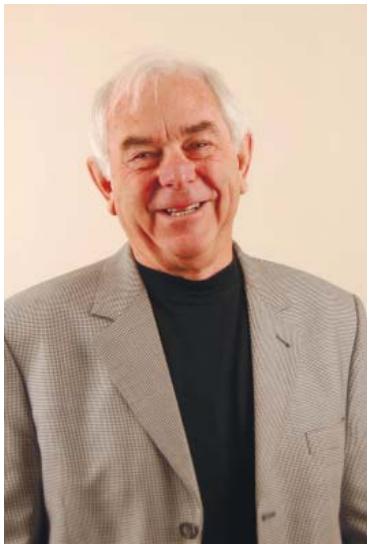


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## A message from the Mayor

I am delighted to present this Annual Report to you, my first as Mayor of Nelson.

It is important that we take the time to look back and reflect on what the city has achieved in the past year. It is just as important that Council keeps the community informed of its performance against what the Council had signalled through the 2007/08 Annual Plan.

### New Council, new direction

With the new Council elected in October 2007, part way through this reported financial year, we have been working diligently to ensure it is business as usual while we develop a new positive direction for the city. Our Heart of Nelson central city strategy process is one example of Council's vision to encourage innovative development and to create a forward-looking blueprint for the future.

The new Council's direction was signalled through the 2008/09 Draft Annual Plan and earlier this year preliminary work began on the 2009 Long-term Council Community Plan, a plan that will chart Council priorities and work, over the next ten years. You will be asked to take part in developing this Community Plan at the beginning of 2009.

Complementing this long term approach for the central city, Council is taking climate change and related issues seriously. The time for scepticism is long past. Council has approved a new Sustainability Policy and developed a Climate Change Action Plan to coordinate its response to these critical issues. We would like to think that both documents reflect the predominant community view that action is needed in these areas.

Recent extreme weather events are a reminder that we need to be prepared for the consequences of climate change – record snows, floods and higher wind speeds. I should say that I was most impressed by the community, contractors and council staff efforts to clean up and restore services promptly when we had a mini cyclone event in late July.

One area I would like to highlight is the cleaning of the city's air. Air monitoring over the past year has shown continued improvement. The fire ban is in place, the air in the hospital valley is perceptibly cleaner and Council has launched a new scheme, with some Central Government funding, that will help to reinforce this positive trend. Council is now also turning its attention towards reducing industrial sources of air pollution.

Other highlights and activities worthy of mention in the past year:

- The Trafalgar St stormwater and sewerage upgrade was completed.
- An agreement was negotiated to acquire land for the Performing Arts and Conference Centre. The agreement has still to be finalised at year end.
- Council led the “best ever” Arts Festival in October 2007, followed by a stunning Summer Festival. Who could forget the once in a lifetime experience of the Dame Kiri te Kanawa concert last February?
- Our celebrated hanging baskets enjoyed an extended outing.
- There were great community planting days – including at Oyster Island and Wakapuaka – examples of Council working with enthusiastic locals to improve our city environment.
- A maturing relationship with iwi Maori, including the inclusion of contemporary designs on the re-built Aratuna Normanby Bridge telling the story of the Maitai River and its eel ponds.
- Ecofest continued to build on its previous successes.
- Council’s innovation in cycling was once again rewarded with top honours in the SPARC Cycle-Friendly Awards, while progress continued on the Atawhai shared pathway.
- The newly reviewed Regional Economic Development Strategy is up and running. Tasman District Council has joined Nelson city in co-funding the regional Economic Development Agency.
- The superb Chinese Gardens opened in November 2007.
- The first Trafalgar Park upgrade was completed in time for the Summer Festival, and on the other side of the river the Trafalgar Centre re-vamp began.
- Natureland was retained in a new and exciting guise.
- The final performance testing step was completed in the Nelson North wastewater plant upgrade. This means cleaner effluent being discharged into Tasman Bay with far fewer odour problems. The next stage is development of the wetlands, which are planned for 2009/10.
- The trial ‘free senior parking permit’ became a permanent fixture.
- The Neale Park skatepark opened in May with a huge crowd attending and is a great success.
- Wakefield Quay developments continued along our world-class water front.

- Work began on the new Saxton Field Indoor Stadium.
- Council received accreditation as a Building Consent Authority; one of the first wave of councils to meet these rigorous standards.
- The Suter Art Gallery became a Council-owned Organisation (CCO) after year end.

### **My thanks**

I appreciate the hard work of all Councillors over the past 12 months. Thanks to the previous Council for their part in representing the interests of our city and to the new Council for their energy and drive in working towards a better future for Nelson.

I also acknowledge the work of the Council staff who have managed the transition towards a new Council vision while maintaining already high workloads. In particular, I would like to acknowledge the work that Viesturs Altments has capably overseen during his seven years as Chief Executive of the Council.

A handwritten signature in black ink, appearing to read "Kerry Marshall MBE, JP". The signature is fluid and cursive, with a long horizontal line extending from the end of the main name.

Kerry Marshall MBE, JP





## A message from the Chief Executive

This will be the last Annual Report that I present to the people of Nelson as Chief Executive of the Nelson City Council. I am pleased that the organisation has continued to perform well over the past year, despite some challenges.

### Council performance over the 2007/08 year Services

The storm at the end of July impacted on both the water supply and the parks of Nelson. It demonstrated that the vagaries of nature can be unpredictable and costly. The response was very quick and efficient from Council staff and contractors alike and this was appreciated by Council and the community. There were three breaks in the Maitai pipeline that took five days to repair, even with contractors and staff working around the clock. Council parks will take some years to recover, especially Isel Park.

### Consultations

The list of Council's major consultations held over the past year emphasises the breadth of the functions and responsibilities of Council and Councillors:

- Heart of Nelson, central city strategy
- Bylaws review
- Port Noise variation
- Climate Change Action Plan
- Nelson Regional Arts Strategy
- Saxton Field Management Plan
- Nelson South/Richmond East Plan Change
- Regional Policy Statement
- Esplanade and Foreshore Management Plan
- Transit NZ North Nelson to Brightwater Corridor Study

### Financial results for the year

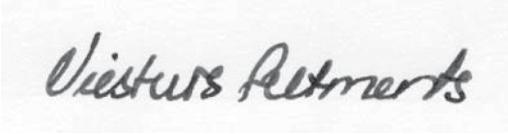
This year the net surplus was \$21.5 million, compared to the budget of \$17.8 million. The main reasons for this difference was the vested assets which were \$6.7 million above budget.

Finance costs were under budget by \$0.6 million due to delays in several major capital projects. The resulting lower level of borrowing meant interest costs were reduced.

There were other fluctuations in revenue and expenditure, but the totals were very close to the estimate.

### Thanks

My thanks go to the two Mayors, Paul Matheson and Kerry Marshall, with whom I have worked over the past year. I am also grateful for the work of the Councillors and staff for their dedication and efforts over the previous 12 months. I am satisfied that Council has continued to manage the city's assets responsibly and with the best interests of the community in mind, and I wish the Council and the incoming Chief Executive the very best for the years ahead.



Viesturs Alments

Viesturs Alments  
Chief Executive



## **Statement of compliance and responsibility**

### **Compliance**

Council and management confirm that all the statutory requirements in relation to the annual report as outlined in the Local Government Act 2002 have been complied with.

### **Responsibility**

Council and management accept responsibility for the preparation of the annual financial statements and the judgements used in them.

Council and management accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Council and management the annual financial statements for the year ended 30 June 2008 fairly reflect the financial position, operations and service performance of Council.



Kerry Marshall  
Mayor



Viesturs Altments  
Chief Executive

Date: 2 October 2008

## Audit statement

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

### AUDIT REPORT

#### TO THE READERS OF NELSON CITY COUNCIL AND GROUP'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2008

The Auditor-General is the auditor of Nelson City Council (the City Council) and group. The Auditor-General has appointed me, Scott Tobin, using the staff and resources of Audit New Zealand, to carry out an audit on his behalf. The audit covers the City Council's compliance with the requirements of Schedule 10 of the Local Government Act 2002 that apply to the annual report of the City Council and group for the year ended 30 June 2008, including the financial statements.

#### Unqualified Opinion

In our opinion:

- The financial statements of the City Council and group on pages 26 to 86:
  - comply with generally accepted accounting practice in New Zealand; and
  - fairly reflect:
    - . the City Council and group's financial position as at 30 June 2008; and
    - . the results of operations and cash flows for the year ended on that date.
- The service provision information of the City Council and group on pages 87 to 164 fairly reflects the levels of service provision as measured against the intended levels of service provision adopted, as well as the reasons for any significant variances, for the year ended on that date; and
- The Council has complied with the other requirements of Schedule 10 of the Local Government Act 2002 that apply to the annual report (the "other requirements").

The audit was completed on 2 October 2008, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

#### Basis of Opinion

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements, performance information and the other requirements did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements, performance information and the other requirements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements, performance information and the other requirements. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Council;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all required disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements, performance information and the other requirements.

We evaluated the overall adequacy of the presentation of information in the financial statements, performance information and the other requirements. We obtained all the information and explanations we required to support our opinion above.

#### **Responsibilities of the Council and the Auditor**

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. The financial statements must fairly reflect the financial position of the City Council and group as at 30 June 2008. They must also fairly reflect the results of operations and cash flows and the levels of service provision for the year ended on that date. The Council is also responsible for meeting the other requirements of Schedule 10 and including that information in the annual report. The Council's responsibilities arise from Section 98 and Schedule 10 of the Local Government Act 2002.

We are responsible for expressing an independent opinion on the financial statements, performance information and the other requirements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 99 of the Local Government Act 2002.

#### **Independence**

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit and in conducting the audit of the Long Term Council Community Plan and amendments to the Long Term Council Community Plan, we have no relationship with or interests in the City Council or any of its subsidiaries.



S M Tobin  
Audit New Zealand  
On behalf of the Auditor-General  
Christchurch, New Zealand

# Being accountable to the community

## The need to be accountable

The Nelson community ‘owns’ the Council and the community elects councillors to represent them. As the owners, the community is entitled to know what it gets for the money it pays as rates. The Annual Report is the method used by the Council for reporting to the public on:

- Whether it completed the work that it committed to completing in the applicable LTCCP (Long Term Council Community Plan) and annual plan and
- Whether the Council was effective at achieving what the community wants.

To determine this, the Council has a two-part system for monitoring and reporting on its work. This system is explained below.

## Did we do what we said we would in the LTCCP or annual plan?

You can find the work that we intended to do listed as objectives for each of our significant activities or outputs in the LTCCP and annual plan. See below for an explanation of these documents.

The annual report states to what extent we met these objectives. The criteria we use to measure this are:

- Timeliness. Was the work done within the time specified?
- Cost. Was it done within the budget. If not, why not?
- Location. Was it done at the intended location or elsewhere?
- Quantity. Was as much of the work done as envisaged?
- Quality. Was the quality of the work done as envisaged?

We report major exceptions where we did not fulfil any of these criteria with an explanation where applicable.

## Community outcomes

### Council’s planning cycle

The 2006 LTCCP was the first fully-complying LTCCP setting out what Council plans to do for the next 10 years and how much this will cost. Annual plans are slimmer than the full LTCCP and update any changes to the LTCCP so the public can comment on new priorities or planned expenditure for that financial year.

Following the end of each financial year on 30 June, Council issues the annual report saying whether Council's spending and achievements took place as planned over the previous financial year. The annual report explains any significant differences from what was planned to provide accountability to the public. LTCCP years are followed by two annual plan years, so the next LTCCP will be released in 2009, with annual plans in 2010 and 2011.

The Council sets out its long-term objectives in its 10-year plan (Long-term Council Community Plan) and sets out each year's short term objectives (1-3 years) in the annual plan. The significant activities reports beginning on page 87 contain the Council's report on the objectives set in the 2006 LTCCP for the 2007/08 financial year.

### **Outcomes monitoring**

During 2005 the current six community outcomes were developed through an extensive public consultation process. These are described in the 2006/16 Long Term Council Community Plan and are described here beginning on page 16.

The Local Government Act 2002 requires Council to report on the progress towards these outcomes at least every three years. The Nelson City Council and Tasman and Marlborough District Councils together with the Nelson Marlborough District Health Board, Ministry of Social Development, Department of Labour and Nelson Marlborough Institute of Technology and other partners have established a working party to develop a framework for monitoring the outcomes. The working party has decided on 80 indicators and have had these reviewed by Statistics New Zealand. The data is now being gathered and a report on the outcomes is expected to be produced in late 2008.

### **Partnerships with neighbouring councils**

Council delivers a range of joint projects and programmes with other councils across the Top of the South (Te Tau Ihu o te Waka a Maui) region. These include the Top of the South wellbeing indicators project, which involves NCC, TDC and MDC with key government agencies including the Ministry of Social Development and the Nelson Marlborough DHB. Significant work took place during the 2007/08 year with Tasman District Council, including the following planning, programmes and services:





### **Engineering/Infrastructure**

- Nelson Regional Sewerage Business Unit (NRSBU), 50/50 ownership, which includes the facilities at Bells Island
- Port Nelson Limited (50/50 ownership)
- Nelson Airport Limited (50/50 ownership)
- Civil Defence and Emergency Management services and training (50/50 ownership)
- Road Safety programmes
- Application of consistent engineering standards
- Bylaws, including Tradewaste
- Total Mobility committee and funding
- Water demand planning – Waimea Basin Water Augmentation Strategy
- Regional transport planning
- Joint working party on solid waste issues

### **Community Services**

- Settlement Support project for refugees and migrants, funded by the Department of Labour
- Development of recreation facilities at Saxton Field (50/50 ownership)
- Nelson Tasman Tourism (Tourism Nelson Tasman Ltd) tourism services (50/50 ownership)
- Tasman Bays Heritage Trust – Provincial Museum (50/50 ownership)
- Policy development and implementation – positive ageing, regional physical activity plan
- Nelson Tasman Regional Arts Strategy development
- Implementation of the Regional Alcohol Strategy
- Regional Facilities Plan and Regional Funding Forum for major recreational and community facilities
- Cycleway development – Richmond to Stoke
- Rural fires management
- Events database, community services database, regional festivals and events

### **Environment/planning**

- Joint studies into industrial land needs, air quality management, bathing water monitoring, river hydrology monitoring and flood warnings
- Regional urban growth studies, including Nelson South/Richmond East and intensification
- Coastal oil spill contingency planning and management
- Liquor licensing
- Best practice workshops e.g. S36 Building Act
- Regional pest management under the Biosecurity Act

- Ecofest and environmental education

**Democracy and administration**

- Development and monitoring of community outcomes

*Note that this is an indicative list only and is not intended to be exhaustive. Some joint activities may have been omitted.*



## Community outcomes – goals for Nelson

### **Nāu te rourou, nāku te rourou, ka ora ngā tāngata**

Through our joint contributions the people will thrive

The following six ‘community outcomes’ are the long term goals that Nelson residents want for Nelson. They provide a vision of the sort of place where we would like to live in the future. They were drafted following consultation with Nelson residents during 2005. Progress towards the outcomes will be reported at least every three years, and they will be completely reviewed every six years. The next review begins in 2011.

In short, we have these six inter-related goals to guide Nelson City Council and other organisations’ decisions, plan and policies, including the LTCCP. The aim is to have everyone heading in the same direction, working together to make the outcomes happen.

These outcomes come from the whole community, not Council, so they belong to the whole community. They guide what Council does, just as they guide and coordinate other groups and organisations working to improve community wellbeing in Nelson. The LTCCP and annual plan is the Council’s response to these outcomes, but it can’t deliver everything. It takes the whole community to work towards making them happen.

### **Measuring progress toward achieving the outcomes**

Measurement of progress towards the six goals will primarily draw on Council’s own and other organisations’ measurement of community wellbeing. This includes workshops with community leaders to discuss progress.

There are a number of projects being run by Statistics NZ and Local Government NZ (LGNZ) to provide generic measures of progress towards community outcomes, with specific information relating to each Council area. When this improved information is available, it is likely that Council will adopt some or all of those measures.

The six community outcomes are listed on the following pages. Each includes the measures that will be used to monitor and report on progress towards achieving the community’s goals.

During 2007/08 some key contributions to the community outcomes and to the social, economic, environmental and cultural wellbeing of Nelson included:

- Ab grading for water treatment plant (social and economic).
- Stormwater upgrade, Trafalgar St (economic and social).

## Community outcomes

INTRODUCTION

- Safer Routes and Community Road Safety programmes (social and economic).
- Clean Heat Warm Homes programme implementation (social and environmental).
- Saxton Field development (social).
- Regional Physical Activity Strategy implementation (social and cultural).
- Community Assistance Grants (social and cultural).
- Ecofest (environmental).
- Biodiversity Strategy implementation (environmental).
- Landfill gas use by the Hospital (environmental, social).
- Support for EDA and Latitude Nelson (economic).
- Recycling services through Nelmac (environmental).
- Increased support for the Suter Art Gallery and Museum (cultural).
- Implementation of the Memorandum of Understanding with Tangata Whenua (social, economic, environmental and cultural).



## Goal 1 - HEALTHY LAND, SEA, AIR, AND WATER

### We protect the natural environment

Includes:	Examples of how Council contributes to achieving this outcome:
<p>We treasure, protect and restore the special places, landscapes, native species and natural ecosystems of Nelson.</p> <p>Natural biodiversity is widely understood and valued. Introduced species have a place, and animal and plant pests are controlled.</p> <p>Open spaces and reserves are linked and productive land is protected. Waste and pollution are minimised so we have clean water, clean seas, clean air, and healthy flora, fauna and soils.</p> <p>The kaitiakitanga of tangata whenua iwi is recognised and the community is well informed and involved in caring for the environment, ngā taonga tuku iho.</p> <p>Nelson is a place where everyone can enjoy the natural environment while it is protected for the future.</p> <p>We recognise the importance of a healthy environment for tourism, and minimise the impacts of human activities on the environment.</p>	<ul style="list-style-type: none"> <li>• Water supply, sewage treatment and stormwater systems that protects the natural environment.</li> <li>• Transport planning.</li> <li>• Waste management facilities.</li> <li>• Resource management consents, education and planning.</li> <li>• Pollution monitoring and management.</li> <li>• Parks and reserves management.</li> </ul> <p><b>Central government and the community contribute too, including:</b></p> <ul style="list-style-type: none"> <li>• Kaitiakitanga.</li> <li>• Environmental advocacy.</li> <li>• Ecosystem protection.</li> <li>• Planting programmes.</li> <li>• Pest and weed management.</li> <li>• Community education and interpretation.</li> </ul>

## Goal 2 - PEOPLE-FRIENDLY PLACES

We build healthy, accessible and attractive places and live in a sustainable region

Includes:	Examples of how Council contributes to achieving this outcome:
<p>Urban and rural areas are designed to be child, family and people-friendly.</p> <p>We think and plan regionally and act locally within that context.</p> <p>We have good quality, sustainable, integrated, affordable and effective public transport, infrastructure, energy-use and transport networks.</p> <p>We are proud of our developing cycleway network. Growth is well managed and there is little waste or pollution.</p> <p>Attractive, safe, accessible and walkable ‘city villages’ provide for people of all ages and abilities through good urban design.</p> <p>There is a full range of affordable, healthy, attractive and energy-efficient housing and community facilities with more intensification in urban areas and a clear urban/rural boundary.</p> <p>We have a good range of sports and recreation facilities for all ages, including youth and older residents.</p> <p>We protect, enhance and interpret Nelson’s human heritage and historic sites.</p>	<ul style="list-style-type: none"> <li>• Parks and open spaces.</li> <li>• Community facilities.</li> <li>• City planning.</li> <li>• Water supply and sewage treatment systems that meet city and public health needs.</li> <li>• Cycle and walker-friendly routes around town and reduce cycling crash rates.</li> <li>• Waste management facilities to protect public health.</li> <li>• Liquor licensing and food premises monitoring.</li> <li>• Public artworks.</li> <li>• Crime prevention work.</li> </ul> <p><b>Central government and the community contribute too, including:</b></p> <ul style="list-style-type: none"> <li>• Attractive and people-friendly building design.</li> <li>• Advocacy for good urban design and historic site protection.</li> <li>• Energy efficient building expertise.</li> <li>• Public artworks.</li> </ul>

## Goal 3 – A STRONG ECONOMY

We all benefit from a sustainable, innovative and diversified economy

Includes:	Examples of how Council contributes to achieving this outcome:
<p>We all participate in the regional economy and it meets people's needs.</p> <p>We are a business-friendly region, and economic activity is sensitive to the environment, heritage and people of Nelson.</p> <p>We are skilled and adaptable and we see the benefits of a wide range of high-value industries and businesses.</p> <p>We enjoy high quality employment, education and training opportunities. Small, locally-owned businesses are an essential part of the community and central city.</p> <p>Our youth can live, learn and work in Nelson.</p> <p>We invest in skills development and our people so we can enjoy balanced and healthy lives.</p> <p>We recognise, support and celebrate innovation and achievement.</p>	<ul style="list-style-type: none"> <li>• Economic and tourism support.</li> <li>• Support and funding for culture, heritage and the arts.</li> <li>• Water supply and sewage treatment for industry.</li> <li>• Transport planning.</li> <li>• Environmental management.</li> </ul> <p><b>Central government and the community contribute too, including:</b></p> <ul style="list-style-type: none"> <li>• Commercial, industrial and retail business and advocacy.</li> <li>• Information and promotion of NZ and the region overseas.</li> <li>• Business advice and training.</li> <li>• Education and apprenticeships.</li> <li>• Youth support and mentoring.</li> </ul>

## Goal 4 - KIND, HEALTHY PEOPLE

We are part of a welcoming, safe, inclusive and healthy community

Includes:	Examples of how Council contributes to achieving this outcome
<p>We are a tolerant, supportive and diverse community. We respect each other and what each contributes, including Māori culture, traditions and people.</p> <p>We take pride in the warm welcome we give to visitors and new arrivals.</p> <p>Everyone is included and involved, can participate in decision-making and is able to enjoy a good quality of life, wherever they come from and whatever their age, abilities or income.</p> <p>We nurture our young people so Nelson is a safe and healthy place for everyone to grow up and live.</p> <p>We have adequate policing and well-designed, accessible public spaces providing a feeling of safety and security in our homes and communities.</p> <p>We have high quality and accessible recreation, education, health and community facilities.</p> <p>There is more attention to health promotion with quality primary and secondary health care accessible to all.</p> <p>We are a resilient community, able to cope with disasters or emergencies.</p>	<ul style="list-style-type: none"> <li>• Water, sewage and waste facilities.</li> <li>• Accessible and safe active transport facilities.</li> <li>• Environmental management.</li> <li>• Civil defence management.</li> <li>• Consultation opportunities for whole community.</li> <li>• Promotion of Crime Prevention Through Environmental Design (CPTED).</li> <li>• Support for community groups.</li> <li>• Community events and celebrations.</li> <li>• Flood protection works that reduce risk to the community.</li> </ul> <p><b>Central government and the community contribute too, including:</b></p> <ul style="list-style-type: none"> <li>• Primary, secondary and tertiary health care.</li> <li>• Public health and healthy communities promotion.</li> <li>• Voluntary work.</li> <li>• Refugees and migrants support.</li> <li>• Policing and community patrols.</li> <li>• Support for disabled and other groups with specific needs.</li> </ul>

## Goal 5 - A FUN, CREATIVE CULTURE

We are proud of our creative local culture and regional identity

Includes:	Examples of how Council contributes to achieving this outcome:
<p>We are proud of our region, our communities and our diverse heritage.</p> <p>There is a wide range of recreation, arts and leisure opportunities for everyone to take part in.</p> <p>We have a strong sense of community, enhanced by activities, festivals, events and celebrations that reflect our distinct environment and people.</p> <p>We understand that our heritage contributes to our distinctive identity, so we value, protect, interpret and celebrate our human heritage and historic places - Maori and more recent.</p> <p>We value and support those things that make Nelson special and unique - our people, art and crafts, the café culture, the outdoors, local food and wines, boutique shops and the relaxed atmosphere.</p>	<ul style="list-style-type: none"><li>• Community facilities.</li><li>• Culture, heritage and arts support and grants.</li><li>• Festivals and celebrations.</li><li>• Parks and open space.</li><li>• Recreation programmes.</li><li>• Environmental protection.</li><li>• Inner city enhancement.</li><li>• Public artworks.</li></ul> <p><b>Central government and the community contribute too, including:</b></p> <ul style="list-style-type: none"><li>• Arts and craft, galleries.</li><li>• Cafés and boutique shops.</li><li>• Funding and grants.</li><li>• Public artworks.</li><li>• Heritage advocacy.</li><li>• Clubs and sports groups.</li></ul>

## Goal 6 - GOOD LEADERSHIP

**Our leaders are proactive, innovative, and inclusive**

Includes:	Examples of how Council contributes to achieving this outcome:
<p>We work together as a region, think of the generations that will follow and listen to the full range of views.</p> <p>Everyone has the opportunity to participate in the community's major decisions and information is easy to obtain.</p> <p>Leaders consult with and understand their communities and work for the good of all, including the wider region. Our leaders inspire respect, take responsibility for their decisions and act to improve the big issues facing our community.</p> <p>All sectors of the community and region work effectively together.</p> <p>We support and mentor our youth to become the leaders of the future.</p>	<ul style="list-style-type: none"> <li>• Local government elections.</li> <li>• Consultation on significant strategies and plans.</li> <li>• Regional collaboration and joint initiatives.</li> <li>• Support for youth development including the Youth Council.</li> <li>• Support for the Positive Ageing Forum.</li> </ul> <p><b>Central government and the community contribute too, including:</b></p> <ul style="list-style-type: none"> <li>• Education and training.</li> <li>• Parliamentary system.</li> <li>• Community leadership.</li> <li>• Leadership development, awards and recognition.</li> </ul>

## Opportunities for Māori to contribute to decision-making processes

Whakataka te hau ki te uru	Cease the winds from the west
Whakataka te hau ki te tonga	Cease the winds from the south
Kia mākinakina ki uta	Let the breeze blow over the land
Kia mātaratara ki tai	Let the breeze blow over the ocean
E hī ake ana te atakura	Let the red-tipped dawn come with a sharpened air
He tio, he huka, he hau hū.	A touch of frost, the promise of a glorious day.

Tihei mauri ora.

*From the action plan implementing the Memorandum of Understanding (MOU) between Tangata Whenua ō Whakatu and the Nelson City Council*

In 2007 the groundwork and relationships developed over previous years culminated in a framework setting out processes and opportunities for Māori to contribute to Council decision-making. The most significant combined initiative during was the development of an action plan to implement the 2005 Memorandum of Understanding between Tangata Whenua ō Whakatu and the Nelson City Council, which was adopted at the joint iwi/Council Kotahitanga Hui on 20 July 2007. It has since been implemented.

The Local Government Act 2002 requires Council in its annual report to include a summary of activities undertaken over the year to provide opportunities for Māori to contribute to its decision-making processes. This section sets out key accomplishments of Council with Māori for the year.

### Kotahitanga Hui

Three Kotahitanga Hui were held to provide rangatira (local iwi leaders) with the opportunity to meet with Council leaders and senior staff to discuss strategic and policy issues. The venue alternated between Whakatu Marae and the Council Chamber. It was through this forum that the Council and Tangata Whenua developed and adopted the action plan to implement the 2005 Memorandum of Understanding (MOU).

### Council Kaumātua

The Council Kaumātua advised the Mayor and Chief Executive on kawa, tikanga and ceremonial matters and assisted Council to meet its obligations to Māori as defined in the Local

Government Act 2002 and under the Treaty of Waitangi. Since his appointment in 2003, the Council Kaumātua has assisted Council in improving its relationship with Māori living in Nelson. The Kaumātua was involved in officiating at citizenship ceremonies, and met regularly with the Mayor and Chief Executive.

#### **Tiakina te Taiao Ltd and environmental issues**

The former Nelson Iwi Resource Management Advisory Kōmiti was replaced in late 2006 by the iwi-managed Tiakina te Taiao Ltd to support four of the Tangata Whenua iwi in the provision of kaitakitanga (guardianship) of taonga and natural resources in this area. This forum provided Tangata Whenua and Council staff with the opportunity to meet on a regular basis to discuss the environment, resource consents and consent processes, policies, plans, training and project work. Council also held hui with the other Tangata Whenua iwi on environmental issues, including regular hui with Ngati Kuia representatives.

#### **Tangata Whenua on Council working parties**

Tangata Whenua representatives were involved in a range of working parties including the implementation of the Heritage Strategy and Biodiversity Strategy.

#### **Iwi monitors and archeological sites**

Iwi monitors were engaged to safeguard iwi taonga (treasures) while major earthworks and other activities were carried out on or near significant sites in the Nelson rohe (area). These included monitoring the removal of pine trees from Oyster Island and earthworks for the Nelson North waste water treatment plant upgrade.

#### **Kaitautoko (support) staff**

To assist the many Council staff who work with Māori, 0.25 of one staff member's time is allocated to providing a point of contact between Council and Māori. They are employed to assist Council in working with Tangata Whenua and Māori generally, support the Council Kaumātua and to assist Council staff and Councillors to better understand Te Ao Māori (all things Māori). This role included providing advice to staff, maintaining a contact list to assist consultation with Māori organisations, organising hui and marae visits for staff, maintenance of Te Ao Māori resources on the Council intranet, supporting Kotahitanga Hui and implementing the MOU action plan.