004 year, however, increases in depreciation, interest and growth have again necessitated their continued use. It is intended to again use a carried forward surplus of \$2.2 million and asset sales of \$3.0 million. This is a reduction on the 2002/2003 Annual Plan and the impact of the \$900,000 reduction from this combined funding has been absorbed within the direct costs and revenue. The future use of utilising carried forward surpluses and/or asset sales is limited. The major component of the carried forward rate surplus into the 2003/2004 year has been from the interest savings from the sale of the UnitedNetwork Shares. The asset sales represent the last stages of the Harbourview development by Waitakere Properties Limited.

As part of the draft Long Term Council Community Plan preparation process for 2003/04, there has been a review of expenditure and revenue to date and a best case scenario of \$2.2 million rate savings has been identified. This amount has been applied to a reduction in the rate requirement for 2003/2004.

The main contributors to the rates surplus is the interest savings \$2.2 million from the early sale of the UnitedNetworks shares last year, Refuse Transfer Station operations \$859,000, and some savings in unit budgets.

The self funding water supply account is forecast to have a year end surplus of \$399,000. The surplus is earmarked to be applied against the existing water account overdraft account, which accumulated during the early to mid 1990's. The expected deficit at 30 June 2003 is predicted to be \$2.0 million. I have not included this amount as a carry forward.

Offsetting the above rates surpluses is the shortfall of \$1.159 million from the West Wave Aquatic Centre. Revenues have fallen well short of the scenario modelling. The visit number inputs to the model had been overstated and this was compounded by the understating of the operating costs. It is clear that the original data was significantly flawed in relation to both these aspects. There is also an estimated additional interest expense of \$390,000 relating to strategic land purchases not budgeted for and the timing of capital works programmes. The interest budget for 2002/03 was prepared on a conservative basis as in prior years there had been a substantial surplus in the interest expense budget due to non completion of work programmes or timing issues outside of Council's control. The estimated dividend from Waitakere City Holdings Limited is also expected to be \$110,000 below forecast as already advised last year to Council.

A further review of the nine month results will take place in April 2003, with a further report to the Finance and Operational Performance Committee in May 2003. Every effort is being made to lock in the projected savings so that the \$2.2 million can be applied to the rate requirement for 2003/2004.

There have been a number of requests from various Council Committees on the use any projected year end surplus and these will need to be addressed through the deliberations process.

### **CONCLUSION**

The draft Long Term Council Community Plan being recommended to Council has been prepared upon prudent financial management principles, meets the strategic objectives as indicated by Council, and provides me with the resources I need to efficiently manage the needs of the organisation and elected members.

In conclusion, I would like to express my appreciation to all staff involved with the planning process.

### **RECOMMENDATIONS**

1. That the information be received.
2. That before recommending to Council the Long Term Council Community Plan as a draft for public consultation, the Special Committee:
  - confirm the strategic priorities, as attached at pages 15 to 16 of this agenda and associated agenda items;
  - review the extent to which the draft Long Term Council Community Plan delivers on these strategic priorities.

Report prepared by: Harry O'Rourke, Chief Executive.



## 6 POLICY ON PARTNERSHIPS WITH THE PRIVATE SECTOR

### PURPOSE OF THE REPORT

This report seeks Council approval of a policy on “partnerships with the private sector”, for consultation.

### BACKGROUND

In order to provide predictability about sources and levels of funding, all Councils are required by the new Local Government Act to adopt a specified list of funding and financial policies. These policies may only be amended as an amendment to the long-term council community plan. Included in this list of policies is partnerships with the private sector. The scope of these partnerships is set out in Section 107 (2) of the Act and is aimed at arrangements or agreements that Council enters into with those “engaged in business” but excludes any arrangements that are with other local authorities or with “council organisations” or that are a contract for the supply of goods or services. Council organisations are either companies where the Council has voting rights, or other organisations that are either controlled by Council, or organisations where Council has the right to appoint 1 or more of the trustees, directors or managers (however described) of the organisation.

This policy does not affect existing contract procedures for purchasing services from organisations that may be covered by the policy.

*A1*

Section 107 of the Act is attached at page A1.

### STRATEGIC CONTEXT

Partnerships with the private sector, for commercial purposes, are a means by which the costs and risk of projects are spread beyond the Council, with the trade off generally being that the benefits of the project will also be shared between the Council (on behalf of the residents and ratepayers of the City) and the private sector organisation. This approach enables incentives to be developed to ensure that organisations with the best information are required to provide that information and it also should ensure that the most efficient arrangements are developed to manage the project.

They are also a means by which Council resource use might be optimised so that community outcomes might be achieved without the whole cost being borne by the Council.

They are intended to be a means to give effect to the purposes of the Local Government Act.

### ISSUES

Public-Private Partnerships are a concept that is coming into vogue in New Zealand, especially for major infrastructural arrangements. The Land Transport Management Bill contains provisions for Public-Private Partnerships on roading and other land transport projects. While the intention of the requirement for Councils to have a policy on Public-Private Partnerships appears to have been to ensure that Councils make explicit the circumstances under which they might enter into such ventures, the requirement as drafted, does not appear to achieve this purpose in some situations and also brings in a much wider range of “partnerships”.

The key “problem” is that the term “partnership with the private sector” is very widely defined as being “any arrangement or agreement that is entered into between 1 or more local authorities and 1 or more persons engaged in business”. The term “engaged in business” captures a much wider range of organisations than those who are attempting to run commercial ventures and would extend to, for example, many community organisations who trade with their members and others to support their organisation’s operations.

The other issue is that such partnerships exclude arrangements that are a contract for the supply of any goods or services to, or on behalf of, a local authority. It seems likely that most major Public-Private Partnerships that Council might enter into would involve, in some way, a contract for the supply of goods or services.

It is suggested that the original intent of the legislation is sensible and consistent with the disclosure and transparency objectives that are apparent throughout the new Act. With this in mind, it is proposed that Waitakere City Council’s policy should be drafted so that low cost, low risk, community driven Public-Private Partnerships involve few compliance obligations and large, high risk commercially driven Public-Private Partnerships have a higher compliance threshold to meet. A policy in line with this proposal has been drafted and has been circulated separately.

The proposed policy also extends beyond the statutory definition in order to cover supply contracts that involve infrastructure and the collection of revenues by the private sector party.

## **RESOURCES**

This policy must be adopted using the Special Consultative procedure. Resources to undertake this consultation are included in the budget for the Annual Plan/Long Term Council Community Plan and Annual Plan Special Committee consultation process.

Implementation of this policy will require a small amount of time for staff training. This can be accommodated within current and future budgets.

## **CONCLUSION**

Council is required to adopt a Policy on partnerships with the private sector, using the special consultative procedure, by 30 June 2003, in order to comply with S90 of the Local Government Act 2003. A draft policy, for consultation, is proposed for Council approval.

## **RECOMMENDATIONS**

1. That the information be received.
2. That Council adopt the Draft Policy on Partnerships with the Private Sector as a draft for consultation and that consultation take place as part of the Long Term Council Community Plan consultation process.
3. That the a final draft of the Policy on Partnerships with the Private Sector, taking into account the results of consultation, be brought back to Council for adoption by 30 June 2003 during the Long Term Council Community Plan adoption process.

Report prepared by: Joy Hames, Manager: Policy Development and Ross Wilson, Strategic Planner, Financial.



## 7 RATES REMISSION POLICY

### PURPOSE OF THE REPORT

The purpose of this report is to advise the Committee of the recommendation of the Finance and Operational Performance Committee, and present recommended wording to appear in the draft Annual Plan for the 2003/2004 year.

### BACKGROUND

A2-A3

At its meeting held on 10 February 2003, the Finance and Operational Performance Committee considered a report on the development of a rates remission policy, as attached at pages A2 to A3 and resolved:

2. *That the Finance and Operational Performance Committee recommend to the Annual Plan Special Committee:*
  - (a) *That the remission of rates on properties used by sports and other community groups, and remission of penalties and remission of rates on the grounds of extreme financial hardship continue to be dealt with under existing policy and delegations of authority under the transitional provisions contained in Section 139 of the Local Government (Rating) Act 2002 for the 2003/2004 year.*
  - (b) *That the issue of developing a policy on rates remission be reported back to Council for consideration during the 2003/2004 year.*
  - (c) *That a report on financial assistance options for business incentives, including boat building and film production be brought to the Annual Plan Special Committee for consideration.*

71/2003

This report addresses the first recommendation.

The issue of developing a policy on rates remission will be reported back later in the year after the adoption of the Long Term Council Community Plan.

The third recommendation on financial assistance options for business incentives will be reported on during the deliberations for consideration.

Set out below is the suggested wording of the section of the Long Term Council Community Plan incorporating the 2003/2004 Annual Plan dealing with remission of rates. This summarises the provisions of the current policies on remission of rates.

### RATES REMISSION POLICY

Section 102(5) of the Local Government Act 2002 provides that a local authority may adopt a rates remission policy.

Section 139 of the Local Government (Rating) Act 2002 provides as a transitional measure that until the close of 30 June 2004, a local authority may remit rates as if the Rating Powers Act 1988 were still in force.

For the 2003/2004 year Waitakere City will not have a rates remission policy adopted under the provisions of the Local Government Act 2002, but will instead consider applications for remission of rates and continue to remit rates (including penalties) in accordance with the powers contained in the Rating Powers Act 1988 under its existing policy of rates relief for community groups, or powers delegated to Officers as the case may be.

The policy of rates relief for community groups provides for remission of part or all rates (excluding the Uniform Annual General Charge and service charges) on land in respect of which a community group is the ratepayer, the amount of the rates remission being determined by an assessment of the benefits to the community from the property use against the criteria contained in the policy.

Powers that are delegated to Officers relate to the remission of rates after full enquiry that extreme financial hardship to any individual exists or would be caused by requiring payment of rates. Penalties may be remitted if in the circumstances it is considered just and equitable to do so.

### **RECOMMENDATIONS**

1. That the information be received.
2. That the wording as suggested in this report be included in the Long Term Council Community Plan incorporating the 2003/2004 Annual Plan to describe the interim policy on remission of rates.

Report prepared by: Andrew Pollock, Director: Finance.



## **8 RATES POSTPONEMENT POLICY**

### **PURPOSE OF THE REPORT**

The purpose of this report is to advise the Committee of the recommendation of the Finance and Operational Performance Committee, and present recommended wording to appear in the draft Annual Plan for the 2003/2004 year.

### **BACKGROUND**

A4-A5

At its meeting held on 10 February 2003, the Finance and Operational Performance Committee considered a report on the development of a rates postponement policy, as attached at pages A4 to A5 and resolved:

- “2. *That the Finance and Operational Performance Committee recommends to the Annual Plan Special Committee:*
  - a. *That the transitional provisions of the Local Government (Rating) Act 2002 be used for any applications for postponement of rates for the 2003/2004 year.*
  - b. *That the development of a rates postponement policy be reported back to Council during the 2003/2004 year.”*

72/2003

Set out below is the suggested wording of the section of the Long Term Council Community Plan incorporating the 2003/2004 Annual Plan dealing with postponement of rates. This summarises the provisions of the current policies on remission of rates. This approach is consistent with Council’s Strategic position.

## **RATES POSTPONEMENT POLICY**

Section 102(5) of the Local Government Act 2002 provides that a local authority may adopt a rates postponement policy.

Section 140 of the Local Government (Rating) Act 2002 provides as a transitional measure that until the close of 30 June 2004, a local authority may postpone rates as if the Rating Powers Act 1988 were still in force.

For the 2003/2004 year Waitakere City will not have a rates postponement policy adopted under the provisions of the Local Government Act 2002, but will instead consider applications for postponement of rates and continue to postpone rates in accordance with the powers contained in the Rating Powers Act 1988 and delegation of authority to the Director: Finance.

The payment of rates may be postponed where it is established after full enquiry that hardship exists or would exist if all or part of the rates were not postponed.

## **RECOMMENDATIONS**

1. That the information be received.
2. That the wording as suggested in this report be included in the Long Term Council Community Plan incorporating the 2003/2004 Annual Plan to describe the interim policy on postponement of rates.

Report prepared by: Andrew Pollock, Director: Finance.



## **9 DRAFT LIABILITY MANAGEMENT AND INVESTMENT POLICY**

This report was not available at time of printing and will be circulated separately.



## **10 REVENUE AND FINANCING POLICY**

This report was not available at time of printing and will be circulated separately.



## **11 POLICY ON DEVELOPMENT CONTRIBUTIONS OR FINANCIAL CONTRIBUTIONS**

This report was not available at time of printing and will be circulated separately.

