



## Funding Needs Analysis

### Purpose and scope

1. The Funding Needs Analysis (FNA) provides the background and analysis to explain our funding decisions. It is guided by the financial principles documented in the Financial Strategy and the Revenue and Financing Policy. The Funding Needs Analysis is adopted in support of the Revenue and Financing Policy, rather than fully incorporated.
2. To comply with Section 101(3),<sup>1</sup> we must determine the appropriate sources of funding<sup>2</sup> for each activity. In determining this, we must take into consideration under s 101(3)(a):
  - a. *“The community outcomes to which the activity primarily contributes.*
  - b. *The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals.*
  - c. *The period in or over which those benefits are expected to occur.*
  - d. *The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity.*
  - e. *The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.”*
3. To comply with section 100T of the Biosecurity Act 1993, council has also had regard to the matters in section 100T(2) for the funding of the implementation of the Southland Regional Pest Management Plan and Fiordland Marine Regional Management Pathway Plan. These matters are;-
  - a. *The extent to which the plan relates to the interests of the occupiers of the properties on which the rate would be levied:*
  - b. *The extent to which the occupiers of the properties on which the rate would be levied will obtain direct or indirect benefits from the implementation of the plan:*
  - c. *The collective benefits of the implementation of the plan to the occupiers of the properties on which the rate would be levied compared with the collective costs to them of the rate:*
  - d. *For the regional pest management plan, the extent to which the characteristics of the properties on which the rate would be levied and the uses to which they are put contribute to the presence or prevalence of the pest or pests covered by it:*
  - e. *For the regional pathway management plan, the extent to which the characteristics of the properties on which the rate would be levied and the uses to which they are put contribute to the actual or potential risks associated with the pathway.*

<sup>1</sup> All references to legislation are to the Local Government Act 2002 (LGA), unless otherwise stated.

<sup>2</sup> The funding sources are listed in section 103 LGA and the Council’s preference for using funding sources is described in the Revenue and Financing Policy.

Policy No.	Policy Sponsor	Approval Date and Date of Next Scheduled Review	Approved By	MORF Reference	Related Standards
	Executive	Approved – March 2018 Reviewed – May 2021 Reviewed - March 2024	Council Council		-

4. Having completed the above analysis, we must then consider, under Section 101(3)(b): “*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.*” These considerations are not considered at an activity level but must be considered as a final measure before any allocation is made. These considerations are documented in the Revenue and Financing Policy but have been undertaken as part of the overall assessment of funding needs.
5. The legislation places no more or less weight or priority on any one of the factors listed in Section 101(3)(a).
6. The following sections document the matters and approaches we have taken to consider the funding needs of an activity and how that translates into Council’s decision on the appropriate funding sources to be used. Note that, the section 101(3)(b) may modify the 101(3)(a) analysis. In adopting the 2024 – 34 Long-term Plan it was decided to transition rates changes. These changes modify the funding choices in the Funding Needs Analysis under section 101 (3)(b).

### Funding sources for operating costs

7. Operating costs are the everyday spending that maintains the services delivered. This includes corporate overheads, funded wear and tear on assets (depreciation) and any interest costs of borrowing for capital projects.
8. We must consider the funding for each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges, others with targeted rates and others from a general rate. Distinct funding may assist ratepayers or payers of user charges to assess more readily whether the cost of the service provided to them, either directly or indirectly, represents good value. They can also more easily determine how much money is being raised for the service and is spent on the service.
9. The Revenue and Financing Policy (Table 1), lists all of the available funding sources and matters we may consider in applying these.

**Each funding source and our preference for using that funding source for operating expenditure is included in the Revenue and Financing Policy and is developed from the analysis set out in this document.**

*Table 1: Matters the Council considers in applying the legislation for operating and capital expenditure*

Section 101(3)(a) - Step 1 reference	Matters Council might consider
<b>Community outcomes</b> <b>s.101(3)(a)(i)</b>	- We determine which of our community outcomes an activity primarily contributes to.  The community outcomes are: <ul style="list-style-type: none"> <li>• Managed access to quality natural resources</li> <li>• Diverse opportunities to make a living</li> <li>• Communities empowered and resilient</li> <li>• Communities expressing their diversity</li> </ul> We will consider how our funding choices will support the achievement of the community outcomes and their strategic aspirations and outcomes to promote the social, economic,

Section 101(3)(a) - Step 1 reference	Matters Council might consider
	environmental, and cultural well-being of the region.
<b>Distribution benefits - s.101(3)(a)(ii)</b>	<p>Determining benefit is inherently subjective and it is ultimately for us to determine.</p> <p>Where we consider there is a clearly identified direct relationship between users and the services provided then we will consider fees and charges, financial contributions or targeted rates.</p> <p>Where we consider the services provide a benefit to the community as a whole; is of a uniform nature; or where we are not able to identify a direct relationship between users and the service, we will consider using general rates.</p>
<b>Period of benefit - s.101(3)(a)(iii)</b>	<p>For most operational expenditure the benefit is received in the year the expense is incurred.</p> <p>For most activities' depreciation (an operating expense) is cash funded from revenue sources and this is placed into reserve funds for the future renewal of assets<sup>3</sup>.</p> <p>Some operational expenditure (provisions) may have a benefit over multiple years and so Council may choose to fund the activity over that period.</p>
<b>Who creates the need - s.101(3)(a)(iv)</b>	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>We may choose to target these people or organisations through fines, charges or rates.</p>
<b>Separate funding - s.101(3)(a)(v)</b>	<p>We must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p> <p>For all activities, we are able to easily identify what proportion of operational expenditure is recovered from each funding sources. In the case of rates Council is able to inform individual ratepayers of their rates contribution to each activity.</p>

10. Analysis for operating costs by activity is described in Appendix 1.

### Funding bands

11. After considering the Section 101(3)(a) components, we then consider to what extent each of the funding sources is able to fund each activity. This policy is intended to be in place for the next three years before it is reviewed and because things change over time, it is not possible to precisely determine the percentage allocated.
12. The assessment in Appendix 1 identifies the most likely sources of funding an activity<sup>4</sup> is budgeted to receive. In all cases, rates fund the balance of the activity after all other sources have been maximised. It is likely that from time-to-time additional funding may become available.

<sup>3</sup> Note that much of Council's asset is land associated with flood control that has little depreciable value.

<sup>4</sup> Note the description of the groups and activities are included in the Group of Activities statements in the LTP.

13. Budgets will normally be set within the ranges as recorded in the Revenue and Financing Policy Table 2. These ranges are expressed as a percentage of the cost of the activity and are indicative only. They may change over time because of changes in expenditure rather than changes in revenue. It is also likely that actual funding sources will be different from budgeted funding sources.

#### Funding sources and rationale

14. The assessment of the funding sources is a complex matter of weighing up the requirements of Section 101(3)(a) with the available sources and our preferences for using these sources. The Council has documented its rationale for choosing each funding source in this Funding Needs Analysis and the Revenue and Financing Policy.
15. We may modify the funding source for an activity when the requirements of Section 101(3)(b) are considered. If this has occurred, it is considered as part of the overall funding considerations section in the Revenue and Financing Policy.

## Appendix 1: Step One Funding Needs Assessment

The conclusion for each activity is indicative of the most likely scenario. There are other funding sources that may become available before the next review of this analysis in 3 years.

Activity	Community outcome	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly including for transparency and accountability	Overall rationale for funding (Noting percentages are indicative)
<b>Healthy Environment</b>						
<b>Policy and Planning</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>This activity is focussed on reviewing, developing and operationalising changes to the Regional Policy Statement and Regional Plans under the Resource Management Act 1991 and Biosecurity Act 1993.</p> <p>There is strong whole of community benefits.</p>	<p>Plans can have a long life, however they are constantly monitored, reviewed and updated.</p> <p>While there are ongoing benefits, the annual operating costs reflect the regular work maintain these plans etc.</p>	No specific, separately identifiable, group causes a need.	There is no particular need to fund this activity separately.	<p>As there are region wide and whole community benefits general rates are considered the most appropriate funding source.</p> <p><i>100% general rates.</i></p>
<b>Regulatory</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>This activity promotes good environmental outcomes and environmental stewardship by delivering three core services: compliance monitoring of resource consents, responding to environmental incidents pollution incidents and enforcing compliance with the RMA, regional plans, and national regulations and standards.</p> <p>Consent applicants are the primary beneficiaries.</p> <p>The community as a whole benefits to a lesser degree from environmental outcomes from implementing the Regional Plan via consenting.</p>	<p>This activity is seeking long term benefits in much of its programmes. However, annual operating costs reflect the costs of the regular workload and can be recovered on this basis.</p>	<p>This activity has a number of identifiable individuals or groups that are creating the need for some of the matters undertaken in this activity.</p> <p>These groups included new and existing consent holders, pollution response and marine protection and responses.</p>	<p>Parts of this activity provides regional benefit and part is group or individual benefits.</p> <p>Identifiable and group benefit can be identified in many cases and is practical to separate from the whole community benefits</p>	<p>Those who benefit or contribute to the need for the activity should contribute to the recovery of those costs.</p> <p>When recovery is not possible or appropriate, then general rates are preferred.</p> <p><i>40-60% general rates</i> <i>40-60% fees and charges.</i></p>

Activity	Community outcome	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly including for transparency and accountability	Overall rationale for funding (Noting percentages are indicative)
<p><b>Science and Matāuranga Māori</b></p>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>This activity monitors and investigates the state of the natural environment and resources and includes the following programmes:</p> <ul style="list-style-type: none"> <li>Water and land science</li> <li>Coastal and marine science</li> <li>Wetlands</li> <li>Air Quality Biodiversity</li> </ul> <p>These programmes largely benefit the region as a whole. The activity attracts external funding and where a individuals or groups get benefit it is preferred that they pay.</p>	<p>This activity is seeking long term benefits in much of its programmes. However, annual operating costs reflect the costs of the regular workload and can be recovered on this basis.</p>	<p>This activity has a number of identifiable individuals or groups that are creating the need for some of the matters undertaken in this activity.</p>	<p>Parts of this activity provides regional benefit and part is group or individual benefits.</p> <p>Identifiable and group benefit can be identified in many cases and is practical to separate from the whole community benefits</p>	<p>As there are region wide and whole community benefits general rates are considered an appropriate funding source.</p> <p>Those who benefit or contribute to the need for the activity should contribute to the recovery of those costs.</p> <p><i>40-60% general rates 20-40% fees and charges 0-20% grants and subsidies?</i></p>
<p><b>Engagement, Partnerships and Empowerment</b></p>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>This activity works with community groups to enable action that deliver better environmental outcomes.</p> <p>This work includes advice and information, education programmes, riparian planting, wetland enhancement, and a range of other supports for ratepayers.</p> <p>These programmes largely benefit the region as a whole.</p>	<p>This activity is seeking long term benefits in much of its programmes. However, annual operating costs reflect the costs of the regular workload and can be recovered on this basis.</p>	<p>There are no specific, separately identifiable, group that creates a need.</p>	<p>There is no identifiable benefit to separately fund all or part of this activity.</p>	<p>As there are region wide and whole community benefits general rates are considered the most appropriate funding source.</p> <p><i>80 – 100% general rate 0-20% grants and subsidies.</i></p>
<p><b>Biosecurity</b></p> <p>In concluding the overall rationale for funding the council also had regard to the matters in s.100T of the Biosecurity Act 1993. Council has had regard to the matters in s. 100T which align with the matters in 101(3)(a). These are documented in this table.</p>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>Biosecurity involves the promotion of the protection of the region's indigenous biodiversity through pest and predator control. This includes pest plant and pest animal projects, implementation of regional pathway and pest management plans, pest eradication, wilding pine control, and national alignment programmes, and government and partnership funding projects.</p> <p>These programmes primarily benefits the region as a whole. Individuals may benefit with plant and animal pest monitoring and inspection, incursion response, advocacy, investigations and pathway</p>	<p>This activity is seeking long term benefits in much of its programmes. However, annual operating costs reflect the costs of the regular workload and can be recovered on this basis.</p>	<p>The combined plant and animal pest management plan imposes landowner obligations for pest management. Our approach is to monitor and where necessary, enforce control measures.</p> <p>We supplement this by providing advice and recommending user-pays control services.</p>	<p>As the benefit is regional the general rate equitably distributes the funding needs of this activity.</p> <p>The activity attracts external funding.</p>	<p>Pest management activities are typically complimented by landowner funded activities several times greater than our costs. Pest management services, with the exception of those that are directly charged for or funded by grants and subsidies, are funded from general rates.</p> <p>The funding rationale has been agreed after consideration of the matters in sections 70 and 100T of the Biosecurity Act 1993.</p> <p><i>80 - 100% general rates 0 - 20% targeted rates 0 - 20% fees and charges</i></p>

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		<p>management.</p> <p>The community benefits from the active control of animal and plant pests and from the provision of biosecurity activities through improved amenity and retention of productive values of land, reducing adverse effects on natural resources.</p>				<p>0-20% grants and subsidies</p>
<p><b>Land Sustainability</b></p>	<ul style="list-style-type: none"> <li>• Managed access to quality natural resources.</li> <li>• Diverse opportunities to make a living.</li> <li>• Communities empowered and resilient.</li> <li>• Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>The promotion of sustainable land management is a core function under the Resource Management Act, Soil Conservation Act and NPS Freshwater and its environmental standards. We primarily meet these requirements by providing sustainable land management plans to landowners.</p> <p>Council works in partnership with iwi, communities, other councils and organisations to enable action that delivers better environmental outcomes.</p> <p>Sustainable land management has mainly a regional focus with the benefits accruing to the wider community. A local focus with the benefits accruing to the landowner may occur.</p> <p>These benefit the community as whole.</p> <p>Individuals may get a small benefit.</p>	<p>This activity is seeking to obtain long term benefits in much of its programmes. The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>Protecting and improving water quality, supported by legislation, creates the primary need for this activity.</p>	<p>As the benefit is regional the general rate equitably distributes the funding needs of this activity.</p> <p>The activity attracts external funding.</p>	<p>The general rate is the primary funding source for this activity recognising the predominant community benefit.</p> <p>Fees and charges can fund individual benefit.</p> <p>80 -100% general rates 0 – 20% subsidies, grants and fees and charges</p>

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Activity	Community outcome	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (Noting percentages are indicative)
<b>Safe and Resilient Communities</b>						
<b>Flood Protection &amp;Control</b>						
<p>This activity delivers a range of services designed to protect people, property and livelihoods. These services are:</p> <ul style="list-style-type: none"> <li>• Catchment Planning.</li> <li>• River Management.</li> <li>• Flood Infrastructure Investment. (capital)</li> <li>• Land Drainage.</li> </ul>						
<p><b>Catchment Planning</b></p>	<ul style="list-style-type: none"> <li>• Managed access to quality natural resources.</li> <li>• Diverse opportunities to make a living.</li> <li>• Communities empowered and resilient.</li> <li>• Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>Catchment planning develops and implements approaches to the use of land and water resources. It addresses community needs arising from whole of catchment resource use (e.g. gravel), plans and polices and community resilience needs arising from adverse weather</p> <p>For example, managing the catchment works programmes, planning future mitigation, nature based solutions, asset management, and supporting Catchment Committees.</p> <p>This activity works across the region significantly benefits the whole community. Severe weather events have significant economic cultural social and environmental consequences. Many of the community lifelines are at risk.</p> <p>These and other tasks are largely considered as benefiting everyone across the district. This regional benefit also recognises that part of the district that is outside of existing catchments rating areas.</p> <p>Local benefit includes, for example supporting Catchment Committees and local asset management. This local benefit however is not distinctly different from other parts of the region.</p>	<p>This activity is seeking long term benefits in much of its programmes. However, annual operating costs reflect the costs of the regular workload and can be recovered on this basis.</p>	<p>Protecting the people, the economy and community well-being creates the primary need for this activity.</p>	<p>Our approach to funding this activity has changed from the funding of the past.</p> <p>Learnings from the past is that funding has focussed on individual parts of the catchment and not an integrated approach whole of network approach.</p> <p>This local benefit is not distinctly different from other parts of the region except in the Waiau river catchment and drainage district which has a requirement to be separately funded.</p> <p>The general rate equitably distributes the funding needs of this activity.</p>	<p>The need for change and investment to get better community outcomes is necessary.</p> <p>80 -100% general rates 0 – 20% fees and charges</p>



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<b>River Management</b>	<ul style="list-style-type: none"> <li>• Managed access to quality natural resources.</li> <li>• Diverse opportunities to make a living.</li> <li>• Communities empowered and resilient.</li> <li>• Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>This activity delivers a range of river operations services designed to maintain rivers to protect people, property and livelihoods.</p> <p>The services include routine maintenance to ensure adequate fairway width, enhancement work to improve access and monitoring stability and alignment of rivers, through river cross section surveys, gravel surveys etc. This activity does not include flood protection infrastructure maintenance.</p> <p>River management occurs across the region providing significant benefits for the whole community. Severe weather events have significant economic, cultural, social and environmental consequences as well as putting community lifelines at risk.</p> <p>There may be a small local benefit.</p>	<p>This activity is seeking long term benefits by regularly monitoring and maintaining the rivers. Annual operating costs reflect the costs of the regular workload and can be recovered on this basis.</p>	<p>Protecting the people, the economy and community well-being creates the primary need for this activity.</p> <p>Some individuals or entities may cause negative outcomes, for example, damage to infrastructure or contamination of waterways.</p> <p>In the Waiau Rating District, the nationally significant electricity operations comes with some negative outcomes for the region particularly in the Waiau River. This is well established and recognised in the electricity company's resource consents and mitigation contracts (including the 1996 Waiau Agreement and the clause 7.3 funding obligations.</p> <p>Any negative consequences not covered by agreement could be funded from rates.</p>	<p>Our approach to funding this activity has changed from the funding of the past.</p> <p>Catchment based funding has focussed on individual parts of the catchment and not an integrated approach whole of network approach.</p> <p>Separate funding allows for transparency and accountability of funding, especially during a period of change.</p>	<p>Using a region wide rate reflects whole of region approach to river management and the wider community benefits from the activity.</p> <p>For decades the rating districts have born the bulk of the costs.</p> <p>Using a targeted capital value rates allows for a wider rating base more aligned with benefit.</p> <p>80 – 100% targeted rates 0 – 20% grants, subsidies and contributions</p>

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<b>Flood Infrastructure Investment</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>Flood infrastructure investment activity delivers new and improved assets to mitigate consequences of adverse weather events.</p> <p>Flood infrastructure investment delivers new construction, the improvement and renewal of existing assets and the maintenance of flood protection assets. These assets are located where the risks are higher. They protect people, access to services and regional productivity giving significant benefit region wide.</p> <p>Individuals closer to the assets have a small benefit relative to the region wide benefit.</p>	<p>Flood infrastructure investment has long term benefit. Funding the capital investment is considered in the Revenue and Financing Policy.</p> <p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of most individuals or groups have a minor impact.</p>	<p>As the benefit is region wide targeted rate equitably distributes the funding needs of this activity.</p>	<p>A targeted rate is the primary funding source for this activity recognising the predominant region wide community benefit.</p> <p>Funding flood protection from small defined targeted rate areas limits future investment and increases risk especially if increased levels of service are required for increased climate resilience.</p> <p>Rating on capital value across the region reflects the social and economic benefit from investing in prevention rather than the response to flood events which could become more frequent and costly.</p> <p>80 -100% targeted rates 0 – 20% subsidies, grants and fees and charges</p>
<b>Land Drainage</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>Land drainage activity maintains drains to provide local productivity to properties in a drainage area.</p> <p>The benefit is largely with land in the drainage area.</p> <p>There may be an element of regional benefit associated with the protection for roads and the economy. .</p>	<p>This activity largely provides benefits in the year of annual operating costs.</p>	<p>Productivity and commercial operations (e.g. Invercargill Airport) decreases risk appetite resulting in less risk tolerance and higher service levels.</p> <p>Some individuals or entities may cause negative outcomes, for example, damage to infrastructure or contamination of waterways.</p>	<p>This activity funding this separate allows for local funding which aligns with local productivity benefits.</p> <p>The whole community benefit can be separated in the general rate</p>	<p>Drainage is beneficial to ratepayers adjacent to the drainage network.</p> <p>80 -100% targeted rates 0 – 20% general rate</p>
<b>Natural Hazards and Climate Change</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that</p>	<p>This activity works with the community to understand, prepare and respond to natural hazards and the challenges and opportunities resulting from climate change. It includes the following programmes:</p> <ul style="list-style-type: none"> <li>Hazard advice and planning</li> <li>Operational response where necessary</li> </ul>	<p>This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.</p>	<p>Preparing the people, the economy and community well-being creates the primary need for this activity.</p>	<p>The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.</p>	<p>As there are region wide and whole community benefits general rates are considered the most appropriate funding source.</p> <p>100% general rates.</p>

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	support advance community outcomes will be preferred.	This benefits the whole community. Severe weather events have significant economic, cultural, social and environmental consequences.				
<b>Emergency Management and Response</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>Emergency Management Southland is responsible for the delivery of and preparation for Civil Defence and Emergency Management responses throughout this region.</p> <p>Planning and response activities benefit the whole community.</p>	This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.	Preparing and protecting the people, the economy and community well-being creates the primary need for this activity.	The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.	<p>This activity is primarily for the benefit of the whole community.</p> <p><i>100% general rates - without an event</i></p> <p><i>For a year with a response</i>  <i>0-100% general rates - depending on event</i>  <i>0-100% fees and charges - (reimbursements) and grants and subsidies (agencies)</i></p>
<b>Maintaining Safe and Navigable Waterways</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>The activity provides a 24/7 navigation safety and maritime oil spill response across the region, as required by regulations. It includes the following programmes:</p> <ul style="list-style-type: none"> <li>Coast and Marine Operations Programme – Harbourmaster, Boating Safety</li> <li>Water and Land Science – Recreational Bathing Monitoring</li> </ul> <p>Marine and water way users are the primary groups and individuals that benefit from the activity. This includes many commercial and recreational users.</p>	This activity largely provides benefits in the year of annual operating costs.	Marine and water way users are the primary groups and individuals that create the need for this activity.	Individuals can benefit a lot from the activities (e.g. swimmers benefit from bathing monitoring) however it is not reasonably practicable to collect from them. Boat users in the marine environment are identifiable and there are mechanisms to collect funding. Some cost would need to be funded generally.	<p>Those who benefit or contribute to the need for the activity should contribute to the recovery of those costs.</p> <p>When recovery is not possible or appropriate, then general rates are preferred.</p> <p><i>0 - 20% general rates</i>  <i>80 – 100% fees and charges (marine fees)</i></p>
<b>Community Wellbeing</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred.</p>	<p>This activity monitors community wellbeing and provide timely information to decision makers, to understand where the greatest risks and opportunities are to support the community into the future.</p> <p>The whole of the community benefit from this activity.</p>	This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.	There are no specific, separately identifiable, group that creates a need.	The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.	<p>This activity is primarily for the benefit of the whole community.</p> <p><i>100% general rates</i></p>

Step One

Activity	Community outcome	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (Noting percentages are indicative)
<b>Thriving Region</b>						
<b>Regional Strategic Planning</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred</p>	<p>This activity enables a joined-up approach to regional matters, predominately in the RMA space.</p> <p>The whole community benefits from this activity.</p>	<p>This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.</p>	<p>There are no specific, separately identifiable, group that creates a need.</p>	<p>The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.</p>	<p>This activity is primarily for the benefit of the whole community.</p> <p><i>100% general rates</i></p>
<b>Transport</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred</p>	<p>This activity sets the strategic direction and long-term goals for the region's transport infrastructure and provides guidance to Road Controlling Authorities (territorial authorities and Waka Kotahi NZ Transport Agency) on the preparation of their roading programmes to obtain funding from the National Land Transport Fund.</p> <p>The whole community benefits from this activity.</p>	<p>This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.</p>	<p>There are no specific, separately identifiable, group that creates a need.</p>	<p>The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.</p>	<p>This activity is primarily for the benefit of the whole community. The activity attracts matched funding from government agencies.</p> <p><i>50- 100% general rates</i> <i>50 – 100% grants and contributions</i></p>
<b>Governance and Democracy</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered and resilient.</li> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred</p>	<p>This activity supports triennial elections, the representation structure, elected members', council and committees and co-governance meetings and other legislative requirements.</p> <p>The whole community benefits from this activity.</p>	<p>This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.</p>	<p>There are no specific, separately identifiable, group that creates a need.</p>	<p>The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.</p>	<p>This activity is primarily for the benefit of the whole community.</p> <p><i>100% general rates</i></p>
<b>Te Tiriti Relationships</b>	<ul style="list-style-type: none"> <li>Managed access to quality natural resources.</li> <li>Diverse opportunities to make a living.</li> <li>Communities empowered</li> </ul>	<p>Te Runanga o Ngāi Tahu are the Murihiku (Southland) tangata whenua.</p> <p>Council works with the whenua at many levels. They have a special</p>	<p>This activity is seeking long term benefits through planning with immediate benefit in a response. The annual operating costs</p>	<p>There are no specific, separately identifiable, group that creates a need.</p>	<p>The actions of groups and individuals have a minor impact on this activity. There is no benefit in separate funding.</p>	<p>This activity is primarily for the benefit of the whole community.</p> <p><i>40 - 60% general rates</i> <i>40 - 60% grants and subsidies</i></p>

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	<p>and resilient.</p> <ul style="list-style-type: none"> <li>Communities expressing their diversity.</li> </ul> <p>Funding choices that support advance community outcomes will be preferred</p>	<p>recognition in terms of RMA activities and are the iwi authority for Southland.</p> <p>The whole community benefits from this activity.</p>	<p>reflect the costs of the regular workload and depending on the event recovery costs may be recovered in future periods.</p>			