



Stratford District Council

LOCAL GOVERNANCE STATEMENT

Prepared in terms of Sections 40 and 274 of the Local Government Act 2002

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INTRODUCTION

WHAT IS A LOCAL GOVERNANCE STATEMENT

This document is the Local Governance Statement, which the Council is required to produce in terms of Section 40 of the Local Government Act 2002. Council is obliged to produce a new governance statement within six months after each triennial election.

Stratford District Council's Local Governance Statement is a collection of information about the processes that Council uses to engage with the district's citizens. It also promotes local democracy by providing the public with information on ways they can influence local democratic processes.

The Local Governance Statement includes the following broad categories of information:

- Functions, responsibilities and activities of the local authority;
- Electoral arrangements;
- Governance structures and decision making processes;
- The way elected members make decisions and relate to each other, and to the management of Council;
- Key policies of Council.

Governance Statement

1. FUNCTIONS, RESPONSIBILITIES AND ACTIVITIES

The purpose of the Stratford District Council is to enable democratic local decision-making to promote the social, economic, environmental and cultural well being of the Stratford District in the present and for the future.

The Council has overall responsibility and accountability for the proper direction and control of the Council's activities in pursuit of community outcomes. This responsibility includes:

- Formulating the District's strategic direction in conjunction with the community - now the Long Term Council Community Plan (LTCCP);
- Determining the services and activities to be undertaken;
- Managing principal risks;
- Administering various regulations and up-holding the law;
- Monitoring the delivery of the LTCCP and Annual Plan;
- Ensuring the integrity of management control systems;
- Safeguarding the public interest;
- Ensuring effective succession of Elected Members; and
- Reporting to ratepayers.

2. STATUTES PERTAINING TO LOCAL GOVERNMENT

In fulfilling its purpose, the Stratford District Council exercises powers and fulfils responsibilities conferred on it by various Statutes. Among these are: the Local Government Acts of 1974 and 2002; the Local Electoral Act 2001; the Local Government (Rating) Act 2002; The Local Government Official Information and Meetings Act 1987; and The Resource Management Act 1991. Other general Acts of Parliament that confer powers on the Stratford District Council and regulate its functions include:

- Airport Authorities Act 1966
- Animals Welfare Act 1999
- Animals Law Reform Act 1989
- Archives Act 1957
- Arts Council of New Zealand Toi Aotearoa Act 1994
- Auctioneers Act 1928
- Biosecurity Act 1993
- Building Act 2004
- Building Research Levy Act 1969
- Burial and Cremation Act 1964
- Bylaws Act 1910
- Children's Health Camp Act 1972
- Citizenship Act 1977
- Civil Aviation Act 1990
- Civil Defence Emergency Management Act 2002
- Civil List Act 1979
- Climate Change Response Act 2002
- Commerce Act 1986
- Companies Act 1993
- Conservation Act 1987
- Consumer Guarantees and Fair Trading Act
- Copyright Act 1994
- Litter Act 1979
- Local Authorities (Members' Interests) Act 1968
- Machinery Act 1950
- Meat Act 1981
- Minimum Wage Act 1983
- Municipal Insurance Act 1960
- National Provident Fund Restructuring Act 1990
- New Zealand Bill of Rights Act 1990
- New Zealand Geographic Board Act 1946
- New Zealand Library Association Act 1939
- New Zealand Walkways Act 1990
- Noxious Plants Act 1978
- Oaths and Declarations Act 1957
- Ombudsmen Act 1975
- Parental Leave and Employment Protection Act 1987
- Pawnbrokers Act 1908
- Petroleum Act 1937
- Plumbers and Gasfitters and Drainlayers Act 1976

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- Counties Insurance Empowering Act 1941
- Dangerous Goods Act 1974
- Disabled Persons Community Welfare Act 1975
- District Courts Act 1947
- Dog Control Act 1996
- Dog Control and Hydatids Act 1982
- Earthquake Commissions Act 1993
- Electricity Act 1992
- Employment Relations Act 2000
- Energy Companies Act 1992
- Engineers Associates Act 1961
- Fees and Travelling Allowances Act 1951
- Fencing Act 1978
- Fencing and Swimming Pools Act 1987
- Financial Reporting Act 1993
- Fire Services Act 1975
- Food Act 1981
- Foreshore and Seabed Endowment Revesting Act 1991
- Forest and Rural Fires Act 1977
- Gambling Act 2003
- Gas Act 1992
- Goods and Services Tax Act 1985
- Harbours Act 1950
- Health Act 1956
- Health and Safety in Employment Act 1992
- Higher Salaries Commission Act 1977
- Historic Places Act 1993
- Holidays Act 2003
- Housing Act 1955
- Housing Corporation Act 1974
- Human Rights Act 1993
- Income Tax Act 1994
- Impounding Act 1955
- Injury Prevention Rehabilitation and Compensation Act 2001
- Insolvency Act 1967
- Interpretation Act 1999
- Land Act 1948
- Land Drainage Act 1908
- Land Settlement Promotion and Land Acquisition Act 1952
- Land Transfer Act 1952
- Land Transport Act 1998
- Land Transport Management Act 2003
- Libraries and Mechanics' Institute Act 1908
- Privacy Act 1993
- Property Law Act 1952
- Prostitution Reform Act 2003
- Public Audit Act 2001
- Public Bodies Leases Act 1969
- Public Works Act 1981
- Queen Elizabeth the Second National Trust Act 1977
- Railway Safety and Corridor Management Act 1992
- Rating Valuations Act 1998
- Remuneration Authority Act 1977
- Rates Rebate Act 1973
- Reserves Act 1977
- Residential Tenancies Act 1986
- Sale of Liquor Act 1989
- Secret Commissions Act 1910
- Securities Act 1978
- Securities Transfer Act 1991
- Smoke-free Environments Act 1990
- Soil Conservation and Rivers Control Act 1941
- Sovereign's Birthday Observance Act 1952
- Standards Act 1988
- Statutes Amendment Acts 1936-1951
- Statutory Land Charges Registration Act 1928
- Summary Offences Act 1981
- Survey Act 1986
- Swimming Pools Act 1987
- Te Ture Whenua Maori Act 1993
- Telecommunications Act 1987
- Transit New Zealand Act 1989
- Transport Act 1962
- Treaty of Waitangi Act 1975
- Trespass Act 1980
- Trustee Act 1956
- Unit Titles Act 1972
- Weathertight Homes Resolution Services Act 2002
- Wild Animal Control Act 1977
- Wildlife Act 1953

3. LOCAL LEGISLATION

In addition to the legislation that applies to all local authorities, the Stratford District Council is also bound by local legislation that applies specifically to it.

4. THE ELECTORAL SYSTEM AND THE OPPORTUNITY TO CHANGE IT

Stratford District Council currently operates its elections under the First Past the Post electoral system. Electors vote for their preferred candidate(s), and those with the most votes, win.

The other option permitted under the Local Electoral Act 2001 is the single transferable vote system (STV). This is used in District Health Board (DHB) elections. Electors rank candidates in order of preference: Jim Bloggs - 1; Mary Smith - 2; Wiremu Ngatai - 3, etc. Successful candidates must receive a quota of the votes cast and when there are enough candidates with a quota to fill all the seats, they are the winners. The quota (share of votes) that is needed for a candidate to be elected is determined by the number of seats and the number of votes cast are achieved by redistributing votes. In the first round of counting the candidates with the highest and lowest number of votes are identified. The lowest-polling candidates are then excluded. When the top polling candidates have received their quota, the second votes are redistributed. Thus, if Jim Bloggs, has a quota, the number 2 votes that his supporters have made, are allocated to their second choice. If this gives Mary Smith a quota, she is elected. This process is repeated until there are enough candidates with a quota.

Under the Local Electoral Act 2001, there are three ways in which the Council's voting system can be changed. The Council can resolve to change the system to be used at the next two elections or; it can conduct a binding poll or electors can demand a binding poll. In which case, 5% or more of the registered electors need to sign a petition demanding that a poll be held. Once changed, an electoral system must be used for at least the next two triennial (three yearly) Council elections.

5. REPRESENTATION ARRANGEMENTS

5.1 Wards

Stratford District is divided into two wards and their layout is shown on the attached map.

Stratford Ward	(population 5,253):	Five Councillors
Rural Ward	(population 3,636):	Four Councillors

(Population figures as per 2006 census)

5.2 Community Boards

The Stratford District Council has no Community Boards.

5.3 **Maori Wards**

The Local Electoral Act 2001 also gives the Council the ability to establish separate wards for Maori electors. The Council may resolve to create separate Maori wards or conduct a poll on the matter, or the community may demand a poll. A petition of 5% (or more) of electors can require the Council to conduct a poll.

The Stratford District Council currently has no Maori wards.

5.4 **Review of Representation Arrangements**

The Council is required to review its representation arrangements at least once every six years. This review must include the following:

- The number of Elected Members.
- Whether the Elected Members (other than the Mayor) shall be elected by the entire district, or continue to be elected by their ward (or a mix of both systems).
- The boundaries and names of those wards and the number of members that will represent each ward (if election by wards is preferred).
- Whether or not to have separate Maori wards.
- Whether to have Community Boards and if so how many, their boundaries and membership and whether to subdivide a community for electoral purposes.

The Council must follow the procedure set out in the Local Electoral Act 2001 when conducting this review and should also follow guidelines published by the Local Government Commission. The Act gives you the right to make a written submission to the Council, and the right to be heard if you wish.

You also have the right to appeal any decisions on the above to the Local Government Commission, which will make a binding decision on the appeal. Further details on the matters that the Council must consider in reviewing its membership and basis of election can be found in the Local Electoral Act 2001.

The Council last conducted a review in 2006.

6. **THE REORGANISATION PROCESS**

The Local Government Act 2002 sets out procedures, which must be followed during proposals to:

- Make changes to the boundaries of the District;
- Create one or more new Territorial Local Authorities (City or District Councils);
- Create a Unitary Authority, ie. transfer the functions of the Taranaki Regional Council to/from Stratford District Council;
- Transfer a particular function or functions to/from another Council.

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The procedures for resolving each type of proposal are slightly different. In general, they begin with a proposal from the local authority, the Minister of Local Government, or by a petition signed by 10% of electors.

Proposals for a boundary alteration or the transfer of functions from one local authority to another will be considered by one of the affected local authorities or by the Local Government Commission if the local authorities refer the proposal to the Commission. The Commission will deal with proposals for the establishment of a new City/District or for the creation of a Unitary Authority. These proposals cannot be implemented without a poll of electors.

Further information on these requirements can be found in the Local Government Act 2002. The Local Government Commission has also prepared guidelines on procedures for local government reorganisation.

7. **MEMBERS' ROLES AND CONDUCT**

7.1 **Division of Responsibility between the Council and Management**

A key to the efficient running of any Council is that there is a clear division between the role of Elected Members and that of management. The Local Government Act 2002 sets out a series of governance policies that support the principles of local government. The Council will adopt a Local Governance Statement. These statements clarify the governance and the management responsibilities, the governance role and expected conduct of Elected Members, describe the effective, open and transparent processes used by Council, ensure separation of regulatory and non-regulatory responsibilities and explain the good employer requirements.

Local Governance Statements ensure the community has information on the processes the Council follows when making decisions and taking action and how the community can influence these processes.

While many of the Council's functions have been delegated, the overall responsibility for maintaining effective systems of internal control ultimately rests with the Council. Internal control includes the policies, systems and procedures established to provide measurable assurance that specific objectives will be achieved.

7.2 **Role of the Council**

The Council has overall responsibility and accountability for the proper direction and control of the Council's activities in pursuit of community outcomes. This responsibility includes:

- Formulating the District's strategic direction in conjunction with the community - now the Long Term Council Community Plan (LTCCP);
- Determining the services and activities to be undertaken;
- Managing principal risks;
- Administering various regulations and up-holding the law;
- Monitoring the delivery of the LTCCP and Annual Plan;
- Ensuring the integrity of management control systems;
- Safeguarding the public interest;
- Ensuring effective succession of Elected Members; and
- Reporting to ratepayers.

7.3 Role of Community Boards

Community Boards are constituted under section 49 of the Local Government Act 2002 to:

- Represent and act as advocates for the interests of their community;
- Consider and report on any matter referred to it by the Council and any issues of interest or concern to the Community Board;
- Make an annual submission to the Council on expenditure in the community;
- Maintain an overview of services provided by the Council within the community;
- Act as a channel of communication between the community and Council; and
- Undertake any other responsibilities delegated by the Council.

At present, the Stratford District Council has no Community Boards.

7.4 Codes of Conduct

Schedule 7 clause 15 of the Local Government Act 2002 requires every Council to adopt as soon as practicable after 1 July 2003, a Code of Conduct for the Elected Members of the Council (the Mayor and Councillors). Stratford District Council adopted a revised Code of Conduct on 12 September 2006. This Code also applies to all people appointed to Committees or Sub-Committees of Council.

Stratford District Council's Code of Conduct provides guidance on the standards of behaviour expected from Elected Members in their dealings with:

- each other.
- staff.
- the general public.
- the Chief Executive.
- the media.

The objectives of the code are to enhance:

- the effectiveness of the Council as a good local government for the District;
- the credibility of the Council; and
- mutual trust, respect and tolerance among members as a group and between members and those people they deal with in the course of their duties.

The Code of Conduct is based on the following principles:

- **Public interest.** Members must serve the interests of the District as a whole. Their primary duty is to the interests of the entire District, not just the Ward that elected them.
- **Honesty and integrity.** Avoiding situations where their honesty and integrity may be questioned.
- **Objectivity.** Making decisions on merit, (including when making appointments, awarding contracts, or recommending individuals for rewards or benefits).
- **Accountability.** being accountable to the public for their actions and the manner in which they carry out their responsibilities.
- **Openness.** Being open about their actions and those of the Council, and prepared to justify their actions.
- **Personal judgment.** Taking account of the views of others., but reaching their own conclusions on the issues before them.
- **Respect for others.** Promoting equality by treating people with respect, regardless of ethnicity, nationality, age, religion, gender, sexual orientation or ability or disability.
- **Duty to uphold the law.** Upholding the law and always acting in accordance with the trust the public places in them.
- **Stewardship.** Ensuring that the Council uses its resources prudently and legally and maintains sufficient resources to meet its statutory obligations to present and future generations.
- **Leadership.** Always providing leadership by example.

7.5 Applicable Statutory Requirements

Under **Section 46(1) Local Government Act 2002**, Councillors can be held liable for losses reported by the Auditor-General under section 44 of the same Act, resulting from negligence or unlawful action by the elected Council.

Under **Schedule 7 clause 1 Local Government Act 2002**, any an Elected Member (the Mayor, a Councillor, or a Community Board Member) will be disqualified if they cease to be an elector or become disqualified for registration as an elector under the Electoral Act 1993, or are convicted of an offence punishable by a term of imprisonment of two years or more.

The **Local Authority (Members' Interests) Act 1968**, regulates the circumstances under which a member has a pecuniary interest in a matter before the Council. Nobody may be elected to a Council, or once elected, remain a member, if the value of contracts between the Council and that member exceed \$25,000 in any financial year. Nor may a member participate in the discussion or voting on a matter in which the member has a direct or indirect pecuniary interest, except an interest in common with the public. If members are convicted of a breach of this requirement they will be automatically be disqualified from office. They may also be fined up to \$100. A disqualified member may, however, stand for election at a by-election.

The **Local Government Official Information And Meetings Act 1987 ("LGOIMA")**. The obligations of LGOIMA are binding on members and apply to the disclosure of information by a member in respect of any information held by that member (in his or her capacity as member) to a member of the public. The underlying principle is that unless there is good reason to withhold it, information should be made available. Sections 6 and 7 of the Act give a number of grounds for withholding disclosure.

The LGOIMA also sets out the procedural requirements for meetings of local authorities, the publication of agenda, procedures for discussion with the public excluded and access by the public to the minutes of meetings.

The **Secret Commissions Act 1910**, makes it unlawful for a Member (or officer) to advise anyone in respect of entering or not entering into a contract with a third person in relation to the business of the Council and/or receive a gift or reward from anyone outside the Council in return for advice or services in relation to the business of the Council, or to present false receipts to the Council.

The **Crimes Act 1961**, makes it unlawful for Members to accept or solicit for themselves (or anyone else) any gift or reward for acting or not acting in relation to the business of the Council, or use information gained in the course of the member's duties for monetary gain or advantage by the Member, or anyone else.

The **Securities Act 1978**, places Members in the same position as company directors whenever the Council offers shares in a company to the public. Members may be personally liable if investment documents, such as a prospectus, contain untrue statements and may be liable for criminal prosecution if the requirements of the Act are not met.

8. GOVERNANCE, MEMBERSHIP AND DELEGATIONS

8.1 Independent Election

The Council believes that its democratic election by citizens of Stratford District ensures that it is able to operate in the best interests of the District.

8.2 Council Meetings

Council and Committee meetings take place each month.

The Council holds monthly meetings to monitor management activities and to ensure that the affairs of the Council are being conducted in accordance with legislative mandate and Council objectives. The Council also monitors the performance of Council Organisations and Council Controlled Organisations (including Council Controlled Trading Organisations).

8.3 **Council Committees**

The Council has set up Standing Committees made up of Elected Members to monitor and assist in the effective discharging of specific responsibilities.

These Standing Committees are:

- Policy and Services - meets monthly.
- Executive Committee - meets as required.

8.4 **Project Teams**

The Council has also set up project teams to deal with various other functions and activities. These project teams report directly to the relevant Standing Committee.

8.5 **Community Boards**

Stratford District Council has no Community Boards.

8.6 **Partnerships**

An essential element of Stratford District Council's operations is input from the community. By establishing close working relationships with various sectors within the community, the Council is in a better position to accommodate community needs in its decisions.

Partnerships are built into Council as follows:

- **Stratford Youth Council**
- **Community Partnerships**

There is a range of partnership relationships with various community organisations.

8.7 **Legislative Compliance**

The Council is a regulatory body administering various regulations and laws. It must also comply with all relevant legislation. To help it comply with applicable legislation the Council takes advice from external legal advice.

9. COUNCIL ORGANISATIONS

The Council has direct and indirect shareholdings in a variety of Council Controlled Organisations (CCOs) and (CCTOs), and control, either through ownership greater than 50%, or the ability to appoint more than half of the board. These organisations all operate on a commercial basis at arm's length from the Council.

Specifically, these are:

- Percy Thomson Trust.

There are a number of Council organisations in which the Council has an interest through ownership or representation, but does not have the ability to appoint more than half of the Directors, or does not own 50% or more of the shareholding.

Specifically these entities include:

- Stratford Health Trust.

The Council also has non-controlling interests in numerous Council Organisations, by virtue of appointing one or more board members or trustees. These are generally “not for profit” bodies.

10. **MEETING PROCESSES**

The legal requirements for Council Meetings are set down in the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 (LGOIMA).

All Council and Committee meetings must be open to the public unless there is reason to consider some item with the public excluded. Although meetings are open to the public, members of the public do not have speaking rights unless prior arrangements are made with the Council. The LGOIMA contains a list of the circumstances where councils may consider items with the public excluded. (These circumstances generally relate to protection of personal privacy, professionally privileged or commercially sensitive information and, the maintenance of public health, safety and order).

The Council agenda is a public document, although parts may be withheld if the above circumstances apply.

The Mayor or Committee Chair is responsible for maintaining order at meetings and may, at his or her discretion, order the removal of any member of the public for disorderly conduct, or remove any member of the Council who does not comply with Standing Orders (a set of procedures for conducting meetings).

Minutes of meetings must be kept and made publicly available, subject to the provisions of the LGOIMA.

For an Ordinary Meeting of the Council, at least 14 days notice of the time and place of the meeting must be given. Extraordinary meetings can generally be called on three working days notice.

During meetings of the Council or Committees, all Council participants (the Mayor or chair Councillors or Members) must follow Standing Orders unless Standing Orders are suspended by a vote of 75% (or more) of the members present.

11. **CONSULTATION POLICY**

11.1 **The Special Consultative Procedure**

The Local Government Act sets out the Special Consultative Procedure - consultation principles and a procedure that local authorities must follow when making certain decisions.

This procedure is regarded as a minimum and Stratford District Council conducts consultation well in excess of what is required by the procedure. When it is adopting its Long Term Council Community Plan, Annual Plan or District plan the Council will hold formal meetings with community groups and other interested parties. At these meetings, the Council will seek views on the matters it considers important and identify issues of it believes are of concern to the community. The Council also holds four public forums where residents give their views on the performance of the Council and other issues the residents see as significant.

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The Special Consultative Procedure consists of the following steps:

- **Step One:** *Preparation of a statement of proposal and a summary.*

The Council must prepare a description of the proposed decision or course of action. The statement must be available for distribution throughout the community and inspection at Council offices and may be made available elsewhere. The Council must also prepare a full and fair summary of the proposal, which must be distributed as widely as Council considers to be reasonably practicable. That statement must be included on an agenda for a Council meeting.

- **Step Two:** *Public notice.*

The Council must publish a notice in one or more daily newspapers, or in other newspapers of equivalent circulation, of the proposal and of the consultation being undertaken.

- **Step Three:** *Receive submissions.*

The Council must acknowledge all written submissions and offer submitters a reasonable opportunity to make an oral submission. At least one month (from the date of the notice) must be allowed for submissions.

- **Step Four:** *Deliberate in public.*

All meetings where the Council deliberates on the proposal or hears submissions, must be open to the public (unless there is a reason to exclude the public under the LGOIMA). All submissions must be made available unless there is reason to withhold them under LGOIMA.

- **Step Five:** *Follow up.*

A copy of the decision and a summary of the reasons must be provided to submitters. There is no prescribed format for such a summary.

The Council must, legally, follow the Special Consultative Procedure before it:

- adopts a Long-Term Council Community Plan (LTCCP) or annual plan
- amends an LTCCP
- adopts, revokes, reviews or amends a bylaw
- changes the mode of delivery for a significant activity that is not provided for in an LTCCP, (for example, changes from Council delivery to delivery by a Council Controlled Organisation or from a Council Controlled Organisation to a private sector organisation).

The Council may be required to use the Special Consultative Procedure under other legislation and it may use this procedure in other circumstances if it wishes to do so.

12. **POLICIES FOR LIAISING WITH, AND MEMORANDA OR AGREEMENTS WITH, MAORI**

12.1 **Iwi within Stratford District**

Under the provisions of the Resource Management Act the Stratford District Council consults with the appropriate Iwi on resource consent matters and policy development where the Iwi are potentially affected.

The Council has developed working relationships with each Iwi to implement this consultation.

Iwi within the Stratford District are:

Ngati Ruanui Tahua Iwi Authority
Ngati Mutunga Iwi Authority
Nga Ruahine Iwi Authority
Te Atiawa Iwi Authority
Pukerangiora Hapu Management Committee Inc
Nga Rauru Trust board
Ngati Maru Tribal Council

12.2 **Maori within Stratford District**

Under the provisions of section 81 of the Local Government Act 2002 the Stratford District Council has established and maintains processes to provide opportunities for Maori to contribute to the decision-making processes of Council.

These include:

- Appointing the District Mayor as the Maori Liaison Representative.
- Holding a consultative meeting on the LTCCP/Annual Plan at the Whakaahurangi Marae.

13. **MANAGEMENT STRUCTURES AND RELATIONSHIPS**

13.1 **Chief Executive**

The Local Government Act 2002 requires the Council to employ a Chief Executive whose responsibilities are to employ other staff on behalf of Council, implement Council decisions and provide advice to the Council. Under the Act the Chief Executive is the only person who may lawfully give instructions to a staff member. Any complaint about individual staff members should, therefore, be directed to the Chief Executive, rather than the Mayor or Councillors.

14. **EQUAL EMPLOYMENT OPPORTUNITIES POLICY**

Equal Employment Opportunities (EEO) is an integral component of the human resource management strategies of Stratford District Council.

These strategies will provide the linchpins for ensuring the elimination of any practices and attitudes that inhibit the recruitment and advancement of staff, particularly: women, Maori, ethnic and minority peoples and people with disabilities.

The use of job sharing, flexible work hours and the ability to respond to personal and family crises will be paramount in ensuring Stratford District Council is seen as an employer of choice. Recruitment and selection processes are transparent in application for identifying and employing the best person for the position, regardless of age, gender, ethnicity, religion, sexual preference, disability and/or political beliefs. The diversity and skills of the staff of Stratford District Council will continue to grow.

15. **KEY APPROVED PLANNING AND POLICY DOCUMENTS**

15.1 **Stratford District Plan**

The District Plan was made operative in December 1997. It is being reviewed in late 2007 – early 2008.

15.2 **Long Term Council Community Plan (LTCCP)**

15.2.1 Planning Processes

Under the Local Government Act 2002, the Council is required to develop a Long Term Council Community Plan (LTCCP) in consultation with the community. This covers the 10 years from the date of its publication and it will be reviewed and updated every three years. Each LTCCP contains the Annual Plan for the next year. In the following two years, the Council will publish an Annual Plan. Each Annual Plan will describe the work programme to deliver that year's "slice" of the LTCCP.

LTCCPs are now required by law and are required to consider the social, environmental, economic and cultural well-being of current and future communities.

The LTCCP builds on what has been done already and sets out the next phases of work for the coming ten years.

The net effect is of the Council and the community working together to build a great - and indefinitely sustainable - District.

15.2.2 Community Outcomes from Consultation

In 2002, Stratford District Council developed a consultation process designed to support the development of its 10 Year Strategic Plan. The first stage of the consultation was discussing the key issues and priorities of the District's communities.

The Council's existing partnerships, collaborative working processes and community consultation processes have been key in achieving an understanding of community views. These include events such as the focus groups and consultation with many community groups.

The communities' issues were also analysed to see if and how they were allowed for within the working draft of the Strategic Plan.

15.2.3 Community Outcomes

In the process of developing the draft Strategic Plan, a vision was drafted, and actions were identified, while the Council's mission, goals and principles were re-affirmed as:

Simply stated the **Vision** for Stratford is to be; **The heart of rural Taranaki, a progressive district serving, prosperous and proud people.**

A **progressive** district means a vibrant town centre, a thriving rural community and an attractive place to live and work connected by well maintained roads healthy water supplies and efficient drainage.

Being Stratford **proud** means people having pride in their successes and their education and skills, and being confident they can achieve their aspiration in a healthy, harmonious and safe community.

Being **prosperous** people means being enriched by a strong economy, the diversity of people and culture, the beauty of the natural environment and the wealth of opportunities.

To achieve this ambitious goal we as a community can't keep repeating the ways of the past. Council's planning recognises that we need to change the way we get things done for the long term well-being of Stratford.

Council's Mission was affirmed as:

"Making a valued difference to Stratford through positive leadership, advocacy promotion and the provision of the expected facilities and services"

Based on the comments Council received in reviewing its Strategic Plan and its own consideration of the issues the key focus for the future has to be:

- **Population Growth**
While the recent population loss has resulted in part from some issues that are difficult to control or influence - such as farm amalgamation - there are several factors that Council could influence.

Below, are the areas where Council believes the Stratford District Council has a role to play if depopulation is to be reversed. These goals form the basis of Council's future actions

1. Encouraging Positive Attitudes about Stratford

- Facilitating the development of a clear and agreed identity for Stratford.
- Encouraging Stratford people to have positive attitudes towards Stratford.
- Encouraging community groups to be involved in activities that will enhance Stratford.

- Encouraging young people to be involved in activities that will enhance Stratford.
- Encouraging people in the rest of Taranaki and across New Zealand to have positive attitudes towards Stratford.

2. Assisting Job Growth

- Attracting and retain people to work in Stratford.
- Encouraging existing businesses to expand.
- Encouraging people working in Stratford to live in Stratford.
- Encouraging the development of specific businesses expected in a town of Stratford's size (especially retail).
- Encouraging the development of primary processing facilities in Stratford (especially dairy and timber processing).

3. Enhancing Stratford's Appearance

- Developing Stratford as a thriving rural town that services the District and the rest of Taranaki.
- Enhancing positive features of the town, eg. Patea River, views of the mountain, heritage buildings and special trees.
- Enhancing entrances to the town.
- Focusing retail developments in the area between the two roundabouts.

4. Facilitating Economic Development

- Ensuring tourism opportunities are exploited.
- Lobbying for developments on the mountain, (eg. a gondola, the round-the-mountain Great Walk, accommodation facilities).
- Promoting SH43 as a tourism route.
- Promoting railway opportunities.
- Encouraging the development of new accommodation facilities.

5. Providing Local Leadership and enhancing Local Governance

- Retaining Stratford District as a local authority.
- Providing leadership to the Stratford community.
- Ensuring that the investment required for growth is funded in a fair and reasonable way.
- Funding this investment through mechanisms other than rates, where practical.

6. Maintaining Affordable and Essential Services

- Providing the essential services expected such as roads, footpaths, bridges, street lighting, water supply, sewerage, storm-water and refuse disposal.
- Managing these in a way that provides value for money to the ratepayers.

7. Providing Accessible Civic Amenities

- Providing the expected civic amenities such as parks, reserves, sports fields and associated buildings, swimming pool, playgrounds, walkways, library, art gallery, public toilets and cemeteries.
- Managing these in a way that adds to the attractiveness of the town as a place to live and work.

8. Providing a Clean, Healthy and Safe Environment

- Providing an encouraging regulatory service that enhances both the local environment and business growth.

9. Enhancing community Services

- Ensuring the educational infrastructure is enhanced so that as many young people as possible are educated in Stratford.
- Ensuring that Stratford has the expected health services.
- Encouraging and supporting the development of community groups, sports clubs and service clubs.

In summary the **Critical Success Factors** in achieving these goals are:

- More jobs: More people.
- Leadership.
- Pride in the community.
- A place where people choose to live and work.
- Appearance of the Town.

15.3 **Key Policies and Major Projects**

The following policies, issues and key decisions, were taken out to the community as part of the extensive consultation on the last Long Term Council Community Plan.

15.3.1 Rates Policies

- Rates Remission and Postponement on Maori Land.
- Rates Remission - assisting community groups and sporting organisations through rates remissions.

15.3.2 Revenue and Financing Policy

The policy sets out how the Council will fund its activities.

15.3.3 Significance Policy

The Council is required to define what is a 'significant' decision. By identifying if a decision is significant this will guide the Council as to the appropriate provision of consultation and information.

15.3.4 Liability Management and Investment Policy

This states the Council's policy on the management of borrowing and other liabilities. These include debt repayment, specific borrowing limits and the giving of securities.

15.3.5 Development/Financial Contributions Policy

The new Local Government Act 2002 allows councils to consider the use of Development Contributions for costs of community facilities expected as the District grows. The Council has adopted a Financial Contributions Policy through the District Plan.

15.3.6 Partnership with the Private Sector Policy

This new policy will allow the Council to consider entering into a public/private partnership with those engaged in business in specified circumstances. The central idea is that Council can use its resources to support community outcomes without the whole cost being borne by Council's ratepayers.

16. **PUBLIC ACCESS TO THE COUNCIL AND ITS ELECTED MEMBERS**

- Chief Executive – Michael Freeman - Phone (06) 765 6099
mfreeman@stratford.govt.nz
- District Mayor - John Edwards, JP - 231 Raupuha Road, R D 22, Stratford - Phone (06) 762 2869
jedwards@stratford.govt.nz

Stratford Ward

- Deputy Mayor Neil Volzke, JP - 73C Cressida Ave, Stratford - Phone (06) 765 7480
volzke.stratford@xtra.co.nz
- Councillor Viv Lett - 108 Hamlet Street, Stratford - Phone (06) 765 6732
vl@stratfordhigh.school.nz
- Councillor Suzanne Pugh - 123 Celia Street, Stratford - Phone (06) 765 7822
rsa.stratford@xtra.co.nz
- Councillor John Sandford, JP - 108 Regan Street, Stratford - Phone (06) 765 7992.
sandfords.dairy@xtra.co.nz
- Councillor Kelvin Squire - 10 Oswald Place, Stratford - Phone (06) 765 8226
squirekc@xtra.co.nz

Rural Ward

- Councillor Alan Frost - 51 Sole Road, R D 23, Stratford - Phone (06) 765 5560
frost-bite@xtra.co.nz
- Councillor Roger Hignett - 58 Barclay Road, R D 21, Stratford - Phone (06) 765 6981
rojen@xtra.co.nz

- Councillor John Rowe - 226 Waihapa Road, R D 23, Stratford - Phone (06) 762 2771
john@pukerowe.co.nz
- Councillor Robin Vickers - 355 Radnor Road, R D 24, Stratford - Phone (06) 762 8845.
robinvickers@fencepost.com

17. **REQUESTS FOR OFFICIAL INFORMATION**

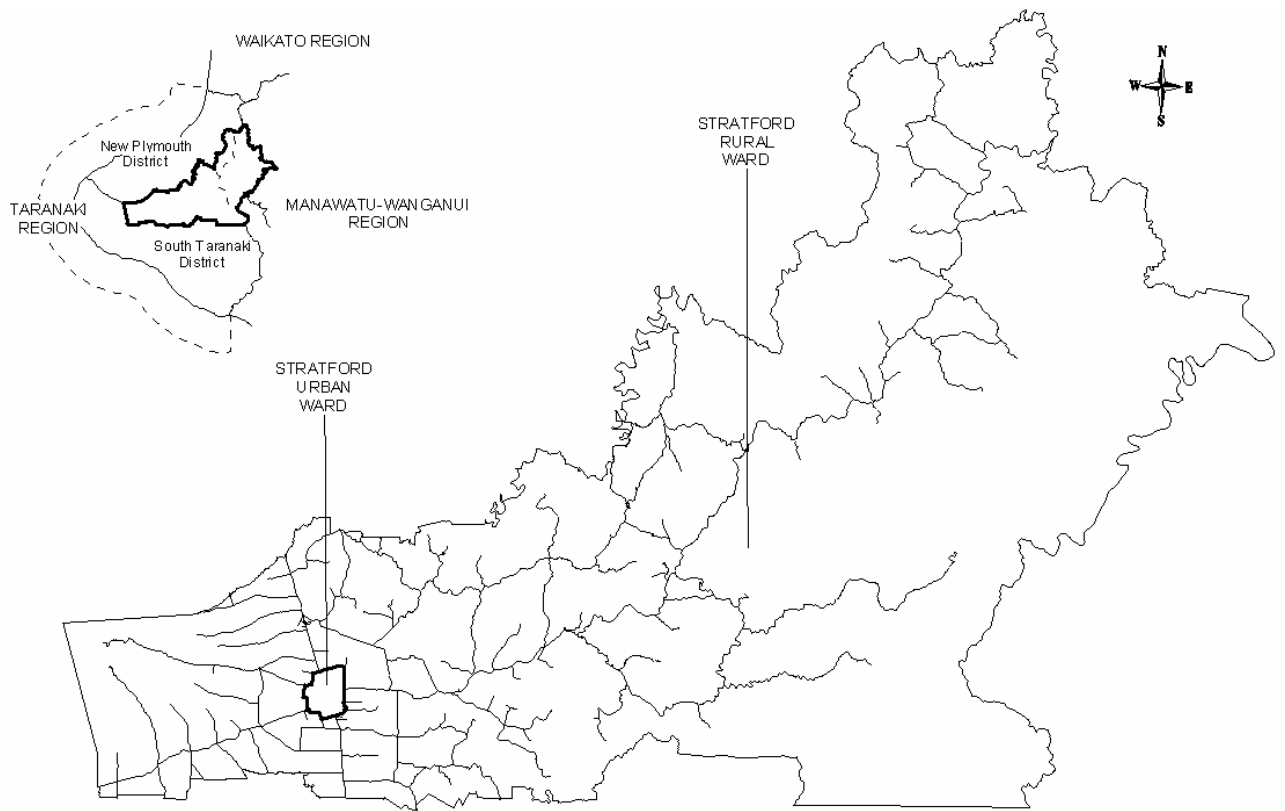
Under the Local Government Official Information and Meetings Act 1987 (LGOIMA) any person may request information from the Council. You do not have to say you are making a request under LGOIMA. Any request for information is a request made under LGOIMA because this is automatic.

Once a request is made the Council must supply the information unless reason exists for withholding it. The LGOIMA says that information may be withheld if release of the information would:

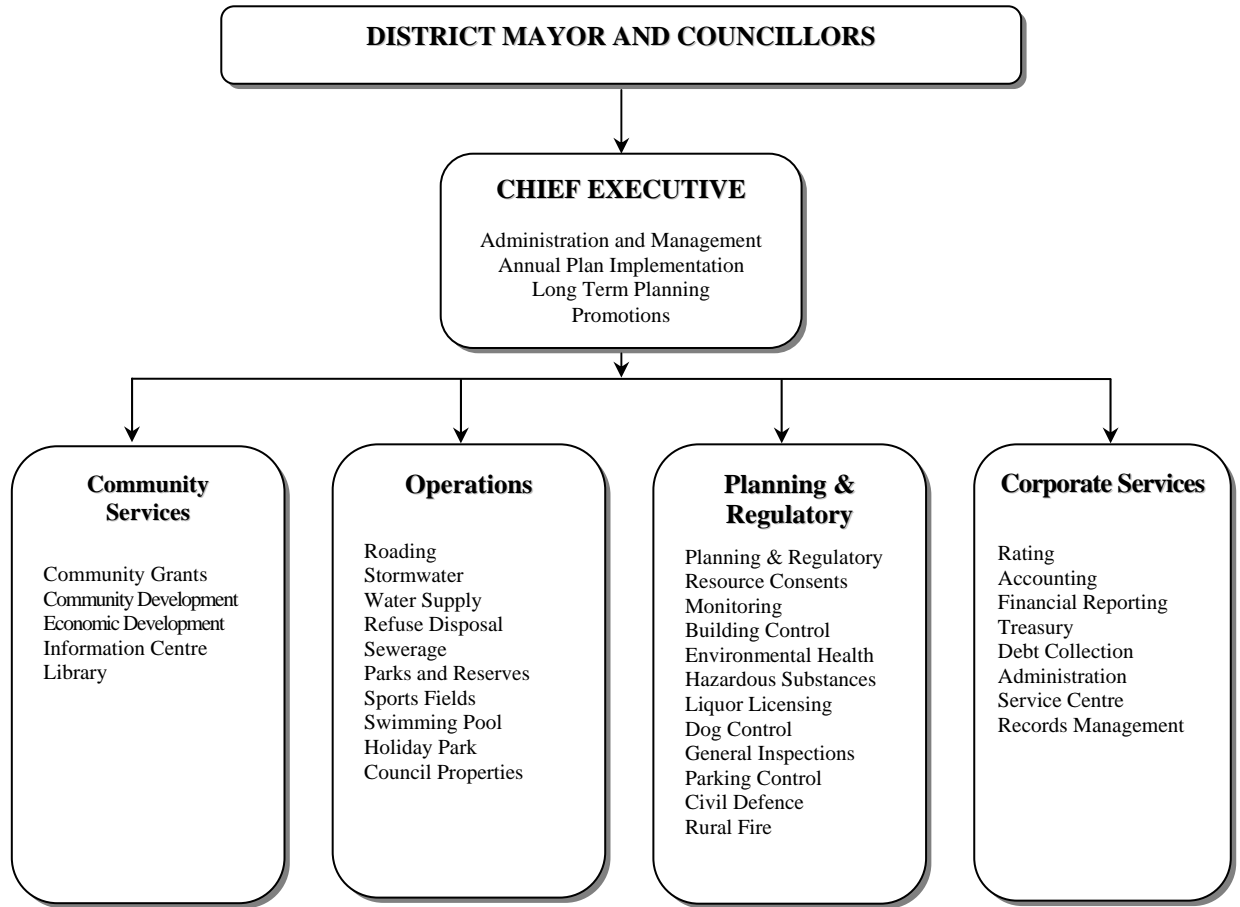
- endanger the safety of any person;
- prejudice maintenance of the law;
- compromise the privacy of any person;
- reveal confidential or commercially sensitive information;
- cause offence to tikanga Maori or would disclose the location of waahi tapu;
- prejudice public health or safety;
- compromise legal professional privilege;
- disadvantage the local authority while carrying out negotiations or commercial activities; and
- allow information to be used for improper gain or advantage.

The Council must answer requests within 20 working days (although there are certain circumstances where this timeframe may be extended). The Council may charge for official information under guidelines set down by the Ministry of Justice.

18. LOCATION OF WARDS: STRATFORD DISTRICT COUNCIL



19. STRATFORD DISTRICT COUNCIL ORGANISATION CHART



MANAGEMENT FUNCTIONS

- To provide quality statutory and policy advice to Council and its Committees.
- To implement Council's policies, Annual Plan, Bylaws and decisions.
- To manage Council's business in an efficient and economic manner.

PUBLIC CONCERNS

The public is encouraged to direct concerns or complaints to the respective Departmental Manager.

Should any person believe that their concern has not received fair treatment they are advised to seek a remedy through the Chief Executive.

If any person is not satisfied with the decision of the Chief Executive they may place their concern in writing for consideration by the District Council.

