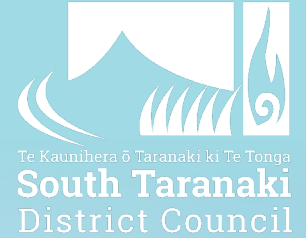


South Taranaki

Hōtaka Anga Whakamua | **Long Term Plan**
2024-2034



TARANAKI KI TE TONGA – KA PUTA, KA ORA!
SOUTH TARANAKI – GREAT PEOPLE, CONNECTED COMMUNITIES,
WHERE WE BELONG!

Introduction | Mihi

Ko Taranaki kei runga.
Ko Aotea, ko kurahaupo e urunga mai ki uta.
Ko Turi, ko Ruatea ngā tūpuna,
Tihei mauri tū ki runga!

Mai i Ōkurukuru ki Rāwa o Turi,
Rāwa o Turi ki Waingōngoro
Waingōngoro ki Whenuakura,
Whenuakura ki Waitōtara.

Ko wai tērā, ko Taranaki ki te Tonga.

E ngā tini wairua, kua whetūrangihia, koutou e
Korowaitia ana te tauheke rā, ko Pukehaupapa, ko
Pukeonaki, e moe. Haere i raro i te kahu kōrako ki
Tua whakarere. Ki te kāinga o tāua te tangata.

Hoki atu rā koutou ki Hawaiki nui, Hawaiki roa, Hawaiki pāmamao.

Ki a tātou ngā uri o Tiki, ki ngā kanohi kitea. Tātou
mā e kawea nei ngā kete matauranga o te ao
tūroa, o te ao hurihuri.
Tihei mouri ora.

Ko te kaupapa e anga atu nei, ko te Hōtaka o te
wā, hei tirohanga ki mua mā tātou ki te Tonga. Kia
whai nei i ngā wawata kia pākari ai te rohe.

Kāti rā, ki a koutou, ki a tātou, rire, rire Hau Pai marire!

*So stands Taranaki above
Aotea and Kurahaupo are anchored ashore,
Turi and Ruatea are our ancestors.
So, we share the breath of life!*

*From Ōkurukuru to Rāwa o Turi,
From Rāwa o Turi to Waingōngoro River,
From the Waingōngoro to the Whenuakura River,
From the Whenuakura to the Waitōtara River.*

Who are we, South Taranaki.

*To those spirits, who have passed beyond, you who
cloak our mountain, Pukehaupapa, Pukeonake, rest
in peace. Go beyond the veil with the protection of
peace. To the ancestral home of us, the people.*

Return to Hawaiki nui, Hawaiki roa and Hawaiki pāmamao.

*To those of us who remain, the descendants of
Tiki, the living. We, the bearers of the baskets of
knowledge from the past and present.
So, the breath of life.*

*So, the focus for this is the Long Term Plan, to
Look forward for us the people of South Taranaki.
To achieve the hopes and dreams to enhance our region.
In conclusion, to you and us all, Peace flow across us!*

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Te reo maioha ā te Koromatua me te Tumu Whakahaere Mayor and Chief Executive's Message

Taranaki ki te Tonga - Ka Puta, Ka Ora! South Taranaki - Great people, connected communities, where we belong!

We live in one of the best places in the world. Our Council is committed to making sure that it stays that way, building on the many strengths we have to support our vision - great people, connected communities, where we belong. Taranaki ki Te Tonga – ka puta ka ora!

Three years ago (in our last long term plan), we focussed on projects that would encourage sustainable economic growth (e.g. the South Taranaki Business Park), enhance vibrancy in our towns (e.g. Te Ramanui o Ruapūtahanga and town centre upgrades), take good care of our natural environment and prepare our community for climate change (e.g. Environment and Sustainability Strategy) and ensure our infrastructure continued to meet the needs and expectations of our community.

Since then, we have made great progress and South Taranaki is on an upward trajectory.

This Long Term Plan is about **maintaining momentum, finishing what we started** three years ago, while also doing what's needed to **look after the services and assets we've already got**.

In resident surveys and other feedback, you told us that you want to see better maintained roads, our towns' amenities and gardens looking good and an improved

dog control service. In response, over the next three years, we're increasing our roading expenditure, have committed to undertaking town centre upgrades in Manaia, Eltham, Ōpunakē, Pātea and Waverley, and have budgeted to increase resources in the animal management team.

The key challenge for us is how we afford to do this at a time when we are all facing unprecedented cost increases.

Like households and businesses across the country, Council is facing increased costs for the things we buy. Local government inflation has risen by around 20% over the last two years and continues to rise. Fuel, bitumen, electricity, construction and insurance costs have all increased considerably (in some cases contractors' costs have increased up to 60%). Higher interest rates have increased the cost of borrowing and paying back debt. Compliance costs driven by government requirements have meant we need to spend a lot more on our infrastructure, particularly the need to provide tertiary treatment at our wastewater plants which will cost around \$43 million.

This means ***we need to pay more just to keep doing what we are already doing, without adding anything else!***

Te reo maioha ā te Koromatua me te Tumu Whakahaere Mayor and Chief Executive's Message

We have worked really hard to find savings across all our activities to keep our rates down as best as possible. Despite this, the average total rate increase for the 2024/25 Year is 11.1% with an average rate increase over the next ten years of 5.41%. This is higher than what we want and higher than we've had over the previous ten years but reflects what it costs to simply maintain existing services while ensuring our infrastructure meets our community's needs and government requirements.

To lessen the impact of cost increases on our ratepayers we have:

- Increased the amount our Long Term Investment Fund subsidises rates each year by an additional \$350,000, from \$3.87 million to \$4.22 million,
- Increased some user fees and charges,
- Delayed and spread some (non-urgent) capital works projects to later years,
- Reduced budgets for Hāwera town revitalisation and tourism and events,
- Increased our borrowing,
- Funded key projects with a combination of loans, existing reserves, external funding sources and earnings from the Long Term Investment Fund; and
- Will continue to explore if there are any potential efficiencies that could be gained from creating a regional three waters entity, and other shared service options.

Thank you to all those people who gave us feedback on our Long Term Plan proposal. Your input has helped us make the best decisions we can for the future of South Taranaki. We know it's not easy out there at the moment, but given the major cost increases we are facing we believe this Long Term Plan will allow us to do what we are required to do and provide the services and facilities our communities expect.



PHIL NIXON
*Koromatua o Taranaki ki te Tonga
/ South Taranaki Mayor*



FIONA AITKEN
Tumu Whakahaere / Chief Executive

Te reo maioha ā te Koromatua me te Tumu Whakahaere

Mayor and Chief Executive's Message

Key Challenges facing the Council

The key challenges we face over the next ten years are how we:

- Maintain our service levels and assets amidst rising costs,
- Adapt to the impacts of climate change and reduce our carbon footprint,
- Manage our sustainability requirements, including how we pay for the rising costs related to meeting environmental legislation,
- Manage our debt (with rising interest rates) while ensuring we complete our planned capital works programme,
- Fund our capital works programme (particularly in Three Waters) while keeping rates affordable.

To meet these challenges and work towards our vision, our focus for the next ten years is to:

- Complete key projects from our last Long Term Plan,
- Continue to upgrade our water, wastewater and stormwater infrastructure with a focus on wastewater,
- Increase our spend on roading,
- Review and continue to implement our Environment and Sustainability Strategy,
- Enable sustainable economic growth in the right places, with development of the South Taranaki Business Park, rezoning and infrastructure planning for identified growth areas to the west and north of Hāwera, and town centre upgrades for Manaia, Eltham, Ōpunakē, Pātea and Waverley,
- Work with central government to explore funding partnerships for key infrastructure; and
- Explore if there are any potential efficiencies that could be gained from creating a regional three waters entity and other shared service options.



SECTION

1

Rautaki Anga
Whakamua
**Strategic
Direction**

Ngā Kaikōwhiri | Elected Members

Ō KOUTOU KAIKAUNIHERA *Your* Councillors



Andy Beccard



Mark Bellringer



Racquel Cleaver-Pittams



Tuteri Dal Rangihaeata



Celine Filbee



Te Aroha Hohaia



Leanne Kuraroa Horo



Aarun Langton



Steffy Mackay



Robert Northcott



Diana Reid



Bryan Roach



Brian Rook

Ō KOUTOU POARI HAPORI *Your* Community Boards



Eltham - Kaponga



Pātea



Taranaki Coastal



Te Hāwera

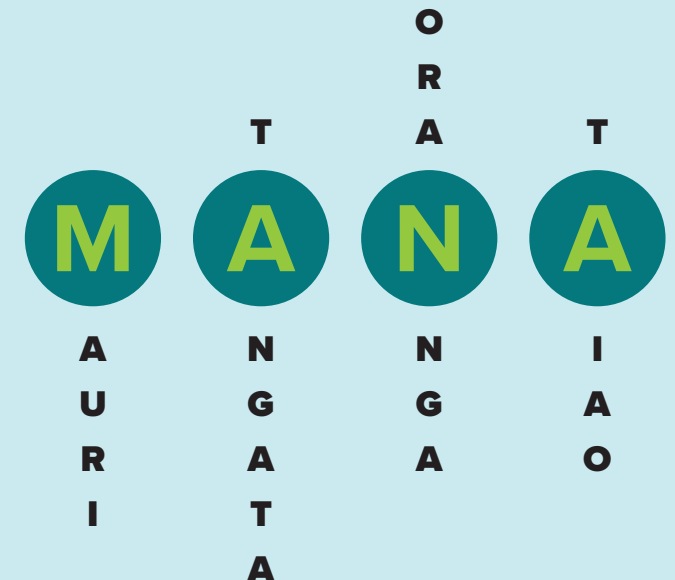


Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori
Our Vision and Community Priorities

**Taranaki ki te
Tonga - Ka Puta,
Ka Ora!**

**South Taranaki - Great people, connected
communities, where we belong**

The purpose of local government as outlined in the LGA 2002 is to enable democratic local decision-making on behalf of communities and promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. We work towards this purpose through our Vision and Community Outcomes and Community Priorities, and use these to guide us when making decisions, developing policies, strategies or determining priorities regarding the activities and services we provide. Our outcomes fall under four main headings:



Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori Our Vision and Community Priorities

OUR COMMUNITY OUTCOMES:

Our Community Outcomes are grouped under four main headings which align with the four well-beings.

MANA MAURI
(WELL-BEING)
**CULTURAL
WELL-BEING**



Creative, diverse communities that enhance the mauri of our people.

MANA TANGATA
**SOCIAL
WELL-BEING**



Safe, connected communities where people feel happy and proud of where we live.

MANA ORANGA
**ECONOMIC
WELL-BEING**



Flourishing communities with a diverse economy, innovative people and resilient infrastructure.

MANA TAIAO
**ENVIRONMENTAL
WELL-BEING**



Sustainable communities that manage resources in a way that improves our environment for future generations.

Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

Our Vision and Community Priorities



**Creative, diverse communities that
enhance the mauri of our people.**

Key Projects and Priorities to Support our Vision

- Implement our Iwi-Council Partnership Strategy / He Pou Tikanga Ngā iwi o te Tai Whakarunga.
- Continue work on earthquake strengthening and upgrades to Eltham Town Hall.
- Replace or strengthen and refurbish the Manaia War Memorial Hall and Manaia Sports Complex Project Tūkau.
- Complete Te Ramanui o Ruapūtahanga, South Taranaki's new Library, Culture and Arts Centre.
- Budget \$654,000 to upgrade Council owned earthquake prone buildings.
- Continue to hold community events across the District.

Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

Our Vision and Community Priorities



MANA TANGATA

SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Key Projects and Priorities to Support our Vision

- Undertake town centre upgrades in Pātea, Waverley, Manaia, Ōpunakē, and Eltham and complete the Hāwera Town centre upgrade.
- Upgrade Waverley Swimming Pool plant (\$154,000).
- Upgrade Waverley Grandstand (\$428,000)
- Build new toilets in Ōhawe (\$205,000), Ōpunakē Lake (\$230,000), Pātea (\$388,000), Rāhotu (\$273,000) and Mana Bay Toilet wastewater (\$308,000).
- Continue implementing Council's digital transformation programme to replace ageing digital infrastructure with more modern systems, so we can work more efficiently and our customers can do business with us more easily (\$4.2 million over three years).
- Build a new pump track at Aotea Park in Waverley (\$126,000).

Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

Our Vision and Community Priorities



Flourishing communities with a diverse economy, innovative people and resilient infrastructure.

Key Projects and Priorities to Support our Vision

- Continue to develop the South Taranaki Business Park.
- Replace Waverley water bore.
- Complete the installation of water, wastewater and stormwater infrastructure for residential growth in Hāwera.
- Subsidise rates by \$4.22 million per year using earnings from the Long Term Investment Fund.
- Fund key projects with a combination of loans, existing reserves, external funding sources and earnings from the Long Term Investment Fund, as well as through rates.
- Collaborate with other Taranaki councils where appropriate to achieve efficiencies and cost savings.
- Increase expenditure on roading by an average of \$1.4 million each year for the next ten years.
- Spend an average of \$46 million per year on the road network, including an average of \$1.1 million on footpaths each year.
- Complete water treatment enhancements and water pressure improvements in Pātea.
- Build new reservoirs for Ōpunakē, Waverley and Eltham.
- Upgrade the Ōpunakē Water Treatment Plant.

Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

Our Vision and Community Priorities



Sustainable communities that manage resources in a way that improves our environment for future generations.

Key Projects and Priorities to Support our Vision

- Reforestation programme – replanting 150 hectares by 2027.
- Protection of the Pātea Saltmarsh, the start of what may become a broader programme of significant vegetation and biodiversity protection initiatives.
- Establishment of a regional organic materials processing facility in partnership with all Taranaki district councils and private enterprise.
- Waste minimisation, including introduction of a weekly kerbside food scraps collection, change to fortnightly rubbish kerbside collection, improvements to transfer stations and establishment of a resource recovery centre in Hāwera.
- Develop a roadmap for future climate change emissions reduction and adaptation.
- Establish a \$10 million emergency disaster recovery fund.

Te Hōtaka Anga Whakamua, Te Hōtaka ā-Tau me te Wātaka Pūrongo-Tau | The LTP, Annual Plan and Annual Report Cycle

Section 93(3) of the Local Government Act 2002 (LGA 2002) requires all councils to adopt a long term plan every three years, before the beginning of the financial year. This Long Term Plan (LTP) is unique because the LTP was being developed without three waters and moving towards a water entity in accordance with legislation set in 2022. The 2023 the Water Services Act Repeal Bill removed this legislation and local authorities were required to include three waters into their 2024-2034 LTPs. The Water Services Act Repeal Bill allowed local authorities to adopt their LTPs after the legislated date of 30 June.

This LTP sets our long term vision for the services we deliver. In developing this Plan we firstly considered the likely future economic situation for South Taranaki, as well as projected population levels, our current strategies and the community's expectations

towards services and our progress in achieving the community outcomes. Next, we considered the service levels for each of the activities, matching them with appropriate customer focused performance targets and the mandatory performance measures imposed by the Government for some of our activities. We also reviewed the projects identified for each of the activities that were needed to either maintain agreed service levels or to enhance our current services.

Unlike previous LTPs, the consultation document was not audited by our auditors, but we believe the information and assumptions in the document were reasonable and that it provided an effective basis for public participation in our decisions about the proposed content of the LTP.

The LTP describes our strategic direction and work

programme for ten years, outlining services we will provide, projects we plan to undertake, costs, how they will be paid for and how we will measure our performance.

In each of the years between LTPs, we prepare an Annual Plan to review the budgets and work programme planned for the year, according to the LTP. If a significant or material change from the LTP is proposed, the community will be consulted.

At the end of each financial year we produce an Annual Report setting out how we performed for the year compared to what we said we would do. It lets you know what we delivered and analyses whether we met our budgets and performance targets.

Tirohanga Hōtaka Matua | Long Term Plan Overview

SECTION A. **RAUTAKI ANGA WHAKAMUA/ STRATEGIC DIRECTION**

- Introduction to the Plan from the Mayor and Chief Executive
- Council's Vision
- How the Long Term Plan was developed and our key considerations in compiling it
- A description of the community outcomes and priorities
- Upcoming projects, highlights and key issues for the District
- A commentary on our financial health, the impacts on our debt profile, revenue sources and the significant differences
- Financial Strategy
 - About your rates – the impact of changes and increases in costs are represented by five examples of different property values
- 30 Year Infrastructure Strategy

SECTION B. **Ā MĀTOU AHEAWHE/ OUR ACTIVITIES**

- Details of each of our activities, including performance measures for reporting against and how we are planning for our significant assets

SECTION C. **TUKANGA WHAKATAUNGA WHAKAARO/ DECISION-MAKING PROCESS**

- Significance and Engagement Policy – how we determine significance for decisions and consultation
- Significant Forecasting Assumptions

SECTION D. **Ā MĀTOU UTUNGA/ OUR COSTS**

- Revenue and Financing Policy – sets out for each activity the funding sources to be used for operational and capital expenditure and the basis for selection
- Funding Impact Statement for each activity and the Funding Impact Statement Rating – how the different funding sources and rates are calculated and the amount collected from each funding tool
- Prospective financial information
- About your rates
- Financial prudence benchmarks
- A list of all the planned capital projects
- Debt ratios for borrowing limits
- Statement of Special Reserves Funds
- Statement of Accounting Policies

Me pēwhea ngā tono e arahina mai te Hōtaka | How submissions shaped the Plan

As part of the development of our LTP we asked our community about key issues and proposals. Public consultation was open from 21 March to 6 May 2024. As part of this process, Consultation Documents were delivered to homes across the district (via the local community newspaper), businesses and shared on social media. We listened to your feedback at public meetings, informal kupa kōrero and at local group/organisation meetings. In total we received 235 submissions and 34 submitters spoke to their submissions at the hearings.

We appreciate all submitters who took the time to make a written or verbal submission on the proposed LTP. Submissions are an important way to identify what is important to the community and allow people or organisations to advocate for improvements throughout the South Taranaki District. The feedback provided from all submitters was carefully considered and has contributed to the development of the final LTP.

Roading

Improving our Roothing service is something that the community has been requesting in various forums and as part of the draft LTP, Council proposed to increase the roading budget by \$4.95million in the first year, with an average increase of \$1.4 million each year for the next ten years. 71% of submitters supported this proposal (option 1), 22% supported maintaining funding at existing levels (option 2) and 7% supported either increasing or decreasing the proposed budget (option 3).

Given the clear support from the community, Council approved spending an extra \$4.95million on roading in year 1, with an average increase of \$1.4 million each year for the next ten years.

Rates Subsidy

Council sought feedback from the community on whether or not we should increase the annual rate subsidy through the Long Term Investment Fund (LTIF) by \$350,000 from \$3.87million to \$4.22million. 64% of submitters supported the proposed increase of \$350,000 (option 1), 18% of submitters supported option 2 which was to keep it at the existing levels and 18% supported increasing the subsidy by \$700,000. This meant that 82% of submitters supported increasing the annual rate subsidy from its current level.

Subsequently Council decided to increase the rates subsidy to \$4.22million to help lessen the financial impact on ratepayers.

Eltham Town Hall

Three options were provided to the community on whether to strengthen the historic Eltham Town Hall (in years 2 and 3 of the Long Term Plan) so that it met 67% of the New Building Standard and undertake upgrades to extend the life of the building. Option 1 (Council's preferred option) was to complete the strengthening and upgrade work; option 2 was to just complete the upgrade work; and option 3 was to do nothing. 144 submitters responded to the proposal. 54% supported option 1; 30% supported option 2; and 16%

Me pēwhea ngā tono e arahina mai te Hōtaka | How submissions shaped the Plan

supported option 3. Submitters that supported options 2 and 3 totalled 46%. Several submitters indicated that if work on the Hall was completed there needed to be greater promotion of the building.

Council made the decision to proceed with the earthquake strengthening as well as the upgrades (option 1) to extend the life of this historic building.

Fees and Charges

The last topic that the Council consulted on was increasing user fees and charges with specific reference to cemeteries, dog registrations, building and resource consents and solid waste. Three options were presented; option 1 to increase the user fees and charges to cover more of the cost of the service, option 2 not to increase the user fees and charges but instead to increase the general rate portion or option 3 to decrease the level of service provided. 79% of the submitters were supportive of increasing the user fees and charges (option 1), 17% supported (option 2) increasing the general rates to cover any funding shortfall, and 4% of submitters supported (option 3) decreasing the level of service.

Council decided to increase cemeteries, dog registrations, building and resource consents and solid waste user fees and charges, to cover the increased costs of providing these services.

Turuturu Road walkway

The Council also received 87 submissions requesting the Council provide a walkway along Turuturu Road to Kingsford Smith Drive (past Ōhangai Road). The reasons for requesting the walkway included health and safety, an increase in the volume of traffic using this stretch of road and an increase in the number of properties developed in the area. One of the submissions

included 215 signatures in support of the request.

This project has been considered by Council staff and estimated to cost around \$788,000. An application for funding has been made to Waka Kotahi (New Zealand Transport Agency), however this is yet to be approved and could be declined. The Council discussed other potential ways of funding a pathway and have requested officers to undertake further investigations and consultation on the possibility of a targeted rate.

Poua ki Raro, Tōtika ki Runga | Partnerships with Iwi

He Pou Tikanga / Ngā iwi o te Tai Whakarunga - Council Partnership Strategy

Poua ki raro, tōtika ki runga

refers to the pou whenua image, central to the He Pou Tikanga Partnership Framework developed during the iwi-council partnership codesign that contributed to the development of this Strategy. The pou is planted firmly into the ground, acknowledging mana whenua and upholding the agreed upon values, thereby symbolising the iwi and the South Taranaki District Council's commitment to genuine partnership. The pou looks out over current and future generations and the iwi-Council partnerships as they continue to develop, adapt to change and weather challenges - steadfast.

He tīmatanga kōrero

Ko wai tērā mouna e tū mai rā? Koia ko te pou whakawhirinaki o ngā iwi kei ōna rekereke; te maru o ngā manene kua tau mai hoki.

I te tau 2022, i mahi ngātahi ngā kaiurungi, ngā ringaringa, waewae hoki o ngā Rōpū Whakataunga ā ngā iwi e whā o Taranaki ki te Tonga, rātou ko te Koromatua, ko te Kaunihera o Taranaki ki te Tonga, rātou ko te hunga kaimahi hoki o te Kaunihera o Taranaki ki te Tonga. I whiria e rātou ngā here o te whakawhanaungatanga, i whai whakaaro hoki ki ngā tikanga, ngā tukanga, me ngā ritenga o tēnā, o tēnā, kia whakatūria ai he pou tikanga, e tūtohu ana i tētehi ara puta ki te whai ao, ki te ao mārama kia mahi tahi ai hei hoa haere kōtui.

Who is that mountain? 'Tis the support pillar of the iwi settled at his feet; the shelter of newcomers landing here also.

In 2022, leaders of the post settlement governance entities (PSGEs) of the four iwi of South Taranaki, along with the Mayor of South Taranaki District Council, the Council and senior leadership team of South Taranaki District Council participated in a partnership codesign. The parties built rapport, understanding of each other's tikanga, processes and protocols, to establish a pou tikanga, a pillar of agreed upon values for working together as partners. This Strategy, He Pou Tikanga, and the accompanying He Tikanga Mahi Tahi Operations Guide are outcomes of the codesign and the discussions that followed.

Poua Ki Raro, Tōtika ki Runga | Partnerships with Iwi

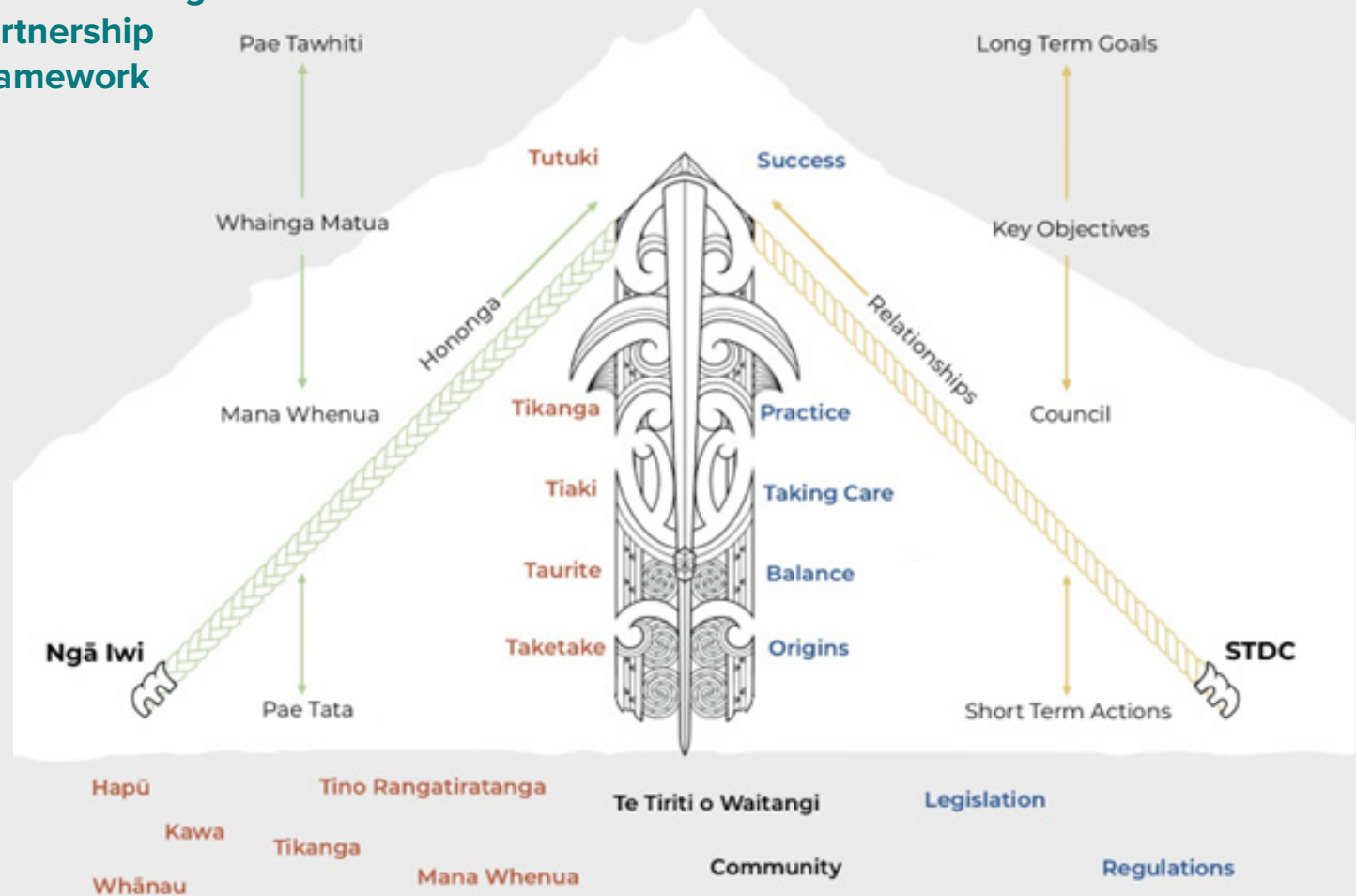
He Kōrero Whakataki / Introduction

The inaugural He Pou Tikanga Partnership Strategy (2023) represents an evolutionary journey in iwi and South Taranaki District Council's relationships.

This Strategy is the outcome of a partnership co-design held from June to August 2022, between South Taranaki District Council (the Council) and representatives of Te Kaahui o Rauru, Te Rūnanga o Ngāti Ruanui, Te Korowai o Ngāruahine and Te Kāhui o Taranaki, the post-settlement governance entities (PSGEs) of Ngāa Rauru, Ngāti Ruanui, Ngāruahine and Taranaki Iwi (referred to as 'ngā iwi', 'the iwi', or 'iwi' in the document). The key viewpoints that emerged from the codesign are woven into the Strategy. The full summary is attached as appendix 1.

There was a strong desire from both iwi and the Council to strengthen our relationships. The intent of this Strategy is to provide a framework whereby all parties better understand each other, deepen trust and strengthen relationships to work together more effectively.

He Pou Tikanga Partnership Framework



Poua Ki Raro, Tōtika ki Runga | Partnerships with Iwi

The Pou Tikanga Partnership Framework was developed during the iwi-Council partnership codesign in 2022. The Framework is based on a pou whenua, a pillar implanted in a prominent place that represents permanence of existence and status of people in relation to the whenua. An example of such a pou can be seen at Te Ngutu o Te Manu, Ōkaiawa.

The pou is implanted in the whenua (land). Its foundations include instruments such as legislation and tikanga, and Te Tiriti o Waitangi. The wider community is also part of the foundation for iwi-Council relationships also. The partners hold tightly to ropes that keep the pou straight through good tension. This tension enables each side to hold to their commitment to values that the pou represents and remain firm for the benefit of all.

Taranaki Maunga stands in the background of the framework, unifying all of Taranaki including iwi PSGEs and South Taranaki District Council.

Partnership Values

This partnership is underpinned by five values, depicted in the pou whenua within the framework. The partnership values are read from the bottom, from Taketake and ascending to the top of the pou. This represents us further developing our partnership from the ground up:



Tutuki/Success

Recognising milestones as iwi and Council partnerships mature.



Tikanga/Practice

upholding the values of the pou and our agreed-upon practices as we work together.



Tiaki/Taking care

taking care of ourselves, and showing care and having regard for each other. Together, caring for te taiao - our natural environment.



Taurite/Balance

each partner knows their own people and priorities and has their own strategic planning and activities. Partners know aspects of the other's mahi, programmes, cycles etc., so can plan how and when to contribute to the other's work/initiatives. Each partner takes responsibility for their own upskilling and learning.

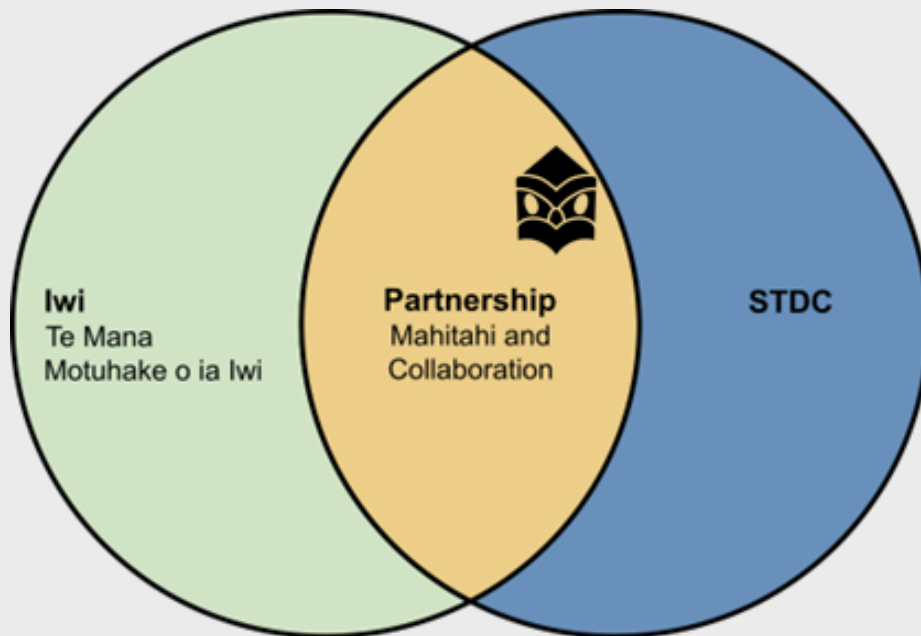


Taketake/Acknowledging mana whenua

recognises the four iwi as mana whenua with Indigenous and Tiriti rights. Iwi are acknowledged as partners, not just stakeholders of Council. Within this, the PSGEs operate on behalf of iwi membership. This acknowledgement is the basis of genuine whanaungatanga and partnership between the four iwi PSGEs and the South Taranaki District Council. The Council derives its mandate from its communities, which include Māori ratepayers and Māori communities, and its powers and responsibilities from legislation. These origins of the respective partners stabilise and provide the foundation for the pou whenua.

Poua Ki Raro, Tōtika ki Runga | Partnerships with Iwi

Partnership Tikanga



Mana Whakahaere Iwi-STDC Partnership Parameters

Mana Whakahaere

The above diagram depicts a space for mahitahi/collaboration between the iwi PSGEs and Council.

Iwi PSGEs have legal duties defined by their Te Tiriti o Waitangi Settlement legislation and are also in service to their hapū through tikanga Māori that do not involve the Council.

The Council is required by legislation, Local Government Act 2002 and Resource Management Act 1991 specifically, to take into account Māori values and principles of Te Tiriti o Waitangi, maintaining and providing opportunities for Māori, and facilitating participation of Māori in local government. Therefore, there are requirements for the Council to involve iwi in its activities and protect iwi and hapū rights according to Te Tiriti o Waitangi and Crown Treaty principles.

Both parties will determine collaboration opportunities with the other partner based on each other's priorities and resources available.

Some activities that are currently undertaken independently by the Council should involve iwi and move to the collaborative space as decision-making is shared with iwi and working together becomes more commonplace. There are benefits in iwi working collaboratively with Council, including more robust outcomes and mutual benefit for iwi and the wider community. Iwi and STDC desire a 'balance' between iwi-led and Council-led delivery of services where the other partner/s play a supporting role. This Strategy does not negate the unique relationships between individual iwi and the Council. Those relationships will continue to develop, along with partnership agreements. Whilst there will often be common ground, individual iwi may have their unique standpoints, which can be included in individual partnership agreements.

Poua Ki Raro, Tōtika ki Runga | Partnerships with Iwi

Key Priority Areas

This Strategy sets our priorities that contribute to the Pou Tikanga Partnership Framework and aligns with the South Taranaki District Council's community outcomes outlined in the 2024-2034 Long Term Plan; Mana Mauri, Mana Tangata, Mana Oranga, and Mana Taiao.

1. Mana Mauri / Cultural Well-being: Early notification. Early involvement.

The South Taranaki District Council has a genuine desire to respect mana whenua, listen to their viewpoints and advance genuine partnership collaborations with the iwi in South Taranaki.

It is important that iwi PSGEs, as representatives of mana whenua, are involved from the outset of Council policy development that are of importance to iwi (including plans that set levels of service). Better outcomes are achieved and relationships enhanced as risks that could damage relationships through takahi mana - negating the mana of other partner/s, can be mitigated. Iwi and the Council

planning together can save time and resources.

In cases where a kaupapa is location specific, the affected hapū should also be involved at the earliest opportunity.

Whakawhanake Āheinga Ahurea | Cultural Capability Building

Building cultural capability across the Council at both governance and operational levels is pivotal to growing strong partnerships with iwi, and Council fulfilling its obligations. The Council will provide ongoing training for all elected members and staff on:

- cultural responsiveness;
- the Council's obligations to take into account Te Tiriti o Waitangi principles;
- the history of the region including the effects of colonisation on local iwi and hapū;
- iwi and hapū developments in the post-settlement times;
- eliminating cultural biases within Council;
- Te reo Māori proficiency.

Building cultural capability also includes increased awareness of the other organisations' internal processes. The Council will continue to pursue opportunities for learning iwi processes through holding more Council meetings and initiatives at local marae.

2. Mana Tangata / Social Well-being: Whanaungatanga | Connectedness

Increased opportunities to connect both formally (at events, joint ventures etc.) and informally (outside of projects) is important to both iwi and Council. The intended outcome is that all parties better understand each other, deepen trust, and strengthen relationships to work more effectively together.

3. Mana Oranga / Economic Well-being:

Resourcing iwi to advise South Taranaki District Council and Shared Resourcing

Iwi and Council acknowledge that resourcing is an important equity issue in the context of each iwi-Council collaboration and in their wider partnerships.

Resourcing iwi participation in partnership initiatives is a key consideration to ensure an equitable approach. It should be noted that resources iwi gained from Treaty settlements are for reestablishing their own cultural and socio-economic bases.

Iwi often provide expertise that Council does not have, to kaupapa that is the shared responsibility of Council and iwi. Further, many kaupapa including the Council's governance and operational work plan and RMA-related kaupapa, require iwi consultation by law. Iwi are not resourced for the expertise they provide and this creates considerable strain on iwi resourcing. Iwi and Council are committed to addressing this inequity.

Iwi input into Council mahi is not solely to offer cultural perspectives but to enable a full participatory role as prioritised by iwi. Resourcing is needed for iwi to fully participate in decision making as an equal partner.

As partners to Council, iwi must have a participatory role in development of agreed relevant Council policy, service delivery, special projects and decision

Poua Ki Raro, Tōtika ki Runga | Partnerships with Iwi

making. More resourcing from the Council and other avenues is needed for iwi to engage and this resourcing needs to be explicit.

The deepening relationships between iwi and Council must engender greater reciprocity, balancing of contribution and mutual benefit. Iwi involvement in the delivery of services and sharing of spaces can reduce consultation time and produce robust outcomes that honour mana whenua.

All parties acknowledge that the Council can be in a position where they have no resourcing for unplanned consultations on legislation and participation in other central government initiatives.

4. Mana Taiao / Environmental Well-being:

Te Taiao | Environment and sustainable living

Iwi and the Council will continue to work closely to mitigate risks of local environmental issues and wider environmental issues, such as climate change. Together we will advocate strongly for sustainable communities and industries.

This partnership Strategy strengthens the parties' commitment to reducing negative impacts on te taiao and communities of South Taranaki. Iwi and the Council will work together to identify environmental issues and strategies, which may be reflected through statutory and non-statutory plans.

On agreed local and national environmental policies, the Council and iwi will work in partnership as they formulate their positions, before they publicly announce them.

Partnership

Mana to Mana, Mahi to Mahi

The principle of Mana to Mana, Mahi to Mahi upholds that iwi and Council personnel interact at the equivalent governance or operational leadership level.

- Mana to Mana refers to the governance leadership, those who hold the mana for their organisation: the governors: the mayor, councillors, the chairs of iwi boards and board members, and on location-specific kaupapa, hapū

chairs and marae chairs may be direct contacts with the Council. Iwi and Council leaders are committed to working together.

- Mahi to Mahi refers to the operational staff in the respective organisations. Council and iwi commit to building relationships with their counterparts in the other organisations and understanding the priorities of the other organisation/s. Iwi entities (PSGEs) have limited resources to engage with the Council. The Council has more resources and obligations under the Local Government Act to support iwi to develop their capacity. Therefore, the Council will be responsible and proactive to uphold the tikanga of iwi.
- There have been challenges where the mana of iwi has not been appropriately respected. The Council is committed to ensuring its elected members and staff at all levels are trained to ensure the mana of iwi is appropriately respected.

If this principle can not be upheld in a given circumstance, each party will let

the other/s know in advance.

Operations – Mahi to mahi

As part of the partnership co-design, He Tikanga Mahi Tahī – Partnership Operations Guide was developed. The Guide identifies new partnership approaches and short-term and long-term goals to support iwi and Council staff to work towards the key priorities set out in this Strategy.

Iwi and Council staff will work on developing the goals and actions each year as part of the annual planning cycle and undertake a review at the end of each financial year (in line with the annual reporting cycle). This will be reflected through the Council's democracy and leadership activity.

Strategy Review – Mana to mana

The key priority areas will be reviewed every three years during the development of the Long Term Plan (Council's 10 year plan). The parameters of the review will be jointly decided by iwi and Council at least six months prior to the start of the review.

Rautaki Pūtea | Financial Strategy

About the Strategy

This Financial Strategy helps us to prudently manage our finances as we work towards our vision of Taranaki ki te Tonga – ka puta ka ora! South Taranaki – great people, connected communities where we belong! The Strategy guides our funding and expenditure decisions. It sets out our financial targets, explains how we will manage our resources and highlights where there will be significant financial impacts. It describes what we aim to achieve over the next ten years, and the resultant impacts on our services, rates, debt and investments.

The Strategy takes a long-term view of the sustainability of our infrastructure. We have identified three themes for the development of the 2024-34 Long Term Plan (LTP):

- Affordability – value for money
- Intergenerational equity – sharing the cost
- Partnerships – achieving together

These themes are the basis for our priorities and the projects we plan to carry out over the next 30 years. They reflect the balance between focusing on the basics and providing value-added services for our community at an affordable cost. The projects outlined in this Strategy have been planned to help achieve these key outcomes.

Over the past two decades we have completed upgrades to our water, wastewater, roading and community facilities infrastructure. This upgraded infrastructure will last well into the future; however, we are now required to meet new Government standards that include significant extra compliance work over the next ten years and this, along with several of our resource consents being due for renewal, has put added pressure on our budgets. The new Government standards focus on water supply, wastewater and environmental sustainability. We plan to stay on track with other key projects, such as town centre master plans and the South Taranaki Business Park. To make sure

we don't get into a situation of having too much debt, we manage our debt levels and borrowing costs in line with the Liability Management Policy (LMP) limits. For the duration of this plan, we aim to limit rates increases to 6.00%.

The total rate limits on the overall rate increase is on average 6.00% for the ten years. The cap will be breached in years one to three mainly to allow for significant increase in costs, return of three waters services to Council, the need to meet government standards as well as allowing for some improvements and growth. The projected rate increase is 11.10% in year one, 8.66% in year two, and 6.20% in year three. The breach is not considered to be significant. The average rates increase for the next ten years is projected to be 5.41%.

Our Themes for the 2024-34 Long Term Plan

This Strategy focuses on three themes:

Affordability

Like households and businesses across the country, the Council is facing increased costs for the things we buy. Local government Inflation has risen by around 15% over the last two to three years and continues to rise, for things like fuel, bitumen, and electricity. Contractor's costs have increased significantly, (in some cases by over 60%), insurance costs have increased by around 20%, compliance costs driven by Government requirements have increased considerably and interest rate increases have raised the cost of borrowings and financing debt. This means we need to pay more just to keep doing what we are already doing, without adding anything else.

South Taranaki by its very nature is a relatively high-cost District. We have a small number of residents (around

29,000 with 14,420 rateable properties) spread over a large geographic area, living in seven small towns each with their own services, infrastructure and community facilities, connected by an extensive road network.

The key challenge for us is how we can afford to do this at a time when local government is facing unprecedented cost increases. Our plans for the District must be balanced with the need to keep rates affordable for our community while maintaining our current levels of service. Over the last 8 years (2015 to 2023) the average rate increase has been low, including a 0% rate increase in 2020/21 to support the community during the Covid-19 pandemic.

In this LTP we aim to achieve budgeted projects without raising our rates above the cap of 6.00% per year. The rate cap has been worked out on the basis of the Local Government Cost Index ten-year average of 2.40% plus allowing 0.60% to bring in three waters, and 3% for improvements, growth

and for compliance costs. Increased compliance costs and planning for growth mean that our rates cap is higher than our previous LTP. The cap will be breached in years one to three mainly to allow for significant increase in costs, return of three waters services to Council, the need to meet government standards as well as allowing for some improvements and growth. The projected rate increase is 11.10% in year one, 8.66% in year two, and 6.20% in year three. The breach is not considered to be significant. The average rates increase for the next ten years is projected to be 5.41%.

Intergenerational Equity

We recognise that the infrastructure we build, maintain, and operate serves the community over many generations, and so we fund our infrastructure in a way that is fair to current and future users. This usually means the use of debt, which is repaid over the useful lives of the assets to ensure that future generations who will enjoy the benefits

will also contribute to the costs.

Before taking on new debt, we consider other funding mechanisms such as funded depreciation, external contributions, capital contributions and special reserves, while ensuring that intergenerational equity is maintained. We will continue to seek external funds to help our community pay for key projects.

Partnerships

We pursue 'shared services' arrangements and partnerships with external organisations where we can achieve efficiencies and cost savings. We are involved in about 50 shared service arrangements with the other Taranaki councils, ranging from library services to purchasing vehicles, three water services to insurance, civil defence to roading and regional organic material processing facility, where there is a financial or economic benefit to the Region's ratepayers due to economies of scale. A good example of this collaborative approach is the

Taranaki Regional Waste Collection Contract, which has resulted in major cost savings to ratepayers. We will continue to explore future opportunities in this area to ensure our ratepayers benefit from economies of scale.

The following sections of this Strategy detail how the three priorities will be achieved.

Rautaki Pūtea | Financial Strategy

Our Current Financial Position

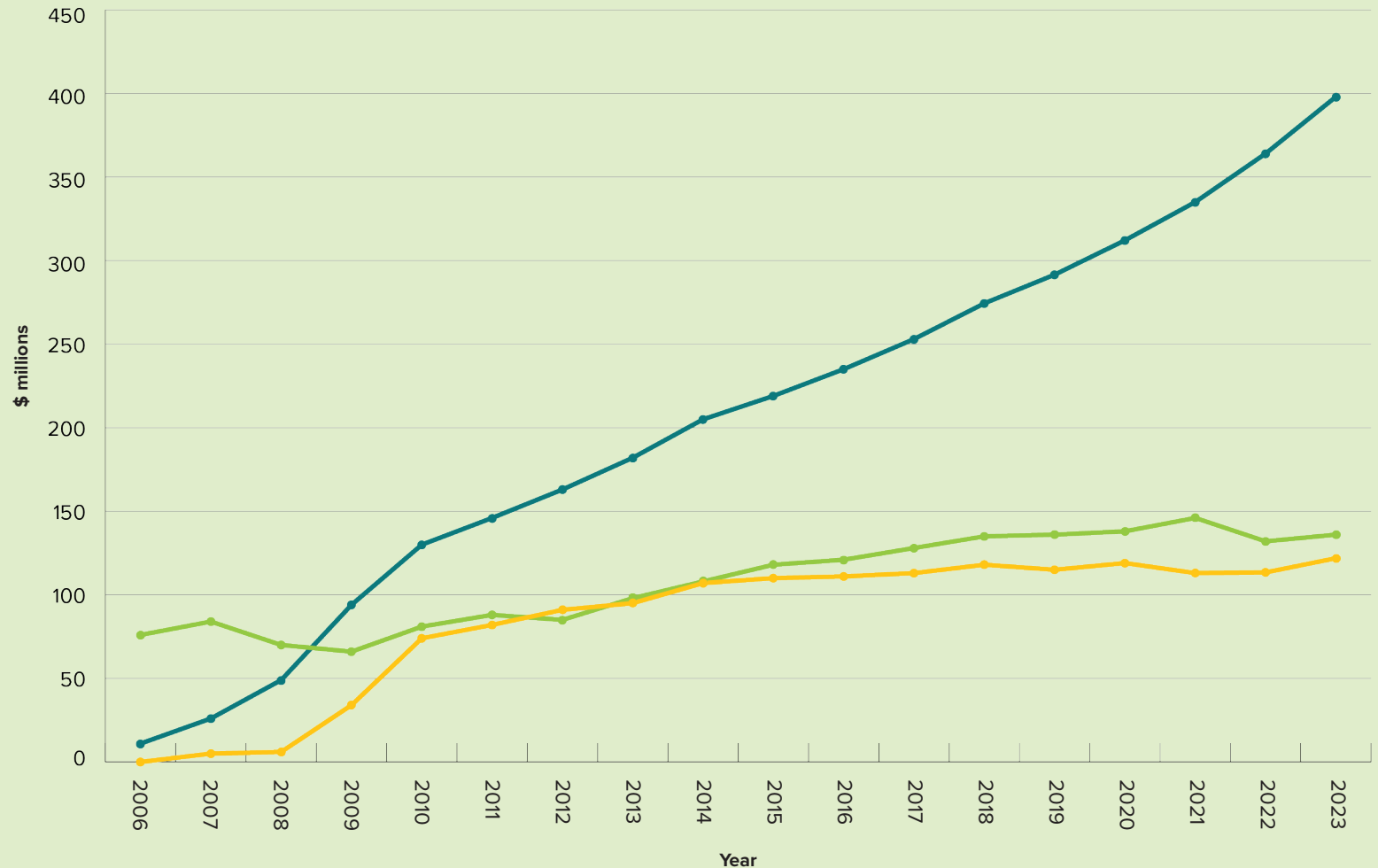
Where Are We Now

Our financial position remains strong, in terms of continued increased investment income and total net assets and, as at 30 June 2023, our net debt was zero. However, our gross debt is high and increasing compliance costs means that debt is expected to increase during the lifespan of this Plan. Our priority had been to consolidate and pay off debt, but the priority changed in the 2021-31 Plan to allow for the need to meet legislative compliance and sustainable growth. These priorities will remain a focus for this Plan as well. Despite the change in the 2021-31 Plan, paying off debt remains a priority. The following two graphs demonstrate this.



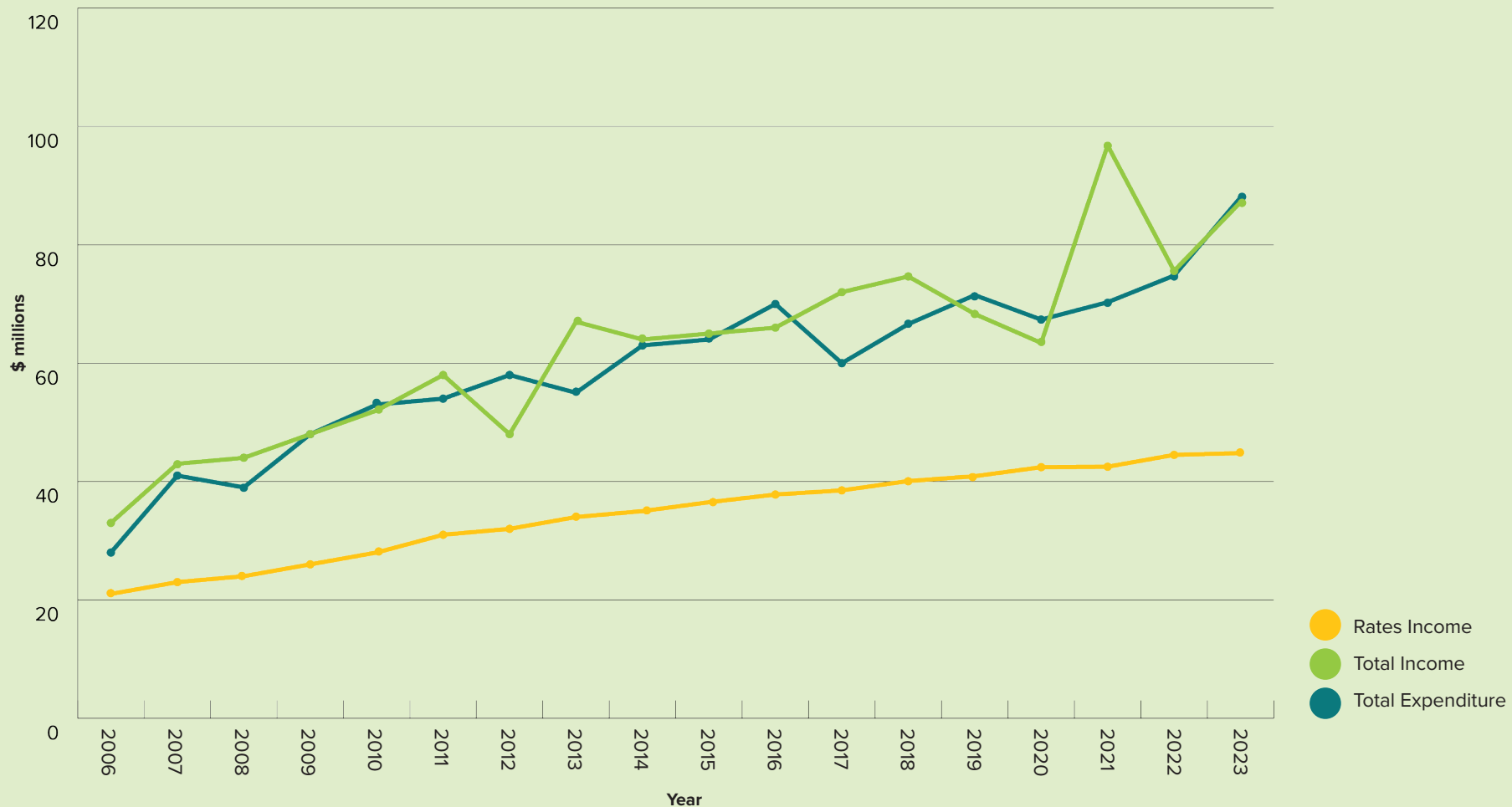
Actuals - Debts, Investments and Capital Spend (2006 - 2023)

The graph provides historical key financial position balances as well as historical capex spend since 2006 to 2023 Financial Year.



Income and Expenditure (\$m)

The graph below provides historical income and expenditure over the 2006 to 2023 Financial Year.



Rautaki Pūtea | Financial Strategy

Capital Works Programme

Over the past two decades, we have implemented a major capital works programme to bring our core infrastructure up to standard. The implementation of the New Zealand Drinking Water Standards for potable water impacted the District's water supply schemes, and new reservoirs and water treatment plants have been constructed. Over several years, water treatment plant upgrades have been completed at Kāpunī, Ōpunakē, Eltham, Rāhotu, Pātea, Waverley, Inaha, Waimate West, Waverley Beach and Waiinu. The capital works programme also included the continued construction of Te Ramanui o Ruapūtahanga, completion of Nukumarū Station Road, renewals on the roading network and community facilities such as the Hāwera Aquatic Centre.

The COVID-19 pandemic in 2020 halted our capital works programme for two months and this had a flow-on effect into our forward programme. As a result, we are still recovering from the consequences of the pandemic. The construction of Te Ramanui o

Ruapūtahanga and the extension and upgrading of Nukumarū Station Road were approved as shovel ready projects (part of the previous government's recovery plan). Both projects are scheduled to be completed in the 2024 calendar year. The revaluation of our assets at 30 June 2022, resulted in a significant increase in replacement costs of our assets. This means the cost of maintenance and renewal of our assets will come at significant cost.

Capital Works Delivery Plan

While we are mindful of anticipated changes to legislation and the need to upgrade infrastructure to meet new requirements, our biggest challenge is to build and deliver what we have said we will. This is identified as a strategic risk for the organisation and has been a focus for improvement. Experience shows we have delivered on average \$29 million of capital works over the last three years with total capital spend of \$34.6 million in the 2022/23 financial year. With a capital works programme of around \$50 million per year for years

1 to 3 of this Plan, we have taken a number of steps to ensure that we can deliver the capital works programme we have set. Our ability to complete our works programmes is affected by external factors that are largely beyond our control. This includes the availability of contractors and materials, delays due to legal proceedings and stakeholder engagement resulting in changes to projects.

Our Financial Position

The projected financial position shows what we own (assets) and what we owe (liabilities) and the difference between them (equity) is effectively the net value belonging to the Council. Over the ten years of this Plan, it is forecast that our equity will grow from about \$1.3 billion to \$1.8 billion. The anticipated increase in the value of our fixed assets includes the Hāwera Town Centre Strategy implementation, Town Centre Plans, South Taranaki Business Park, water, wastewater, stormwater and roading assets. This reflects the investment made in these areas as well as future investment and the revaluations of the assets over the next ten years.

Operational Expenditure

Operational expenditure is funded per activity through targeted rates, general rates, grants and subsidies, capital contributions or a mix of these.

Capital Expenditure

Capital expenditure projects are categorised as renewals, extending level of services or growth related. Our total forecast capital spending is \$446 million over the ten years of this Plan and, of that, \$404 million is programmed to be spent on infrastructure assets. The spending will mostly be on renewals, improvements, and compliance costs, except for the Hāwera Town Centre Strategy projects, Town Centre Master Plans and, completing works on the South Taranaki Business Park.

Renewal projects

Renewal projects restore or replace components of an asset or the entire asset to return it to its original level of service (size, condition, or capacity). These projects will be funded from capital reserves built up from funded

depreciation. If the reserve is not sufficient to meet the programmed renewals, loans will be utilised and repaid from a contribution from the reserve that best fits intergenerational equity and/or the operational funding sources for the particular activity as per the Revenue and Financing Policy.

Extending level of service projects

These projects involve the creation of new assets or alterations to existing assets including improvements required to meet legislative compliance to deliver a higher level of service. They will be funded by loans repaid from operational funding sources and/or external funding.

Growth related projects

These are additional assets required to serve growth in demand for existing services due to new areas being serviced. These projects will be funded from developers' financial contributions, and a contribution from the Economic Development Fund towards the asset creation will be considered on a case-by-case basis

after considering specific criteria.

Cost increases

Our costs (Local Government Cost Index) are increasing at a higher rate than the consumer price index. The ongoing cost of maintaining existing infrastructure and building new assets is projected to continue to increase at higher rates. We acknowledge that balancing the increase in rates and maintaining and improving levels of service is a challenge and we are actively trying to encourage economic activity in our District.

Three Waters Reform

Like other councils, we devoted a great deal of time and resources to preparing for the prior Government's three waters reforms. This would have seen three waters services included in year one only of the 2024-34 LTP, before the services and assets were transferred to new water services entities. The new Government's change in direction means we have reinstated three waters for the ten years of this Plan. As part of that, we have budgeted

for significantly increased costs associated with the new regulations and with upcoming consents for water extraction and wastewater treatment, which are now expected to require further infrastructure upgrades to meet environmental standards over the next ten years.

Despite recent changes in legislation, the three Taranaki councils already work closely together in the delivery of water services, with joint contractors and shared services. We will continue to investigate the possibility of being part of a regional water entity, as we seek to deliver the best and most efficient water services to our communities.

How We Fund Our Infrastructure

We fund our infrastructure in a way that is fair to current and future users. Before considering new debt, we first consider other funding mechanisms such as funded depreciation, external contributions, capital contributions and special reserves as well as considering the correct method of ensuring that intergenerational equity is maintained.

Our debt will reach a peak debt level of \$218.5 million (including internal borrowings) in 2033/34. We expect debt levels to reduce after that point.

Long Term Investment Fund

In 1997 the Council sold its shares in the power company, Egmont Electricity. The net proceeds of \$88m from the sale were transferred to a Long Term Investment Fund (LTIF). The LTIF remains our only long term investment fund and since that time the amount held in the LTIF has grown to \$147.6 million (January 2024, this includes internal borrowing.)

Our LTIF strategy clearly states the objectives and risks associated with the investment fund. After seeking advice from our Investment Advisor, we have determined a Strategic Asset Allocation (SAA) or Benchmark Portfolio (shown on the next page) that, in our view, best reflects our risk preference and is appropriate given our investment objectives:

- To deliver income to subsidise rates by \$4.22 million each year, an additional subsidy of \$1.73 million to

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service loans for specific community projects and \$762,000 for the Hāwera Town Centre Upgrade and earthquake-prone building projects. The subsidies are reviewed every three years.

- To maintain the real value (as opposed to face value) of the LTIF capital over time with respect to inflation.
- An investment fluctuation reserve (IFR) has been established at a level appropriate for the risk. The Council agreed to use funds from this reserve to fund Te Ramanui o Ruapūtahanga, and fund some of the projects relating to town centre developments including additional funding for the

Hāwera Town Centre Project.

- The current objective of the LTIF is to earn an overall net real return (that is, after fees and inflation) of 4% per annum over the longer term (rolling over 10 year periods). However, the Risk and Assurance Committee together with the Council have agreed to increase this from 4% net return to 4.75% net return from 1 July 2024.

From the time it began in 1997 to 30 June 2023, the LTIF has achieved an average gross return (before subsidy and inflation) of 6.83% and has returned \$133 million back to the community.

Strategic Asset Allocation

Sector	Benchmark %	Ranges %
Trans-Tasman Equities	15.6	10.6 - 20.6
Global Equities	38.3	28.3 - 48.3
Venture Capital	2.5	0.0 - 5.0
Emerging Markets	6.0	0.0 - 12.0
Global Listed Properties	6.3	0.0 - 12.6
Global Listed Infrastructure	6.3	0.0 - 12.6
Total Growth Assets	75.0	55.0 - 82.0
NZ Fixed Interest	5.6	0.0 - 11.2
International Fixed Interest	11.3	6.3 - 16.3
Private Debt	5.0	0.0 - 10.0
Cash	3.1	0.0 - 6.2
Total Income Assets	25.0	21.0 - 35.0

As mentioned above, the Risk and Assurance Committee and the Council have agreed to increase the net real return from 4% to 4.75% as from 1 July 2024. To achieve a net real return of 4.75% the Committee and Council have agreed to increasing the Strategic Asset Allocation of growth assets from 60% to 75% and reducing income generating assets from 40% to 25%. This change

will result in increased probability of achieving the increased objective of 4.75% net return. However, like any investments, higher risk also increases the probability of negative returns. The Council considers the Long Term Investment Fund as a perpetual fund for current and future generations, which allows increasing investments in growth assets. The current SAA is considered

to be a balanced portfolio which would change to a growth portfolio.

Current Management of the LTIF

The LTIF carries a degree of risk as the value can go down as well as up, and we saw this over the initial COVID-19 lockdown period. Ultimately, a decrease in value could diminish the original amount invested. To reduce the risk we employ investment advisors, Mercer to advise on the LTIF. We also have a Statement of Investment Policy and Objectives (SIPO) that outlines our preferred approach to portfolio diversification. As from 1 July 2024 75% of the LTIF will be in growth investments and 25% will be held in income generating investments. The LTIF investments are subject to market movements and the LTIF has a potential risk of losing its value completely. However, the risk is extremely remote.

Mercer monitors the LTIF's performance on a daily basis and the Risk and Assurance Committee meets quarterly to review its performance and make any required decisions.

The impact of not receiving investment

returns great enough to fund the annual rates subsidy, repayments for specific community projects and facilities, the Hāwera Town Centre Strategy and earthquake-prone buildings projects would be \$6.7 million per year.

Debt Management

We have incurred debt to help pay for infrastructure across the District. We could pay off debt by using our investments but we consider it is more prudent to continue borrowing. Despite the rising costs of borrowing, we expect the future return on investments will outweigh the cost of financing debt and associated debt repayment as it has done over the last 26 years. Our focus is to make sure the debt repayment profile matches the life of the assets.

Because our infrastructure serves the community over many generations, we use debt to fund new infrastructure, reflecting the intergenerational value of our roads, water, wastewater, community facilities and other assets. Gross debt levels are high and are managed through our Liability Management Policy. Managing our debt effectively and paying down debt over the term of this Plan is a priority and we are using funds from the LTIF's fluctuation reserve to pay for some key projects.

In addition to loans, we use other mechanisms to fund our operational

and capital expenditure, such as funded depreciation, external contributions, capital contributions and special reserves. The full list is in our Revenue and Financing Policy.

Before taking on new debt, we need to consider these other funding mechanisms as well as the correct method of ensuring that intergenerational equity is maintained.

Renewal expenditure is usually funded from depreciation reserves. The loan repayments and interest costs are funded from depreciation, savings made from the Local Government Funding Agency (LGFA) and rates. As a Principal Shareholding Local Authority of the LGFA, we are able to access long term loan funding at cheaper rates than other institutions like banks.

Our Net Debt

If you consider our peak debt of \$218.5 million and our investment Fund of \$179.8 million in 2033/34, including internal borrowing, our net debt is expected to be \$38.7 million. We are forecasting to make approximately \$108 million in loan repayments, including \$11 million for internal loan

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repayments, over the next ten years, and forecast a \$172 million increase in new loans over the same period.

It is important to highlight the risk associated with the LTIF and, as a result, the net debt position can decrease or increase, depending on the LTIF's performance. The worst

case scenario is the net debt position being \$218.5 million by 2033/34, and the LTIF performs at a negative return for the next ten years, although this is extremely unlikely. We believe the forecast debt levels are sustainable as they are well within the Liability Management Policy limits.

Limits on Borrowing

We manage our borrowings prudently and this is demonstrated by borrowing within our ability to service and repay debt without increasing the various limits in our Treasury policies and managing our future borrowing needs within these limits.

The debt limits and interest rate limits for the next ten years are:

Debt and Interest Rate Limits

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net debt as a % of total income <150%	14%	32%	39%	41%	32%	23%	15%	22%	30%	24%
Net interest Exp. % of Total Rates <25%	8%	8%	8%	7%	7%	6%	5%	6%	6%	6%
Net interest Exp. % of Total Annual Income <15%	4%	5%	5%	4%	4%	4%	3%	4%	4%	4%
Net debt per capita <\$2,000	\$465	\$1,135	\$1,441	\$1,558	\$1,258	\$929	\$640	\$916	\$1,317	\$1,072
Borrowing costs % of Revenue (DIA) Measure)	7%	7%	7%	7%	7%	7%	6%	7%	8%	7%

We will maintain our liquidity ratio at a minimum of 110% as per the Liability Management Policy, depending on the cash and capital expenditure over the ten years.

If we reduce loan repayments, loan balances will remain at higher levels and put pressure on our future borrowings. We have to comply with our Liability Management Policy and,

as a result, future projects may have to be delayed if loans are not repaid in time. Increasing repayments and paying off loans before time will result in overcharging current ratepayers. Our Liability Management Policy explains how we manage our interest rate risk by using various ratios between fixed and floating interest rates. We review the Policy regularly and Price

Waterhouse Coopers provides regular advice to manage the risk.

Security for Borrowing

We provide securities against our borrowings from external lenders. We have provided a guarantee to the LGFA and the amount of the guarantee will reduce as more councils join the

LGFA as shareholders in the future. We provide different types of guarantees, such as our assets and rates revenue.

Shared Services and Partnerships with External Organisations

We have a strategy of pursuing 'shared services' and partnerships with external organisations where we can

achieve efficiencies and cost savings. We are involved in about 50 shared service arrangements with the other Taranaki councils, ranging from library services to insurance, civil defence to purchasing vehicles (where there is a financial or economic benefit due to economies of scale to the ratepayers of the Region). A good example of this collaborative approach is the Taranaki Regional Waste Collection Contract, which has resulted in major cost savings to ratepayers.

Economic Climate and Population

The current economic climate continues to present challenges to households, businesses and councils across the country, and to the rest of the world. The economic conditions remain volatile due to on-going conflict in the Middle East as well as war between Russia and Ukraine.

During the long term planning process we considered total expenditure (including capital expenditure) in maintaining current levels of service (factoring in inflation, additional compliance measures and additional

demand/increase in levels of service). We believe we will be able to meet existing levels of service with the forecast rate increases for the next ten years. Ratepayers are facing unprecedented increases in rates over the next couple of years.

We have contributed to the development of Tapuae Roa: Make Way for Taranaki, the Taranaki Regional Economic Development Strategy August 2017. The core focus of Tapuae Roa is people, as it is people that take economies forward. Our partnership with Venture Taranaki continues to provide valuable information relating to economic trends in the local economy and statistics, which assists our planning for the future.

Digital technology presents one of the biggest opportunities and challenges for our District. The roll-out of ultrafast fibre by the Government will have an impact on our rural townships. A digital strategy is to be developed to ensure some groups do not miss out on the social and economic opportunities to access and adopt new technologies and new ways of doing things.

Infometrics predict our population will grow by 2.9% (857) people) to 2037 and then decline by 3.0% from 2037 to 2054. A predicted steady in-migration of around 3,500 to 4,000 people per year will largely offset the population decline. Most of our modest growth is likely to occur in and around Hāwera, as that is where most of our residential and commercial development is taking place.

Ensuring environmental sustainability

Environmental sustainability and climate change are increasingly important issues that impact the way we live, work and play in South Taranaki, both now and into the future. To meet these challenges and our legal obligations/requirements from the Government, we developed an Environment and Sustainability Strategy that identifies the impacts we have on our environment and looks at changes we can make to move towards increased sustainability.

A range of actions associated with environmental protection, climate change and waste minimisation focus on the areas where we believe we can have the greatest impact on our journey to become more environmentally sustainable, reduce our emissions and our waste, and adapt to climate change effects. Implementing most of the Environment and Sustainability Strategy will be done with existing resources; however, there are some significant cost implications

Rautaki Pūtea | Financial Strategy

that we sought the community's feedback on in the 2021-31 LTP. We received a clear message that the community wanted us to implement the strategy, and the costs have been included in our budgets.

One of our community outcomes is Mana Taiao / Environmental well-being – Sustainable communities that manage resources in a way that improves our environment for future generations. This aligns with the environmental well-being in the LGA 2002, and includes the following elements:

Climate change

In 2018, the Ministry for the Environment predicted that, compared to 1995, the impacts of climate change on the Taranaki Region are likely to be:

- Temperatures 0.5° C to 1.0° C warmer by 2040 and 0.7° C to 3.1° C warmer by 2090.
- Seasonal changes in rainfall but little annual change and little change in the frequency of extreme rainy days.
- Small change in the frequency of storms, some increase in storm

intensity, local wind extremes and thunderstorms.

- Sea level rise of 0.2m to 0.4m above the 1995 level by 2060 and 0.3m to 1.0m by 2100.

A 2022 report by the National Institute of Water and Atmospheric Research (NIWA) commissioned by the Taranaki Regional Council summarised the potential future impacts of climate change for Taranaki as follows:

- A warmer atmosphere in the future is expected to result in increases to rainfall intensity, which can cause soil saturation issues for the agricultural sector. It also increases the risk of flooding events which have associated adverse impacts such as damage to infrastructure.
- Increased risk of land degradation resulting from landslides and soil erosion.
- Warmer winter and spring periods will allow increased seasonal pasture growth rates.
- Increased concentrations of atmospheric carbon dioxide should increase forest, pasture, crop, and

horticulture productivity, if not limited by water availability.

- Human health will be affected by a changing climate, for example due to the increasing prevalence of hot conditions and heatwaves.
- Ongoing sea-level rise is likely to increase exposure of infrastructure to extreme coastal flooding, as well as cause habitat loss at the coastal margins where ecosystems are not able to move further inland (coastal squeeze). Exposure is likely to increase over time in response to higher sea levels.

The Council will continue to work in this area and proactively plan to offset the impacts of climate change.

Resilience to natural disasters

It is essential that communities continue to receive infrastructure services following a natural disaster, and assets are managed according to their criticality. It is not practicable to build infrastructure systems that can withstand all possible scenarios, but resilience is built in where practicable and affordable. In the event of a

disaster, potential financial losses are mitigated by a combination of insurance and placing assets in the Local Authority Protection Programme (LAPP), which is specifically designed to cover losses following a major event.

The Risk and Assurance Committee and the Council considered self-insurance as part of the 2023-24 insurance renewal process which resulted in self-insurance of \$136 million worth of above ground assets. The Council also agreed to setup a “disaster recovery fund” of \$10 million. The detailed information is included in the “insurance framework”.

Managing our resources

Our Infrastructure Strategy covers our infrastructure networks including water supply, wastewater, stormwater and roads. It covers the financial overview of these assets and the operational and capital expenditure over a 30 year period. The Strategy considers the costs associated with renewals, increases in levels of service and growth. Future commitments have been identified and managed to ensure its affordability for the community.

The projections for all infrastructure activities are driven by the Asset Management Plans (AMPs) and the Infrastructure Strategy.

Previously Council had been told by the Government not to include anything related to three waters delivery in our long term plans, except for the first year. The new Government and new direction has meant a late inclusion of three waters services and budgets into our long-term planning. Because of the uncertainty and complexity around three waters, and to make it more manageable for Council, the Government has allowed us to have an

un-audited consultation document.

We will continue to fund three waters infrastructure in the same way we have in the past – through a combination of loans, targeted rates and user fees and charges.

Water Supply

We plan to spend \$204.9 million in the next ten years on operational expenditure across the urban and Waimate West water supply schemes. The operational expenditure is funded from targeted rates including water by meter rates and fees and charges.

We have included funding of \$120.4 million in this Plan for capital expenditure on water supply. This expenditure is funded through depreciation, reserves, financial contributions, capital contributions and loans.

Based on the information in the asset database, there will be a significant apparent spike in renewals of \$17.6 million in 2025/26, \$9.9 million in 2030/31 and, \$9.6 million in 2031/32. The impact of spending an additional \$8.2 million in 2025/26 would be an

additional average rate increase of around 4.0% in water rates, no major impact in 2031/32 mainly due to the fact that the difference between budgeted renewals and database renewals is not significant. This would result in additional borrowings of \$8.2 million in 2025/26. The likelihood of this scenario is low as we have allowed for this expenditure to be spread over a number of years. At the end of ten years the budgeted renewal programme will exceed what is required as per the database. The Infrastructure Strategy further explains this risk and the reasons for spreading the renewal programme over a number of years.

Wastewater

We are planning to spend \$117.9 million on wastewater operational costs over the next ten years. Operational expenditure is funded through targeted rates, trade waste charges, fees and charges and other income. We have included \$87.8 million in this Plan for capital expenditure on wastewater over the next ten years, funded from depreciation, financial contributions,

capital contributions, reserves and loans.

The budgeted renewals compared to the database renewals are higher over the next ten years. The wastewater asset database predicts renewals based wholly on the installation year. However, analysis of the wastewater network performance shows that a significant amount of rehabilitation is required to reduce the amount of water that enters the wastewater networks.

Wastewater renewals have been predicted based on network performance. We have begun by putting more resources into condition assessment in the past few years, which will continue in the future. The condition assessment of the reticulation network will be used to improve our predicted renewal dates. Improved asset data will be reconciled with the amount we have invested to improve the network performance and, depending on the results, the ongoing expenditure planned may be different to what is currently predicted in the Plan. The Infrastructure Strategy further explains this risk and the reasons for spreading the renewals programme

Rautaki Pūtea | Financial Strategy

over a number of years.

Stormwater

We have included \$19.9 million of operational expenditure for the stormwater activity over the next ten years, funded from the general rate. We have planned \$8.0 million of capital expenditure in the next ten years, which is funded from depreciation, financial contributions, capital contributions, reserves and loans.

There is no significant difference in budgeted renewals and database renewals. The infrastructure Strategy further provides more detail on the renewal programme.

Roading and Footpaths

We plan to spend \$286.2 million in the next ten years on operational expenditure for the Roothing and Footpaths activity. This expenditure is funded from the Roothing Rate, Waka Kotahi New Zealand Transport Agency subsidy, financial contributions, grants, reserves, fees and charges and other income. We plan to spend \$180.3 million in the next ten years on

capital expenditure for the Roothing and Footpaths activity, funded by depreciation, capital contributions, Waka Kotahi Subsidy and the Roothing Rate.

The database shows that there would be a major spike in renewal expenditure of \$60 million in 2024/25. This was picked up as part of the LTP 2021-31 process. The renewals consist largely of roading basecourse that is beyond its expected remaining life as per the database. We use asset condition to determine our forward renewal programme. While the roading surface above the basecourse has had its life extended through condition assessments and renewals (resealing), the remaining life of the basecourse underneath has not been adjusted when roads have been resealed. This is fundamentally a data quality issue and remaining life will need be revised to match actual condition. This does not pose a significant financial risk to the roading rate.

Our Plan for the Future – the Most Likely Scenario

This Strategy provides an overview of the most likely scenario for managing our infrastructure. In general, we plan to maintain our current levels of service while focusing on the three themes described earlier – affordability, intergenerational equity and partnerships.

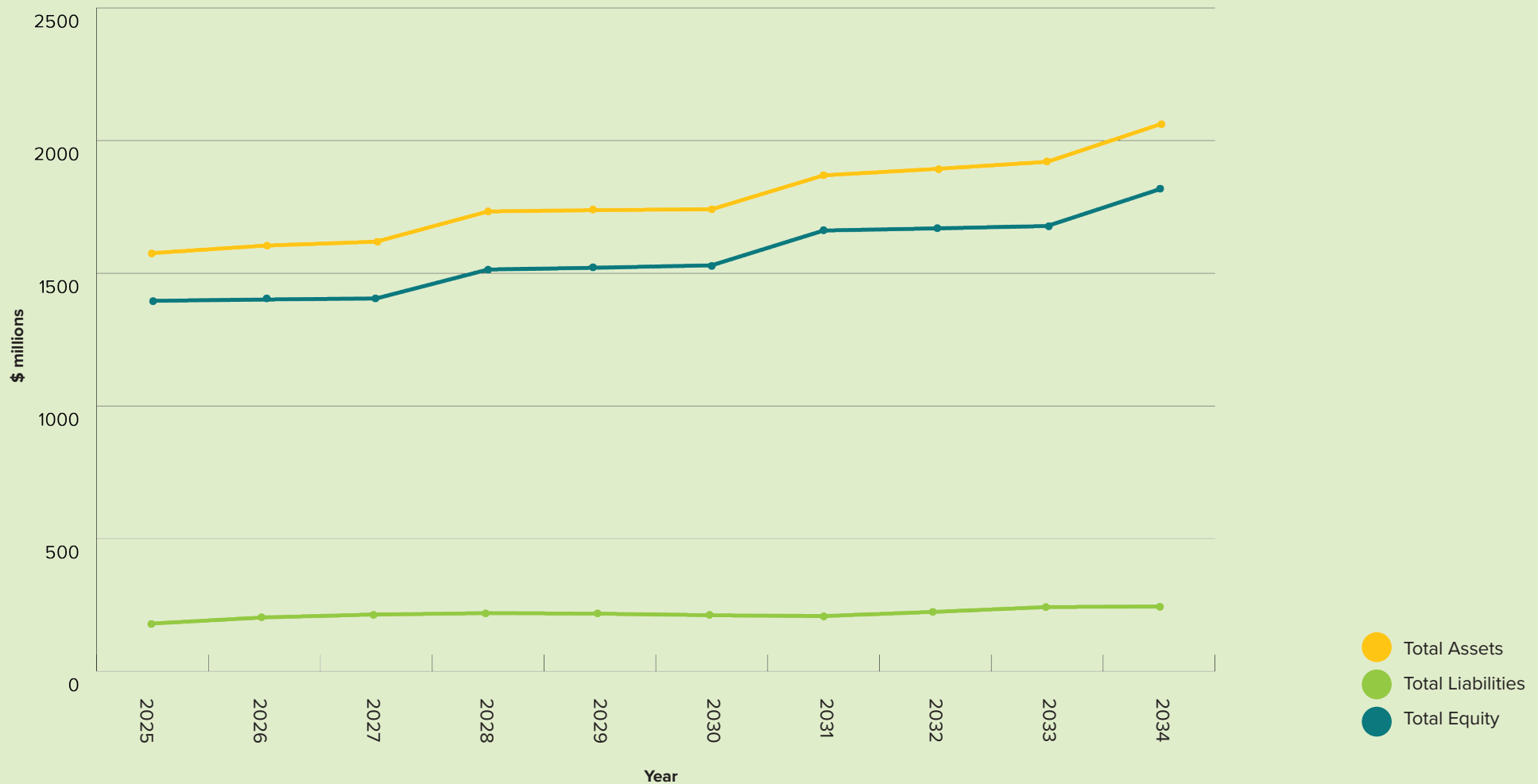
We have included our preferred options for significant capital expenditure in our Long Term Plan budgets to meet current levels of service, improvements, compliance and growth. The forecasts for the first three years are the most detailed, while those in years four to ten are a reasonable outline of the most likely scenario. The forecasts beyond year ten are indicative estimates and will be developed further as more information becomes available.

Forecast Financial Position for the Next 10 Years

The projected financial position shows what we own (assets) and what we owe (liabilities) and the difference between

them (equity) is effectively the net value belonging to the Council. Over the ten years it is forecast that our equity will grow from about \$1.3 billion to \$1.8 billion. The anticipated increase in the value of our fixed assets, including the Hāwera Town Centre Strategy implementation, town centre plans, South Taranaki Business Park, water, wastewater, stormwater and roading assets, reflects the investment made in these areas as well as future investment and the revaluations of the assets over the next ten years.

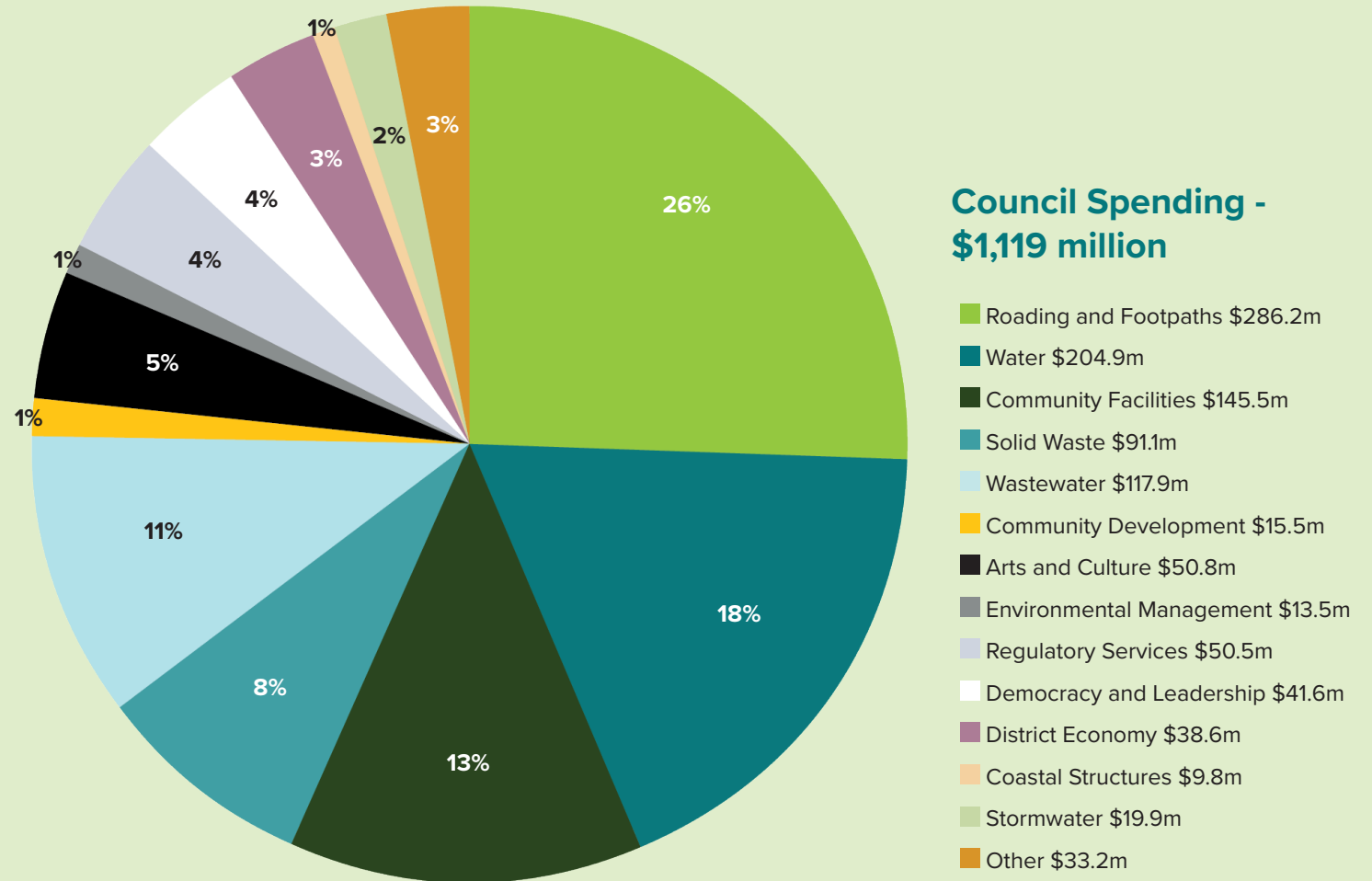
Forecast Financial Position for the Next 10 Years



Rautaki Pūtea | Financial Strategy

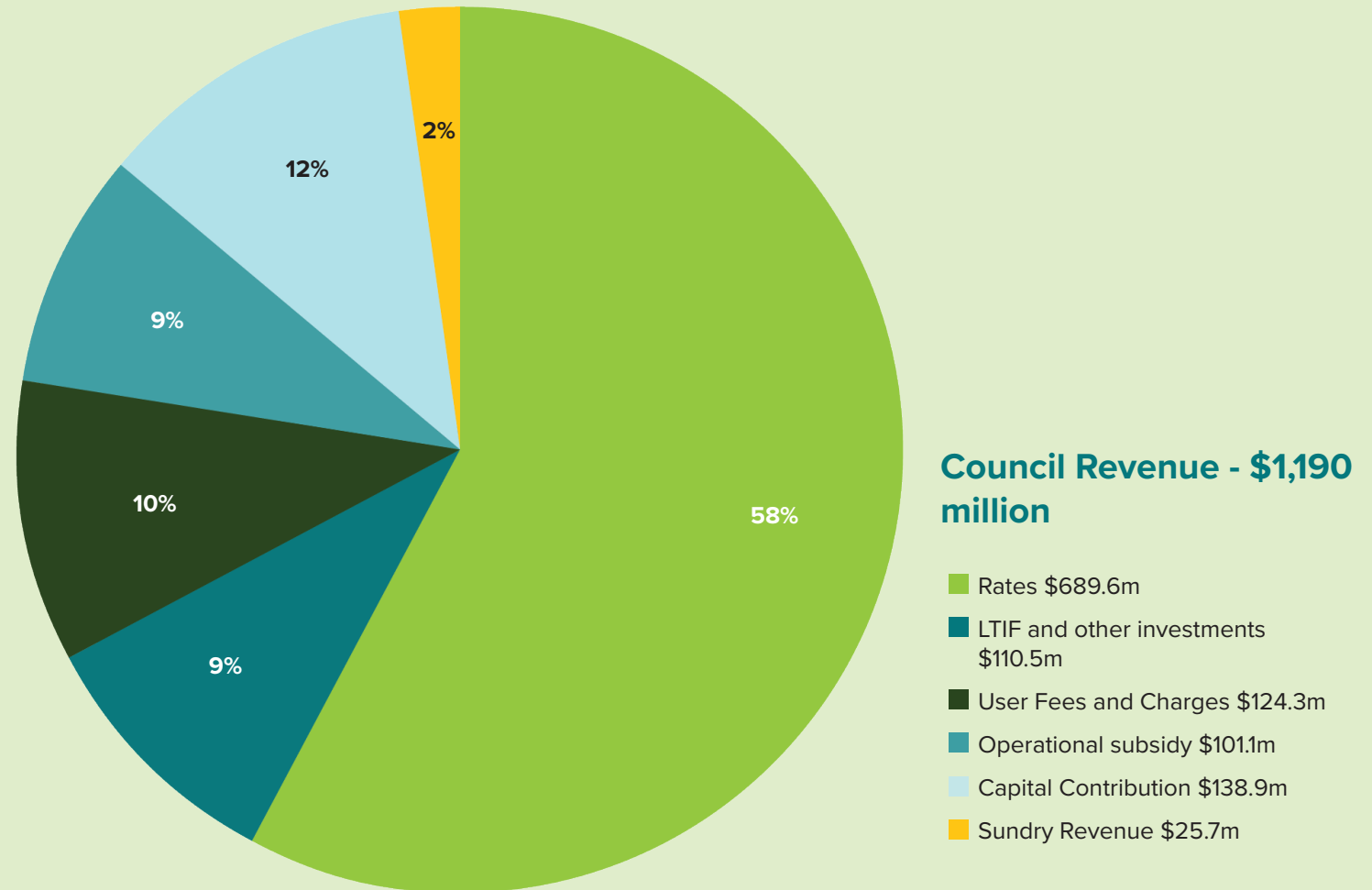
Forecast Expenditure and Income

The forecast expenditure shows what we intend to spend on each group of activities over the next ten years. The forecast spending on water, wastewater, stormwater, roading, solid waste, coastal structures, parks and reserves and community facilities totals about 78% of our overall spending.



Forecast Income

The following graph shows the income we are forecasting from different income sources over the next ten years. Our total income from rates makes up about 58% of the total income, followed by 12% from Capital Contributions.



Rautaki Pūtea | Financial Strategy

Affordable Rates

The ability of our ratepayers to continue funding services and the maintenance and renewal of the assets needed to provide sustainable infrastructure is an on-going issue. We will mostly look after what we have by concentrating on maintaining and replacing existing assets rather than creating new ones that will increase operational costs. Exceptions are:

- New assets as part of the Town Centre Master Plans;
- New assets for the South Taranaki Business Park; and
- Tertiary level wastewater treatment plants.

We want South Taranaki to be an affordable place to live and do business. Our challenges for the District is to maintain our current levels of service, meet legislative changes, improvements, planning for growth and, effective management of our debt – must be balanced with the need to keep rates affordable for our community. We need to respond to

our community's needs in a manner that is sensitive to economic factors, keep costs down by focusing on the basics, deferring or deleting projects where appropriate and utilising various funding mechanisms as well as rates without raising our rates above 6.00% on average over the next 10 years.

Limits on Rates and Rates Increases

Our total rates income is forecast to increase from \$48.9 million in 2023/24 to \$54.3 million in 2024/25 and to \$82.6 million by 2033/34. We want to provide ratepayers with a degree of certainty over future rates movements and propose to limit average rate increases over the next ten years to no more than 6.0%. This 'cap' is made up of the forecast 2.4% increase in the Local Government Cost Index (LGCI), 0.6% for the return of water services, plus 3% for improvements, compliance and growth.

Our forecast income for 2024/25 will be made up of rates (53%), subsidies, grants and capital contributions (23%) investment income (10%), and user fees

and charges (11%).

The quantified limit for rates income is 65% of total projected revenue, and we will seek to reduce the amount collected by rates while continuing to fund activities as per our Revenue and Financing Policy.

The District Rate

The District Rate includes General Rates, UAGC and the Roading Rate. In 2024/25 the District Rate will increase by 13.2%. Over the ten years it will increase by an average of 4.8% per annum. The increase mainly reflects inflation, increase in borrowing costs, energy costs, and increased costs related to anticipated maintenance, repairs and renewal expenditure.

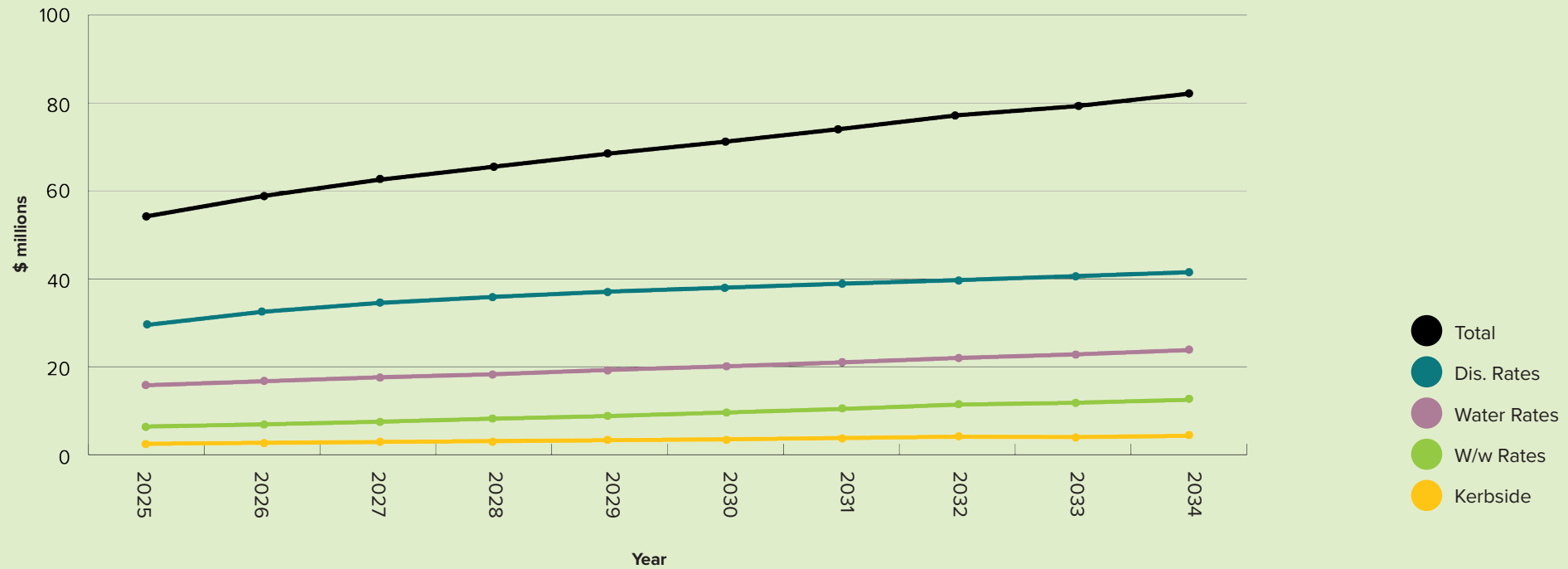
Targeted Rates

The wastewater targeted rate will increase by 8.6% in 2024/25, moving from \$805.00 to \$874.00 as the cost of compliance is increasing significantly. The wastewater rate will increase by an average of 7.1% per annum over ten years.

The kerbside collection rate will increase by 47.7% in 2024/25, moving from \$220.00 to \$325.00 as the new collection, including food waste, is introduced. It will increase by an average of 10.5% per annum over ten years, reflecting increased disposal levies and contractor costs.

The urban water targeted rate will increase by an average of 3.4% per annum over ten years. We have different Urban Water Supply rates for various metered water users. For extra high users, the per cubic metre rate will increase by an average of 2.9% per annum over ten years. For all other urban users, the per cubic metre rate will increase by an average of 3.5% per annum over ten years. From 2027/28, the per cubic metre rate for town, high and extra high users will be same. The rate for Waimate West/Inaha metered water increases by an average of 3.7% per annum over ten years.

Future Rates (\$m)

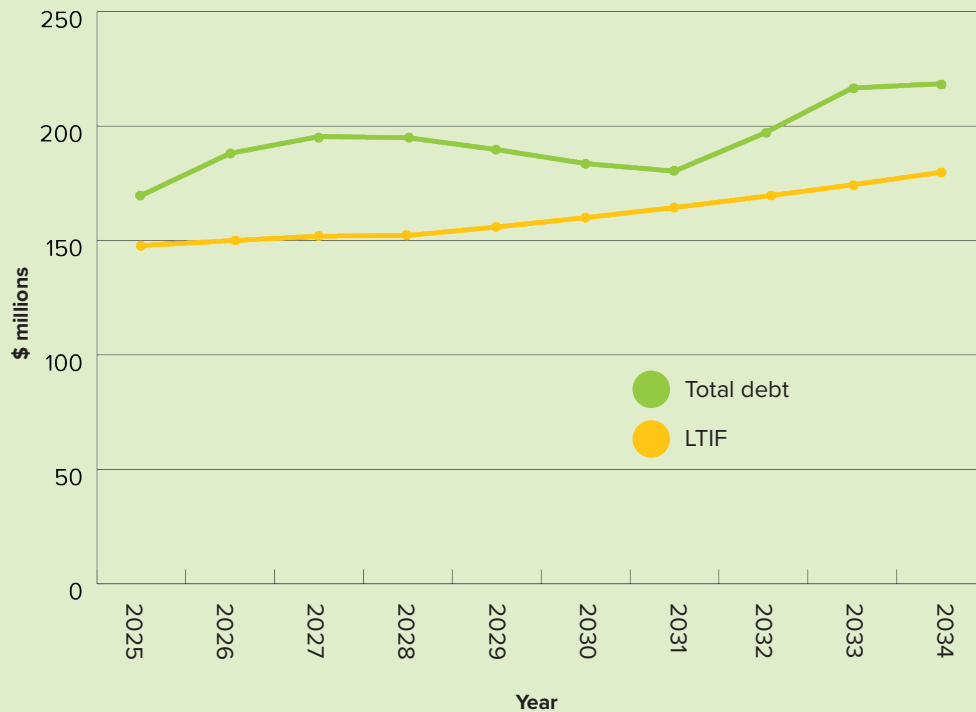


Rautaki Pūtea / Financial Strategy

Our debt is forecast to grow from \$169.7 million in 2024/25 to a peak of \$218.5 million in 2033/34, before beginning to decrease. These numbers include internal borrowing.

The LTIF is forecast to increase in value from \$147.8 million in 2024/25 to \$179.8 million in 2033/34. These numbers include internal borrowing.

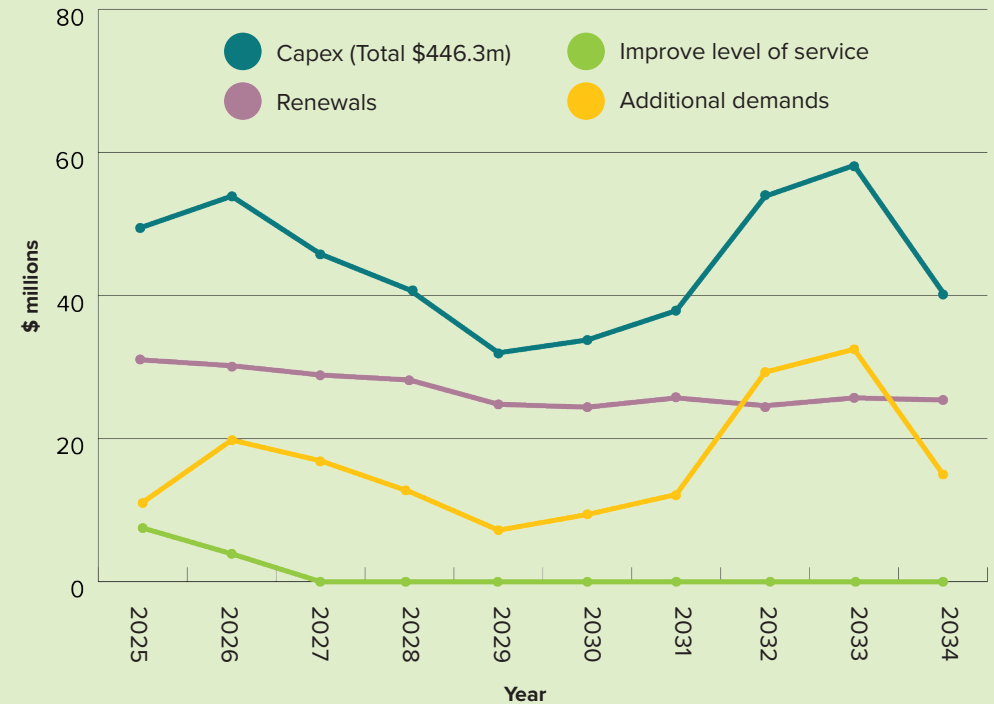
Forecast Debt and LTIF (\$m)



Our total forecast capital spending is \$446 million for the ten years, with \$404 million of that being on infrastructure assets. We have completed the final stages of our major network infrastructural

improvements and spending will mostly be on renewals for the next ten years, except for the Hāwera Town Centre Strategy projects and Town Centre Master Plans.

Forecast Capital Expenditure (\$m)



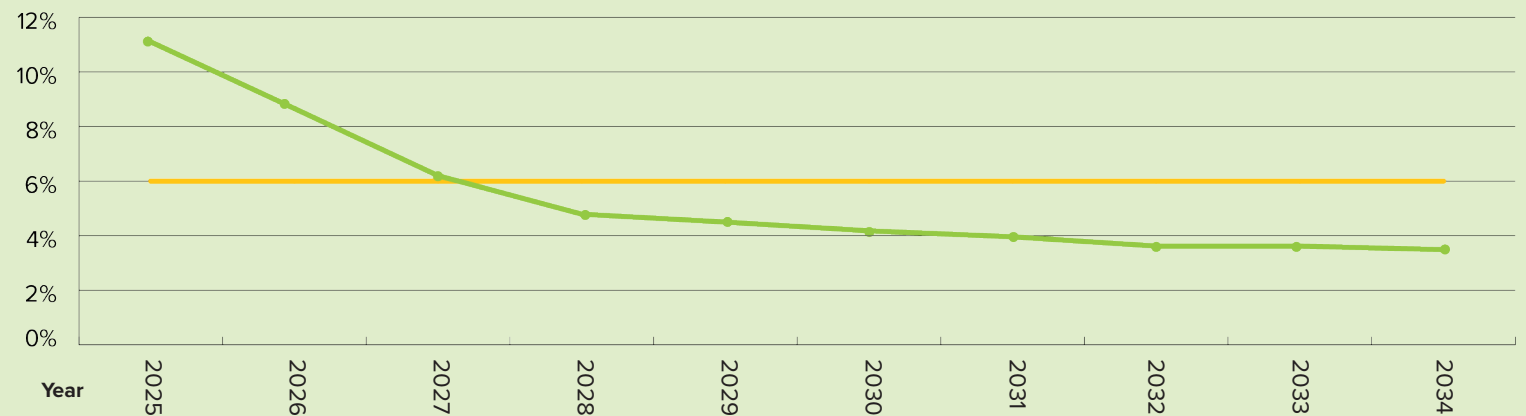
Affordability

Our costs (Local Government Cost Index - LGCI) are increasing at a higher rate than the consumer price index (CPI). The ongoing cost of servicing existing infrastructure and new assets is projected to continue to increase at higher rates. We acknowledge that balancing the increase in rates and maintaining and improving levels of service is a challenge and we are actively trying to encourage economic activity in our District.

Rate Cap vs Total Rate Increases

Rate Cap	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
LGCI Average 10 Years	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Plus Three Waters back in	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
Plus 3%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Total Rate Cap	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Total Rate Increases	11.10%	8.66%	6.20%	4.79%	4.50%	4.18%	3.96%	3.62%	3.62%	3.49%
Difference	-5.10%	-2.66%	-0.20%	1.21%	1.50%	1.82%	2.04%	2.38%	2.38%	2.51%

Rate Cap



Mō ō Reiti | About your rates

TE TIROHANGA TĒKAU TAU WHAKAMUA MŌ NGĀ REITI TUTURU, WHĀNUI HOKI / TEN YEAR PROJECTIONS FOR GENERAL AND TARGETED RATES (INCLUDES AN ALLOWANCE FOR INFLATION) – INCLUDING GST

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate											
District Rate* (annual increase)	7.95%	13.19%	10.33%	6.18%	4.01%	3.21%	2.59%	2.35%	2.03%	2.38%	1.99%
General Rate – Cents per \$	0.08429	0.09353	0.10052	0.10841	0.11467	0.11765	0.11731	0.11918	0.12071	0.12227	0.12222
Roading Rate – Cents per \$	0.05941	0.07527	0.08707	0.09099	0.09251	0.09547	0.10068	0.10322	0.10553	0.10894	0.11285
UAGC	\$727	\$756	\$821	\$870	\$907	\$942	\$973	\$1,003	\$1,029	\$1,058	\$1,086
Targeted Rates**											
Water targeted rate	\$673	\$684	\$713	\$744	\$776	\$811	\$840	\$865	\$891	\$911	\$937
Wastewater targeted rate	\$805	\$874	\$943	\$1,012	\$1,093	\$1,173	\$1,265	\$1,357	\$1,438	\$1,518	\$1,599
Kerbside Collection rate	\$220	\$325	\$351	\$374	\$397	\$420	\$449	\$477	\$506	\$535	\$564
Water meter only charge <= 32mm	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Water meter and backflow charge <= 32mm	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260
Water meter only <= 40mm	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
Water meter and backflow charge <= 40mm	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325
Water meter and backflow charge <= 50mm	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460
Water meter and backflow charge >50mm	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630
Water by meter rates per cubic metre											
Town and Urban High User	\$2.94	\$2.97	\$3.11	\$3.28	\$3.42	\$3.57	\$3.70	\$3.82	\$3.93	\$4.03	\$4.14
Urban water Extra High User	\$3.11	\$3.16	\$3.28	\$3.36	\$3.42	\$3.57	\$3.70	\$3.82	\$3.93	\$4.03	\$4.14
Waimate West (includes Inaha)	\$1.13	\$1.16	\$1.21	\$1.27	\$1.30	\$1.35	\$1.39	\$1.45	\$1.51	\$1.56	\$1.62

*The district rate includes the UAGC, general rate and roading rate. The general and roading rates are calculated on the capital value of the property, so each property pays a different amount.

**Targeted rates are uniform charges (every property pays the same amount) with the exception of the water by meter charges which are volumetric (you pay for what you use).

RATING EXAMPLE / URBAN \$380,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	320.32	355.41	381.96	411.94	435.75	447.06	445.76	452.87	458.68	464.63	464.45
Roading	225.75	286.03	330.86	345.77	351.55	362.77	382.61	392.27	401.05	413.98	428.84
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Kerbside	220.00	325.00	350.75	373.75	396.75	419.75	448.50	477.25	506.00	534.75	563.50
Total Rates	2,970.92	3,280.61	3,540.86	3,757.39	3,959.49	4,155.78	4,354.33	4,547.29	4,723.78	4,900.32	5,078.07
Increase each year		309.70	260.25	216.53	202.09	196.30	198.55	192.96	176.49	176.54	177.75
Percentage increase		10.42%	7.93%	6.12%	5.38%	4.96%	4.78%	4.43%	3.88%	3.74%	3.63%

RATING EXAMPLE / URBAN \$600,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	505.77	561.18	603.09	650.43	688.03	705.89	703.83	715.05	724.23	733.63	733.35
Roading	356.45	451.63	522.41	545.95	555.08	572.80	604.12	619.38	633.24	653.65	677.11
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Kerbside	220.00	325.00	350.75	373.75	396.75	419.75	448.50	477.25	506.00	534.75	563.50
Total Rates	3,287.07	3,651.98	3,953.55	4,196.07	4,415.29	4,624.63	4,833.91	5,036.58	5,221.52	5,408.99	5,595.24
Increase each year		364.91	301.57	242.52	219.23	209.34	209.28	202.67	184.94	187.47	186.25
Percentage increase		11.10%	8.26%	6.13%	5.22%	4.74%	4.53%	4.19%	3.67%	3.59%	3.44%

Mō ngā tāke Kaunihera Katoa | All About Rates

RATING EXAMPLE / URBAN \$900,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	758.65	841.77	904.64	975.65	1,032.05	1,058.83	1,055.75	1,072.58	1,086.36	1,100.45	1,100.02
Roading	534.68	677.44	783.61	818.92	832.62	859.20	906.18	929.07	949.86	980.47	1,015.66
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Kerbside	220.00	325.00	350.75	373.75	396.75	419.75	448.50	477.25	506.00	534.75	563.50
Total Rates	3,718.17	4,158.38	4,516.30	4,794.26	5,036.85	5,263.98	5,487.89	5,703.79	5,900.25	6,102.63	6,300.46
Increase each year		440.21	357.92	277.96	242.59	227.13	223.91	215.90	196.46	202.38	197.84
Percentage increase		11.84%	8.61%	6.15%	5.06%	4.51%	4.25%	3.93%	3.44%	3.43%	3.24%

RATING EXAMPLE / HAWERA COMMERCIAL/INDUSTRIAL \$850,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	716.51	795.00	854.38	921.45	974.71	1,000.00	997.10	1,012.99	1,026.00	1,039.31	1,038.91
Roading	504.97	639.81	740.08	773.43	786.36	811.47	855.84	877.45	897.09	926.00	959.24
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Hawera Business Rate	614.16	631.50	645.77	660.04	674.43	689.00	703.81	718.87	734.18	749.82	765.72
Total Rates	4,040.48	4,380.47	4,717.53	4,980.85	5,210.93	5,426.67	5,634.20	5,834.21	6,015.31	6,202.09	6,385.14
Increase each year		339.99	337.05	263.32	230.09	215.73	207.54	200.01	181.10	186.78	183.05
Percentage increase		8.41%	7.69%	5.58%	4.62%	4.14%	3.82%	3.55%	3.10%	3.11%	2.95%

RATING EXAMPLE / RURAL \$8,000,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	6,743.58	7,482.38	8,041.25	8,672.45	9,173.74	9,411.80	9,384.44	9,534.01	9,656.43	9,781.75	9,777.94
Roading	4,752.68	6,021.72	6,965.46	7,279.31	7,401.05	7,637.36	8,054.96	8,258.39	8,443.16	8,715.30	9,028.13
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Total Rates	12,223.36	14,260.02	15,828.00	16,821.65	17,481.48	17,991.61	18,412.36	18,794.93	19,128.89	19,554.64	19,891.61
Increase each year		2,036.66	1,567.98	993.65	659.83	510.13	420.75	382.57	333.96	425.75	336.97
Percentage increase		16.66%	11.00%	6.28%	3.92%	2.92%	2.34%	2.08%	1.78%	2.23%	1.72%

Rautaki Hanganga-ā-roto | Infrastructure Strategy

What is Infrastructure?

Infrastructure is the term for the pipes, treatment plants (three waters), roads, facilities and other assets that are essential for sustaining public health, getting around and doing business. Infrastructure helps us meet the economic (Mana oranga) and social (Mana tangata) well-beings for the District.

Section 101B of the Local Government Act 2002 (LGA02) requires us to have an infrastructure strategy that includes:

- Water supply
- Wastewater
- Stormwater
- Flood protection and control works
- Roads and footpaths

South Taranaki has no flood protection works as most of the coastline is well above sea level and rivers drain quickly from Mount Taranaki. However, the Council owns and maintains the moles (breakwaters) at the mouth of the Pātea River, which have a significant replacement value. For this reason coastal structures have been included

in this Strategy along with:

- Solid waste
- Parks and reserves
- Community facilities

The LGA02 requires us to have a significance policy that identifies the assets we consider are strategic. The LGA02 defines strategic assets as those we have identified to achieve or promote any outcome we consider is important for the current or future well-being of the community. Our strategic groups of assets are:

- Water – all assets except buildings;
- Wastewater – all assets except buildings;
- Stormwater – all assets except buildings;
- Roading – all assets;
- Solid waste – all assets except buildings;
- Coastal structures; and
- Housing for older people – all units.

We have ten potable water supplies, eight wastewater schemes, an

extensive roading network of 1,663km of transport corridor and a good range of parks, reserves, and community facilities. The assets used in the delivery of services to our communities are currently valued at \$1.279 billion.

Previously Council had been told by the Government not to include anything related to three waters delivery in our long term plans, except for the first year. The new Government and new direction has meant a late inclusion of three waters services and budgets into our long-term planning. Because of the uncertainty and complexity around three waters, and to make it more manageable for Council, the Government has allowed us to have an un-audited consultation document.

This will have an impact on rates and the amount of loans needed for the three waters activities. We will continue to fund three waters infrastructure in the same way we have in the past – through a combination of loans, targeted rates and user fees and charges.

About the Strategy

This Strategy states how the Council intends to manage its infrastructure assets over the next 30 years. It outlines:

- The key infrastructure challenges we face;
- The main options for dealing with these issues;
- The cost and service delivery implications of those options; and
- The preferred scenario for infrastructure provision.

The Strategy takes a long-term view of the sustainability of our infrastructure. We have identified three themes for the development of the 2024-34 Long Term Plan (LTP):

- Affordability – value for money
- Intergenerational equity – sharing the cost
- Partnerships – achieving together

These themes are the basis for our priorities and the projects we plan to carry out over the next 30 years. They

Rautaki Hanganga-ā-roto | Infrastructure Strategy

reflect the balance between focusing on the basics and providing value-added services for our community at an affordable cost. The projects outlined in this Strategy have been planned to help achieve these key outcomes.

This Strategy has been developed in the context of a number of other documents and projects, including:

- Asset Management Plans – provide an outline of the asset management works required to prudently manage infrastructure and deliver essential services to the community.
- Financial Strategy – outlines the financial context in which the Council operates and the financial implications of the projects planned through this Strategy.
- 2024-34 LTP – while this Strategy has a 30-year planning horizon, the projects planned for the first ten years are included in other sections of the LTP.
- The South Taranaki District Plan – identifies areas where new or upgraded infrastructure will be required to cater for growth in the District over the next ten years.

- Hāwera Town Centre Strategy and Ōpunakē, Manaia, Eltham, Pātea and Waverley town centre plans – highlight actions for the redevelopment of our town centres.
- Environment and Sustainability Strategy – outlines projects we are working on to minimise waste and the impacts of climate change.

Many of our infrastructure assets have a very long life. For example, water pipes have an expected life of 60-100 years, which means there is a long planning horizon for initial provision and renewal, and both can present cost peaks that need to be planned for well in advance. This Strategy provides the long-term perspective required to assess whether there are hidden investment gaps or affordability issues beyond the ten-year planning horizon provided in the 2024-34 LTP.

We need to provide the services and facilities our communities expect while keeping rates at an affordable level, from a relatively small base of ratepayers spread across a large geographic area. Spending on

infrastructure accounts for around 65% of our operating budget and 91% of capital expenditure.

While we are mindful of anticipated changes to legislation and the need to upgrade infrastructure to meet new requirements, our biggest challenge is to build and deliver what we have said we will do. At times priorities may change due to unforeseen circumstances, such as legislation changes, severe weather events, or changes in the economy. Our forecasting assumptions outline these risks further. Failure to deliver on key projects and programmes is identified as a strategic risk for the organisation and has been a focus for improvement.

Infrastructure assets cannot be planned in isolation because issues that shape our community can also influence the management of our infrastructure. Significant issues may include economic factors and/or demographic changes that affect the community's ability to pay for infrastructure; growth or decline in population in particular areas within the District; natural hazards and climate change.

Our Themes for the 2024-34 Long Term Plan

This Strategy focuses on three themes:

Affordability

Our plans for the District must be balanced with the need to keep rates affordable for our community while maintaining our current levels of service. To achieve this, we have taken the following measures:

- smoothing rate increases over ten years by managing fluctuations through reserves;
- loan funding bridge replacements and upgrades;
- resetting our approach to depreciation by working towards fully funding depreciation of our key strategic assets; and
- working with Waka Kotahi to improve our funding assistance rate (FAR rate) for our roading infrastructure, which has increased from 63% to 65%.

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We aim to achieve the projects in the LTP without raising our rates above the cap of 6.0% per year (the Local Government Cost Index ten-year average of 2.40% plus 0.60% for adding back three waters and, 3% for improvements, compliance and growth). Increased compliance costs and planning for growth mean that our rates cap is higher than the previous ten year plan. The cap will be breached in years 1, 2 and 3 mainly to allow for significant increased operational costs such as contractors, borrowing costs, and materials. The average total rate increase over the life of this ten year plan is 5.41%.

Intergenerational Equity

We recognise that the infrastructure we build, maintain, and operate serves the community over many generations, and so we fund our infrastructure in a way that is fair to current and future users. This usually means the use of debt, which is repaid over a period of 30-35 years to ensure that future generations who will enjoy the benefits will also contribute to the costs. Before taking on new debt, we

consider other funding mechanisms such as funded depreciation, external contributions, capital contributions and special reserves, while ensuring that intergenerational equity is maintained. We will continue to seek external funds to help our community to pay for key projects.

Partnerships

We pursue 'shared services' arrangements and partnerships with external organisations where we can achieve efficiencies and cost savings. We are involved in about 50 shared service arrangements with the other Taranaki councils, ranging from three water services to insurance, civil defence to roading, where there is a financial or economic benefit to the Region's ratepayers due to economies of scale. A good example of this collaborative approach is the Taranaki regional waste collection contract, which has resulted in major cost savings to ratepayers.

Before the Government-driven water reforms the three Taranaki councils (South Taranaki, Stratford and New

Plymouth) had started to examine what benefits there were to the operation of our water services as a single Taranaki unit. We will continue to investigate the possibility of being part of a regional water entity, as we seek to deliver the best and most efficient water services to our communities.

The following sections of this Strategy detail how the three priorities will be achieved.

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Key Projects

ACTIVITY	INFRASTRUCTURE PROJECT	EST. COST	YEAR/S
Water Supply	Water Supply pipe renewals	\$29.6 m	2024/34
	Treatment plant renewals	\$32.0 m	2024/34
	Replace Waimate West Reservoir 1	\$10.8 m	2029/32
	Normanby resilience (second water main)	\$5.6 m	2030/33
	Waimate West Trunk main duplication	\$4.3 m	2025/28
	Water meter installations	\$4.3 m	2032/34
	Backwash recycling and filter renewal	\$3.8 m	2024/27
	Second Kāpuni bore	\$2.9 m	2028/30
	Eltham reservoir	\$2.1 m	2024/27
	Ōpunakē reservoir 2 and treatment upgrade	\$3.5 m	2024/26
	Waverley reservoir 2 and replacement bore	\$3.2 m	2025/26
	Replace Rāhotu reservoir	\$960,000	2030/31
	Demand management (leak detection)	\$831,000	2024/34
	Eltham flushing enhancement	\$158,000	2025/26
Roading	Bridge Replacement Programme – average two per year	\$40.5 m	2024/34
	Footpaths	\$11.2 m	2024/34
	South Taranaki Business Park roading	\$4.2 m	2024/26
	Total road renewals, resurfacing, upgrades and minor improvements	\$145.9 m	2024/34

ACTIVITY	INFRASTRUCTURE PROJECT	EST. COST	YEAR/S
Wastewater	Tertiary treatment WWTP – Hāwera, Pātea, Kaponga, Manaia & Waverley	\$44.3 m	2026/34
	Wastewater pipe renewals	\$20.7 m	2024/34
	Hāwera new anaerobic lagoon	\$6.4 m	2024/27
	South Taranaki Business Park wastewater	\$3.9 m	2024/26
	CCTV programme	\$2.1 m	2024/34
	Treatment plant renewals	\$2.0 m	2024/34
	Ōpunakē wetland soakage field enhancements	\$495,000	2024/25
	Stormwater	South Taranaki Business Park	\$2.7 m
Matangarara landfill drainage		\$2.4 m	2025/28
Stormwater pipe renewals		\$1.9 m	2024/34
Stormwater reticulation CCTV		\$378,000	2024/27
Coastal Structures	Pātea moles	\$1.14 m	2028/34

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Sustainability

The Council acknowledges we cannot have a sustainable future without considering climate change threats to our communities. A holistic approach must be adopted to keep delivering the services we provide to our communities. This approach will not be a once-off 'quick fix' but a prolonged sustainability journey with many phases and attributes to inform accurate and strategic decision-making.

As described in Section 3, we acknowledge the climate change projections for the District. Up to now, few actions have been taken to plan for these changes. One of the actions we have taken to date include adding \$10 million to the roading budget for emergency works following severe weather events. In this LTP, the Council will take a phased approach towards developing action plans that will set the framework around climate change adaptation and decarbonisation. The first phase (Year 1) will be reviewing the climate change risk assessment and establishing what these forecasts mean for our services and three waters assets. This will allow the Council to

identify their most vulnerable areas.

Parallel to phase one, and contributing to the Council's Environment and Sustainability Strategy, we will develop a Decarbonisation and Climate Change Adaptation framework. The framework will inform the steps to take towards prioritisation in phase two.

Phase two will entail a more detailed approach into what climate change projections mean for three waters assets and functions. This will allow the Council to prioritise climate change adaptation measures and ensure that the assets with the highest risk rating and adaptive capacity can be addressed first.

Where we are now

The majority of the works planned in this Strategy involve renewing existing infrastructure, maintaining current assets and core services. Thanks to the work we've done over the last 20 years, our infrastructure is in good shape. However, there are some key issues we face, which include: meeting new environmental legislation requirements (for example the

Government's freshwater requirements will introduce higher standards for doing things like taking water from our rivers and discharging wastewater to the environment), minimising the impacts of climate change, improving our resilience to more extreme weather events and reducing waste going to landfill.

Managing our Assets

Managing and maintaining our infrastructure assets to ensure consistent and reliable service delivery to the community requires good asset management practices and a clear strategy. The maintenance, renewal, and capital expenditure programme for our core assets is based on the information in our asset management plans and asset databases. This is the best information available to us about the assets. For some (for example, underground pipes) the information around age, type, and quantity is very reliable. However, information around condition has limitations and will be updated as new information becomes available. This could change the costs or timing of planned expenditure.

Capital works programme

Over the past two decades, we have implemented a major capital works programme to bring our core infrastructure up to standard. The implementation of the New Zealand Drinking Water Standards for potable water impacted the District's water supply schemes, and new reservoirs and water treatment plants have been constructed. Over several years, water treatment plant upgrades have been completed at Kāpuni, Ōpunakē, Eltham, Rāhotu, Pātea, Waverley, Inaha, Waimate West, Waverley Beach and Waiinu. The capital works programme also included the continued construction of Te Ramanui o Ruapūtahanga, completion of Nukumaru Station Road, renewals on the roading network and community facilities such as the Hāwera Aquatic Centre.

The COVID-19 pandemic in 2020 halted our capital works programme for two months and this had a flow-on effect into our forward programme. As a result, we are still recovering from the consequences of the pandemic.

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Capital works delivery plan

Over recent years there has been a lot of activity around how our three waters services (our water, wastewater and stormwater) are delivered. This was driven by the previous Government, which sought to create an independent water regulator and move the ownership and running of three waters services from local councils to new multi-regional water entities. The goals were to improve water quality and to reduce costs by operating at a larger scale. With the repeal of this legislation, we have now included three waters infrastructure in all ten years of this plan. Our biggest challenges will be managing our debt levels and building and delivering what we have said we will.

In the last financial year we achieved \$34m of our capital works programme. On average, we have achieved \$29m per year over the last three years. To ensure we can complete our capital works programme, we've taken a number of steps, including employing more project engineers and hiring external support for major projects. We also have in place a continuous

monitoring programme of our critical infrastructure so, if required, we can prioritise our capital works programme to make sure we continue to meet our existing levels of service. There are things we can't control, such as the availability of contractors, outcome of consultation with the community and legal requirements which could impact our ability to complete the capital works programme.

We have placed a strong focus on preparing designs for infrastructure projects ahead of the budget for construction in this LTP. Several projects are currently being designed or have already been designed and are ready to go as soon as the LTP is adopted, including watermain replacements and stormwater renewals.

Risks

Non-delivery of key projects and our capital works programmes is considered a strategic risk along with the failure to manage critical and strategic assets within the District. Inability to complete our capital

works programmes could expose our communities to the following risks:

Water Supply

- Watermain breaks causing service interruptions and increasing the amount of water we must take to make up for the water loss, which may exceed our water take consents.
- Continued levels of unaccounted for water that mean we must take more water to make up for these losses, which increases our treatment costs.
- Lack of resilience – insufficient storage in emergencies such as natural disasters and during flooding events when the source water is too dirty to treat.

Wastewater

- Continued levels of inflow and infiltration that overload our treatment plants and reduce the effectiveness of the treatment processes, so that partially treated effluent is discharged to the environment, contravening our consents in terms of quality and quantity.

- Overloading of the reticulation during heavy rain events, causing overflows at our pump stations and contamination of the surrounding areas.
- Loss of electricity supply to our pump stations, resulting in wastewater overflows and contamination of the surrounding areas.
- Failure to improve our networks and treatment systems to meet more stringent consent requirements.

Stormwater

- Flooding of properties and roads.
- Increased inflow to our wastewater systems, causing overloading of the wastewater reticulation and treatment plants.

Roading

- Reduced levels of service and deterioration of the roading network.
- Loss of access to properties and services.
- Increased number and severity of crashes.

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Financial risks are explained in detail in the Financial Strategy.

Levels of Service

The service provided by each infrastructure area is defined by the levels of service that are described and measured for each activity. These are set out in the Long Term Plan.

Levels of service have a direct impact on rates and user fees and charges. They are directly related to performance measures that provide a balanced picture of the important aspects of the levels of service as well as the purpose of the activity. We are required to use a standard set of performance measures for the three waters and the roading and footpaths activities when reporting to the community. In addition to the mandatory measures, we have performance measures that show how satisfied residents are with the services and facilities we provide. The annual resident satisfaction survey gathers feedback about how well people think our services are being provided, whether directly by the Council or via

its contractors.

Through the Long Term Plan process, we communicate with the community about the current levels of service. At times we have proposed reductions in some levels of service or discontinuing some levels of services. In each case the public soundly rejected the proposals, preferring to keep the model the same and therefore paying for the services they receive.

Through satisfaction surveys and customer requests, our residents have been telling us that their biggest concern is the condition and maintenance of our roads, which they believe have been falling over time, and they would like to see more done to improve this situation. Despite the fact that expenditure on roading has increased, it has not kept up with the higher increases in costs (for things like contractors and materials) that occurred after COVID-19. This has meant that we haven't been able to complete as much asset maintenance or renewals as previously.

This Strategy is based on the assumption that our current levels of

service will be maintained for the next 30 years. In order to maintain existing levels of service, infrastructure assets will need to be maintained in a condition that will support these levels.



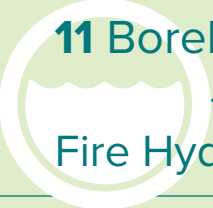




This means we will focus on the renewal of assets rather than major new projects, apart from those outlined in Table 1 above.

Table 2 below shows the key levels of service for our core infrastructure areas.

Key Levels of Service

Category	Level of service
Water Supply	Our water supply is managed sustainably. Consumers are satisfied with our water supply service.
Wastewater	We manage wastewater without risk to public health. Wastewater does not affect the quality of the environment. Residents are satisfied with our wastewater services overall.
Stormwater	We provide a reliable stormwater system that prevents houses from flooding. Our stormwater system is managed sustainably. We will respond promptly to reports of flooding and customer requests. Residents are satisfied with the stormwater system.
Solid Waste	We provide a reliable kerbside recycling and rubbish collection service. We provide a reliable, well managed user pays fortnightly kerbside green-waste collection service. Our transfer stations are safe and well maintained. We encourage recycling and reducing waste sent to landfill.
Roads and Footpaths	We provide roads that are safe and comfortable to drive on. Our roading network is maintained in good condition. Our footpaths are maintained in good condition and are fit for purpose. We will respond promptly to customer service requests for roads and footpaths.
Coastal Structures	We comply with the Taranaki Regional Council resource consent conditions for our coastal structures.

Assets: Water Supply

 <p>10 Water Treatment Plants 38 Reservoirs</p>	<p>650km of water mains</p>	 <p>11,202 Connections 20,907 People Served</p>	 <p>11 Boreholes 1,433 Fire Hydrants</p>
 <p>32 Resource Consents</p>	 <p>10 Surface Water Intakes</p>	 <p>75 Pipe Bridges</p>	 <p>40 PRV Stations 4 Filling Stations</p>

\$421.9 million
2022 Replacement cost

11.3m³
water extracted per year

\$247.2 million
2022 Fair Value

28,105m³/d
Average daily water production

Water Supply

Water is recognised as essential for the health and well-being of our population and is required in large volumes to sustain our domestic, agricultural, and industrial customers. Our community expects to be able to receive good quality drinking water and that additional water is accessible to facilitate economic development. Reducing water wastage and making sure we manage our water resource in an environmentally sustainable way is also important.

Our goals for water supply are:

- Ensuring reservoir security of supply during flooding events (dirty water).
- Compliance with our water safety plans.
- Improved water demand management.
- Security of supply for water sources.
- Ongoing asset renewals.

Our assets include water treatment

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facilities, reservoirs, water mains and service connections. Water sources are streams and bores and the supplied water meets the Drinking Water Standards of New Zealand. We also own the Nukumarū Water Supply assets, but this non-potable supply is managed by the farmers it serves.

Our priorities are ensuring that there is enough capacity for the existing population and reducing water loss (leakage) within our water networks to reduce the demand on our treatment plants and delay the need for further investment. Along with this we are also focused on data quality improvement across our asset base.

We need to improve the data on our assets so we can optimise our whole-of-asset-life decision-making and planning. Examples of this include testing physical samples of water pipes (planned and following a pipe failure).

Challenges

We have set challenging targets for leakage and loss (unaccounted for water), which are high in some parts of the network. For example, losses are

11.5% in the Waimate West scheme, 24% in Rāhotu, 28% in the Eltham supply and 34% in Waverley. Water leakage and loss are impacting the water take consents we hold with the Taranaki Regional Council. This will be partly addressed through pipe renewal projects, and a leak detection programme to identify leaks on both our reticulation assets and private properties. In years one and two of this plan we have budgeted for additional resources to reduce leakage and loss and water demand.

The installation of remote monitoring has given us greater visibility and faster response around failure rates of meters for large users. We will improve our meter replacement programme to better reflect the established lifecycle of meters. Likewise, our meter-backflow project has demonstrated a number of users who were taking excessive amounts of water from our network, and we plan to continue auditing demand for extraordinary users to ensure that they are being fairly charged for water.

We are required to provide sufficient storage capacity and meet water quality standards. To achieve this we have

included funding to construct new reservoirs in Ōpunakē, Waverley and at the Eltham water treatment plant.

Pātea has a vulnerable supply due to its full reliance on bore water and the unsuitability of the nearby river water. High residential water demand and low rates of aquifer recharge during dry summers can potentially hinder the continued supply of the bore water. These issues may result in an increase in water restrictions and/or metering for new residential connections.

Due to changes in compliance standards, we are required to upgrade the Pātea and Ōpunakē water treatment plants. The Pātea upgrade has been budgeted for in years one to three and the Ōpunakē upgrade in years one and two.

We are working to identify additional water sources to meet an increasing demand for water and our highest priorities are Waverley and Kāpuni. These are respectively budgeted in years one (Waverley) and five and six (Kāpuni).

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Key Water Issues and Challenges

Key Issues/Challenge	What we will do
Reducing unaccounted-for water through improved demand management to ensure there is enough water to go around.	<ul style="list-style-type: none"> Quantifying leakage and loss in all water supply schemes and actively managing water demand. Water conservation initiatives, leak detection and repair. Complete metering and monitoring of extra-ordinary users. Improvements to monitoring of treatment plant performance. Publicity campaigns.
Building more resilience into our water supplies.	<ul style="list-style-type: none"> Ensuring design consideration includes climate change and mitigates the effects of natural disasters. Increasing reservoir capacity up to a minimum of one day's peak demand volume. Improving linkage among schemes.
New growth areas, for example the South Taranaki Business Park in Hāwera and housing developments.	<ul style="list-style-type: none"> Infrastructure development structure plans. Hāwera to Normanby water supply resilience.
Asbestos cement pipes that are deteriorating faster than initially expected.	<ul style="list-style-type: none"> Monitor condition and continue the renewal programme.
Renewal of water extraction consents is becoming more difficult, creating issues with security of supply during dry summer months.	<ul style="list-style-type: none"> Increased demand and loss management. Increase publicity. Investigate feasibility of rainwater tanks for domestic irrigation. Water supply agreements for major users. Restrictions as required.
Improving asset performance monitoring, condition assessment and maintenance system.	<ul style="list-style-type: none"> Developing systems to improve asset data quality. Ensure we better understand how our assets are performing and their condition.
Maintenance and renewal of site services assets, for example buildings, electrical and instrumentation, communication	<ul style="list-style-type: none"> Asset data needs improvement. Condition assessment and maintenance strategy to be deployed.
Developing more accurate predictions for water main renewal	<ul style="list-style-type: none"> Improved methods of pipe condition assessment.
Full compliance with the Drinking Water Standards for New Zealand	<ul style="list-style-type: none"> Upgrade potable water treatment plants to meet the drinking water standards.
New regulator and increases in the Standards.	<ul style="list-style-type: none"> Include future changes in design consideration.

Renewals

We consider condition assessment data, together with performance matrices such as records of water main failures to generate the renewals programme and we have developed a rolling programme of pipe renewals.

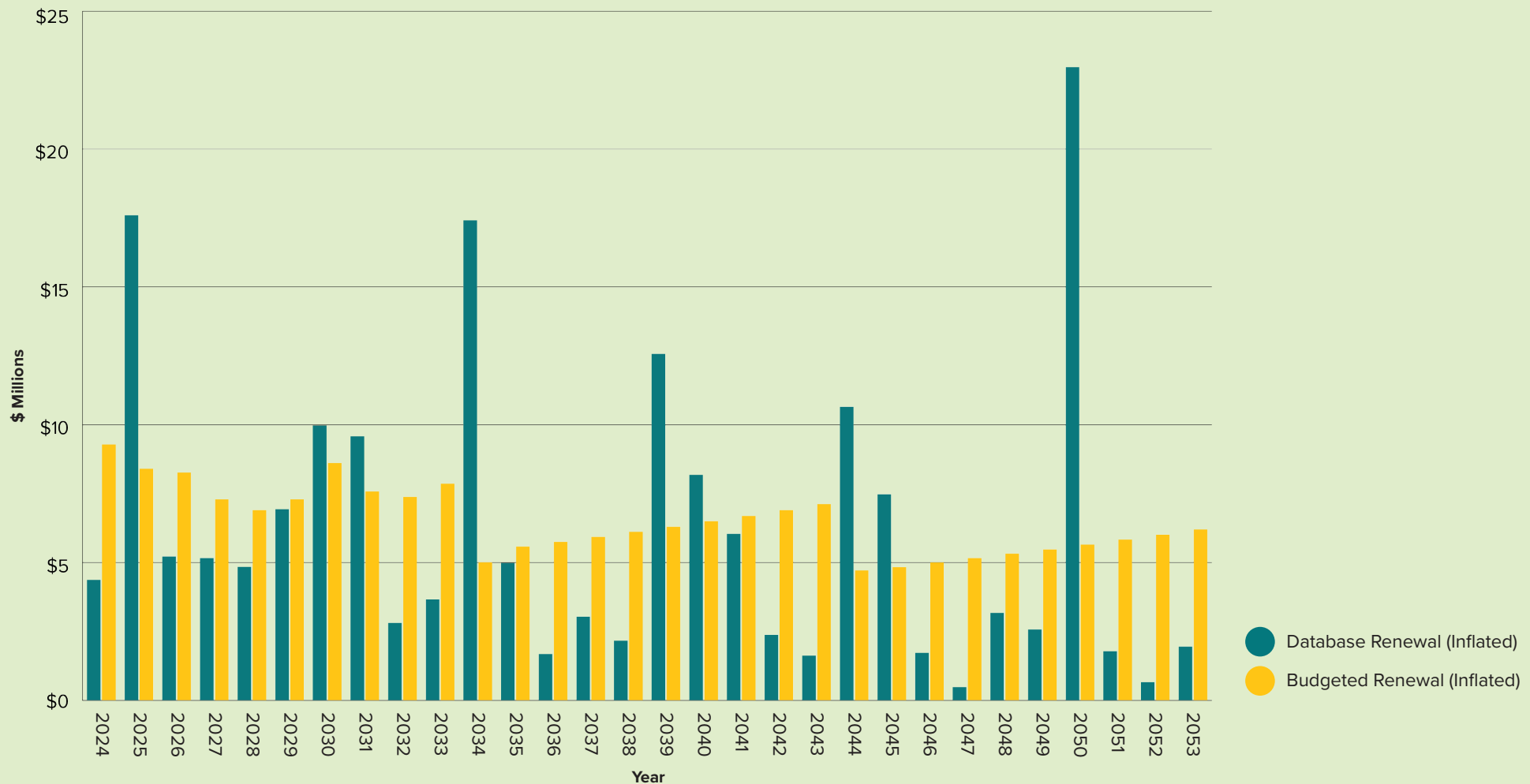
We have focussed and continue to focus on condition assessment of asbestos cement (AC) water mains and we have revised our renewals programme for AC pipe.

The following graph shows the detail of the reticulation and treatment plant renewals programme based on the assessment of our water assets (blue bars). The database renewals show a spike in years 2025, 2034, 2039, 2044 and 2050. In order to manage the work required to replace these assets the programmed budgets for achieving this work have been smoothed over 30 years (orange bars).

There is a risk that not completing our renewals programme could result in watermain breaks, exceeding our water take consents, continued levels of unaccounted for water, insufficient storage in emergencies and/or damage caused by natural disasters.

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Water Supply 30 Year Renewal Plan




Assets: Wastewater

204km
of wastewater mains

 **2,161**
Manholes

 **8** Wastewater Treatment Plants
40 Pump Stations

 **8,130** Connections
16,653 People served

\$4.5m
m³ wastewater treated per year

 **15** Resource Consents

Average daily wastewater treated
12,571m³

\$208m - 2022 Replacement cost
\$115m - 2022 Fair Value

Wastewater

Protecting public health by taking domestic, commercial, and industrial wastewater and treating it before discharge is an important issue for our community. We have eight urban wastewater schemes where wastewater is transferred to treatment plants before it is safely disposed of.

The discharges are monitored and regulated by the Taranaki Regional Council (TRC), which grants resource consents that include conditions that must be met. All but the new Waiinu Beach treatment plant consist of oxidation ponds and the treated effluent is discharged in line with the consents.

Like most wastewater networks around New Zealand, our reticulation suffers from rainwater getting into the pipes, either from the direct connection of roofs or paved areas or from ground water infiltrating into buried pipes through defects such as cracks. The impact of this is that the reticulation system may exceed its capacity and overflow during high rainfall events. Ongoing management of these issues

is a high priority, both to protect the health of the community and the environment and to ensure we can demonstrate our environmental compliance.

Disapproval of uncontrolled emergency discharges of untreated wastewater to the environment is increasing. As consents are renewed it is likely that increased treatment of wastewater will be required, along with identifying and implementing alternative ways of discharging from the plants.

Our goals for the wastewater activity are mostly associated with:

- Continuity of electrical power supply for pumps and treatment plants.
- Improving resilience, performance, and monitoring of wastewater pump stations.
- Reduction of infiltration and inflow of water into the sewer networks.
- Discharge quality improvements resulting from consent renewals.
- Compliance with our regulatory requirements.
- CCTV condition assessments and

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- renewals.
- Improved management of trade waste.
- Ongoing asset renewals.

the \$43 million budgeted is for tertiary treatment at wastewater treatment plants. This will help the Council meet the freshwater discharge standards. The expenditure for wastewater is

increasing significantly over the life of this plan, which will create affordability challenges for the community. We will need to consider how costs can be recouped in the future. There a number

of different funding mechanisms and agreements with large trade waste producers and these will need to be reviewed and considered.

Challenges

The majority of wastewater collection and treatment systems are under increased pressure as a result of inflow and infiltration. This is partly due to increased rainfall intensity as a result of climate change. Other causes of inflow and infiltration are the condition of the existing reticulation system, as well as rainwater entering our system through private properties. Future challenges include managing wastewater pond sludge and reducing the levels of inflow and infiltration into our pipe network, especially with the likely removal of consented emergency overflows in the coming years.

Our single biggest capital expense over the next 10 years is to upgrade our wastewater treatment plants (\$43 million) to meet the Government's freshwater standards. A large portion of

Key Wastewater Issues and Challenges

Key Issues/Challenge	What we will do
Stormwater inflow and infiltration into the wastewater network.	<ul style="list-style-type: none"> Inflow and Infiltration reduction by repairing pipes and manholes. Pump station monitoring. Stormwater modelling. Private property inspections and as necessary repair enforcement.
High discharge from wastewater treatment plants caused by high volume of trade waste loading.	<ul style="list-style-type: none"> Replacement and/or upgrade of wastewater infrastructure to meet consent compliance. Monitor compliance of industry discharges.
Resource consent compliance.	<ul style="list-style-type: none"> Replace/upgrade wastewater infrastructure to meet consent compliance.
Expiring resource consents. Renewal is expected to result in expensive tertiary treatment of wastewater prior to discharge.	<ul style="list-style-type: none"> Planning for tertiary treatment.
Ensuring discharge consents are not exceeded.	<ul style="list-style-type: none"> Manage and reduce inflow and infiltration.
Poor asset condition data for wastewater pipes, pump stations and manholes.	<ul style="list-style-type: none"> Undertake CCTV inspections, condition assessment and evaluation for all wastewater pipes, pump stations and manholes.
Demand management to ensure we can cope with the wastewater demand of today.	<ul style="list-style-type: none"> Invest in more treatment and flow capacity within the network and wastewater treatment plants.
Building more resilience into our wastewater network.	<ul style="list-style-type: none"> Ensuring design consideration includes climate change mitigation against natural disasters.
Developing more accurate predictions for wastewater main renewals.	<ul style="list-style-type: none"> Improve methods of pipe condition assessment.

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Renewals

We have established a programme of sewer CCTV, network smoke testing and private property inspections to assess the condition of sewers and develop a prioritised schedule of pipes to be repaired, replaced, or relined, and to remove stormwater inflow from the sewer system. We have engaged specialist contractors to assist us with inspecting and evaluating the condition of our pipes.

Low levels of potentially harmful organisms (norovirus) in shellfish have periodically been found after monitoring near the marine outfall in Hāwera. This can be infectious to humans, resulting in sickness. We are working with Iwi and the TRC on possible long-term solutions, including additional treatment at the ponds, an increased monitoring regime and an intensified public warning system. We have highlighted that there will be an additional cost to minimise re-occurrences of the norovirus reappearing in the medium term. Renewal of our discharge resource consents may require works to improve the treatment of sewage to comply with

new consent conditions. This is a key driver for the treatment plant upgrades. The following graph shows a spike in 2033 and a huge one in 2045 in the renewals required (blue bars), according to renewal dates derived from the asset database, based wholly on the installation year. As with water, in order to manage the work required to replace these assets the programmed budgets for achieving this work have been smoothed out over 30 years (orange bars).

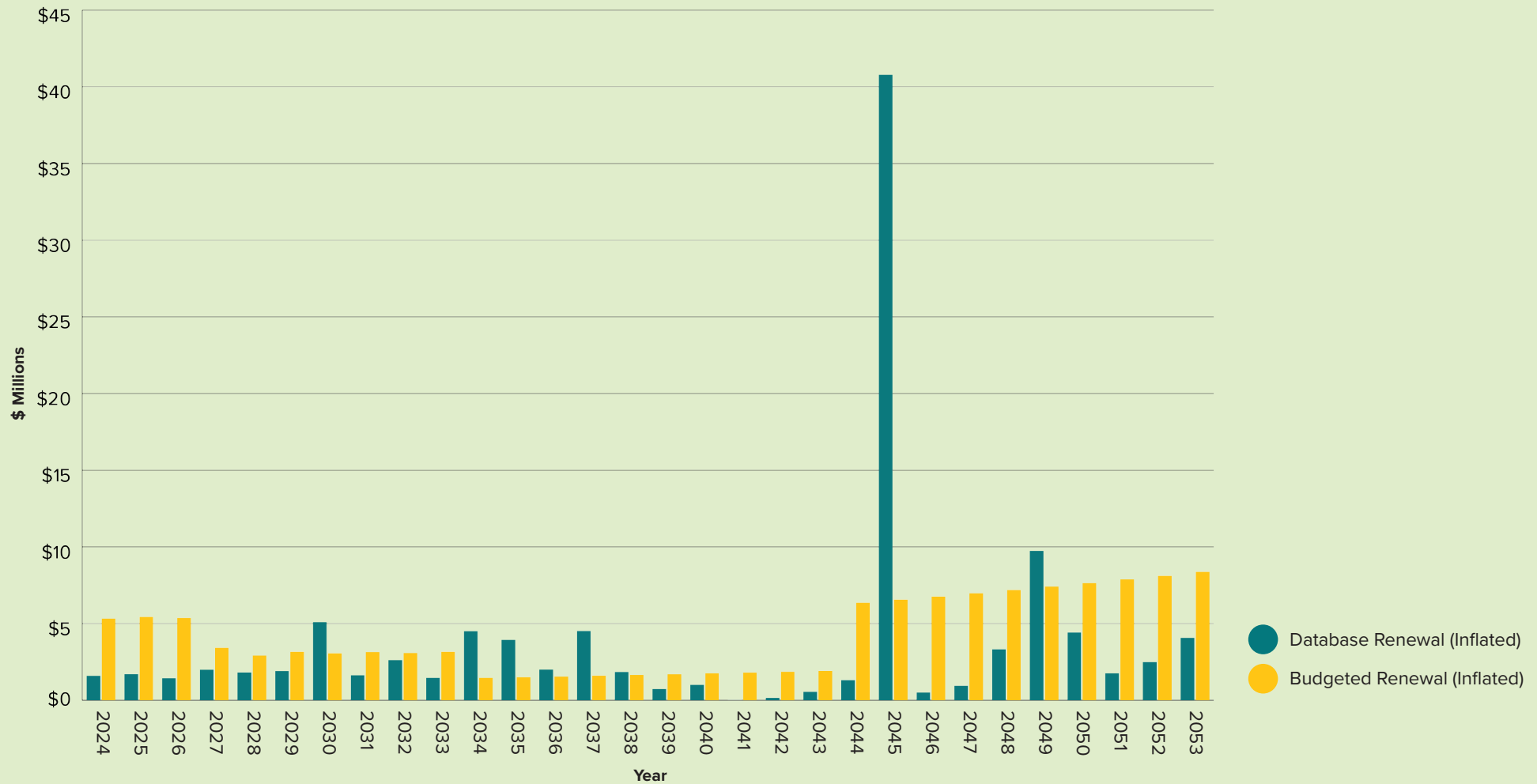
- If renewals for wastewater are unable to be completed, there is a risk that we will continue to:
- experience inflow and infiltration that overload our treatment plants;
- discharge partially treated effluent to the environment;
- experience overflows at pump stations and contamination of surrounding areas as a result of heavy rainfall events; and
- breach our consent requirements.

While the wastewater asset data accurately reflects the assets we own, improvement of metadata across

all asset classes will remain a focus. The ultimate goal is to drive all asset renewals and maintenance from the asset database.

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Wastewater 30 Year Renewal Plan



Assets: Stormwater

90km
of pipes

1,025
Manholes

17km
lined and unlined channels
(excluding road drains)

2,108 Inlet structures
325 Outlet structures

\$79.3 million
2022 Replacement cost

\$41.9 million
2022 Fair Value

Stormwater

The community expects our stormwater reticulation to protect homes and core infrastructure such as roads and wastewater systems and prevent these from flooding. To respond to this, we build and operate stormwater infrastructure in urban areas to help prevent the flooding of properties and reduce or eliminate water ponding on roads that could create safety hazards. In extreme rainfall events however, when the pipe network is overloaded, stormwater will take overland flow paths, often along roads.

The maintenance, renewal, and capital expenditure programme for our core assets is based on the information in our asset management plans. This is the best information available to us about these assets. We have less confidence in the information about our stormwater pipes; however, our ongoing stormwater inspection and condition assessment programme will continue to improve our knowledge and, as a result, the future renewal programme may be different to what is currently planned. This could also result in us having to spend unplanned

money on fixing stormwater assets if they break unexpectedly.

We manage and maintain stormwater assets made up of culverts, water channels, water collectors, stormwater ponds, outfalls, and pipe reticulation networks. Stormwater from residential properties is normally disposed of on-site via soakage, not through the stormwater system.

Surface flooding of roads by stormwater is a common complaint and this can be due to blocked sumps or blocked downstream pipework. Flooding such as that in Ōpunakē during August 2015 occurred because of the significant contribution of overland flow from farmland in the uphill catchment. The Taranaki Regional Council has responsibility for stormwater control outside urban areas, so we need to work closely with the TRC to ensure that appropriate solutions are found to flooding issues in our communities.

Stormwater infrastructure is not fully developed throughout the District. In response to climate change and an increase in rain fall intensity we will need to focus on developing stormwater infrastructure in at risk

Rautaki Hanganga-ā-roto | Infrastructure Strategy

areas throughout the District. We are developing stormwater network models for urban areas and the focus for our stormwater networks performance is therefore to minimise the occurrence of flooding of houses (excluding garages and sheds). However, prevention of flooding of all properties in all circumstances is not feasible or affordable.

Our focus over this LTP will be to improve stormwater network data.

Key Stormwater Issues and Challenges

Key Issues/Challenge	What we will do
Flooding.	<ul style="list-style-type: none"> • Areas of frequent flood events are identified and included in long term planning. • Improve stormwater network data.
Lack of stormwater network.	<ul style="list-style-type: none"> • Investigate feasibility of developing town stormwater reticulation networks.
South Taranaki Business Park, Hāwera.	<ul style="list-style-type: none"> • Complete the development of the South Taranaki Business Park.
Renewal of discharge consents is expected to result in treatment prior to discharge.	<ul style="list-style-type: none"> • Plan for possible treatment of stormwater discharges to waterways, due to upcoming freshwater reforms.
Deferral of inspections and condition assessments for manholes, laterals, and pipelines, leading to underinvestment.	<ul style="list-style-type: none"> • Inspections programme to improve asset data quality.
Improving asset performance monitoring, condition assessment and maintenance system.	<ul style="list-style-type: none"> • Developing systems to ensure we better understand how our assets are performing and their condition and forward work planning.

Renewals

Our stormwater infrastructure is not developed to the same extent as our water and wastewater networks. Having received the highly accurate LiDAR (Light Detection and Ranging) data, we are now able to plan our stormwater networks development and renewals, even though some of our infrastructure is due for renewal now. However,

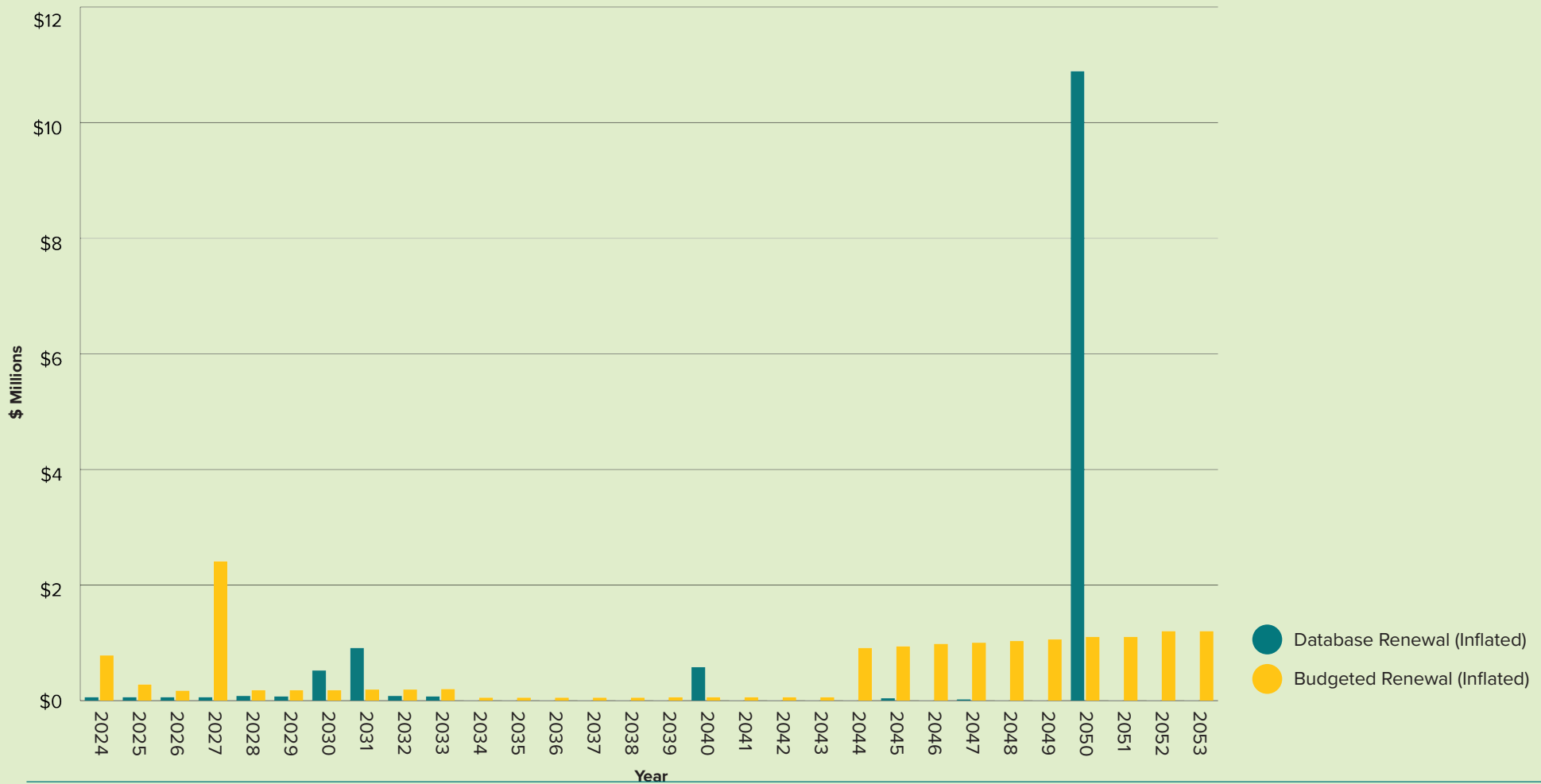
flooding problems are obvious in some of our urban areas and we need to proceed with upgrades and/or renewals without the required catchment data.

Our current data shows a spike in renewals in 2050 based on the installation date. The programmed budgets have been smoothed out over 30 years, and this will continue to be reviewed as more accurate data becomes available. The risk of not

completing our stormwater renewals includes flooding of properties and roads and increased inflow to our wastewater systems, causing overloading of the wastewater reticulation and treatment plants.

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Stormwater 30 Year Renewal Plan



Rautaki Hanganga-ā-roto | Infrastructure Strategy

Assets: Roothing and Footpaths

1,663km of roads that we construct and maintain (1,388 sealed - 275km unsealed)



201.4km of footpaths



10,332
Traffic Signs

87 Major Culverts

146 Bridges

5,792 Minor Culverts



2,276
Streetlights

875 Streetlight Poles

205 Stock underpasses

29

Retaining Walls

\$793m

2022 Replacement cost

\$531m

2022 Fair Value

Roothing and Footpaths

We maintain and develop a substantial rooding network to meet the needs of residents and road users within the District. This includes the road corridor that typically consists of roads (carriageways), footpaths, pathways, streetlights, signs, road markings, retaining walls, bridges, culverts, grass verges and road shoulders. Safe, reliable, and accessible rooding infrastructure provides access to health and social services and an efficient distribution network for residents and businesses. Roothing infrastructure is essential for both the community and economic development of the District. The road strategy enables us to plan and carry out this work under the requirements of various statutes and our own relevant plans, policies and bylaws.

Assets

In addition to these key assets there are about 1,007 km of “paper” or unformed legal roads that we do not maintain. Waka Kotahi operates and maintains the state highway network, which

interfaces with our local road network. Waka Kotahi is also our co-investment partner for funding of the local road network. Our Financial Assistance Rate (FAR) received from Waka Kotahi was 63% and has increased to 65%.

Challenges

Because of the uncertain economic environment and a change in central government priorities, it is possible that the FAR from Waka Kotahi could decrease over the life of this plan.

We have submitted our rooding work programme budget to Waka Kotahi for approval; however, we are unlikely to receive confirmation of the requested budget prior to the adoption of this plan. There is a risk that the requested budget may not be fully approved, which will impact the proposed programme of work.

Through satisfaction surveys and customer requests, our residents have been telling us that their biggest concern is the condition and maintenance of our roads, which they believe have been reducing over time, and they would like to see more

Rautaki Hanganga-ā-roto | Infrastructure Strategy

done to improve this situation. If our proposed budget is reduced there is a risk that customer satisfaction could further decline. However, there are other funding options available such as loan funding or increasing targeted rates, which will result in rising costs to the community.

There has been a considerable increase in materials and contractor costs since the COVID-19 pandemic. Over the next ten years we are proposing to increase the expenditure on roading to compensate for the rise in costs so we can better manage the lifespan and resilience of our infrastructure, maintain existing levels of service and increase work done on our bridges. More specifically, each year for the next ten years, we propose to maintain 1663km, widen 9km and reseal 80km of road, renew 2km of footpaths, upgrade a one-lane-bridge to two lanes, upgrade or replace one bridge and improve key rural road intersections.

Rural roads servicing forestry blocks can suffer a significant increase in the numbers and weights of vehicle movements when the forests are harvested, which can effectively destroy a road's structure and require significant

unplanned renewal expenditure. Additional expenditure of \$0.7 million a year for road renewal (pavement rehabilitation) is anticipated in 2025 and 2027.

We are developing a comprehensive renewal and replacement programme for our bridges and major culverts. Of these bridges, 13 are posted for weight limits or the maximum 50 tonnes loading ("50 Max") is not permitted, and many bridges on lowly trafficked rural roads are nearing the ends of their serviceable lives, so they will need to be replaced within the next 30 years. We are investigating high risk bridges to determine whether some can be strengthened rather than replaced, to extend their life. A recent change in Waka Kotahi criteria under the low-cost, low-risk work category will allow us to replace more bridges.

Key Roading Issues and Challenges

Key Issues/Challenge	What we will do
Customer expectations – misalignment between the Council and community about the appropriate level of service, increasing customer complaints and investment demands. Roading consistently ranks the lowest in our annual resident satisfaction surveys.	<ul style="list-style-type: none"> • Education, including targeting key audiences with messages through various media and developing relationships with key groups to build trust and credibility. • Increase programme and funding. • Timely response to complaints.
Increasing demand for the skills and resources we need, resulting in the likelihood of increasing costs, time delays and quality issues.	<ul style="list-style-type: none"> • Change work programme to avoid materials shortages. • Order scarce materials early to give suppliers long lead times. • Partner with other organisations to access complementary skills.
Increasing HCV movements, especially on 'low volume roads', causing damage to assets and increasing financial burden for our ratepayers.	<ul style="list-style-type: none"> • Increase road renewal and bridge strengthening. • Change levels of service and pass bylaws. • Reduce demand by posting/restricting use. • Increase funding to counter damage. • Develop relationship with trucking companies to manage situation.
Increasing death and serious injury crashes and poor driver behaviour causing increased harm and disproportionately affecting vulnerable users.	<ul style="list-style-type: none"> • Increase work programme. • Develop policy for speed and demand management. • Lower the safety risk. • Increasing funding. • Communications – safety messages.
Of our 233 bridge and major culvert structures, more than 60% are older than 50 years. We expect a surge in renewals over the next 30 years. The current renewal rate of one per year is insufficient to renew the bridges within a 100-year cycle.	<ul style="list-style-type: none"> • Monitor the condition of bridges and plan upgrades as required.
Major weather and environmental events increasing in severity and frequency resulting in increased costs to withstand and recover from these events.	<ul style="list-style-type: none"> • Increase the work programme and funding to improve resilience. • Increased preventative maintenance.

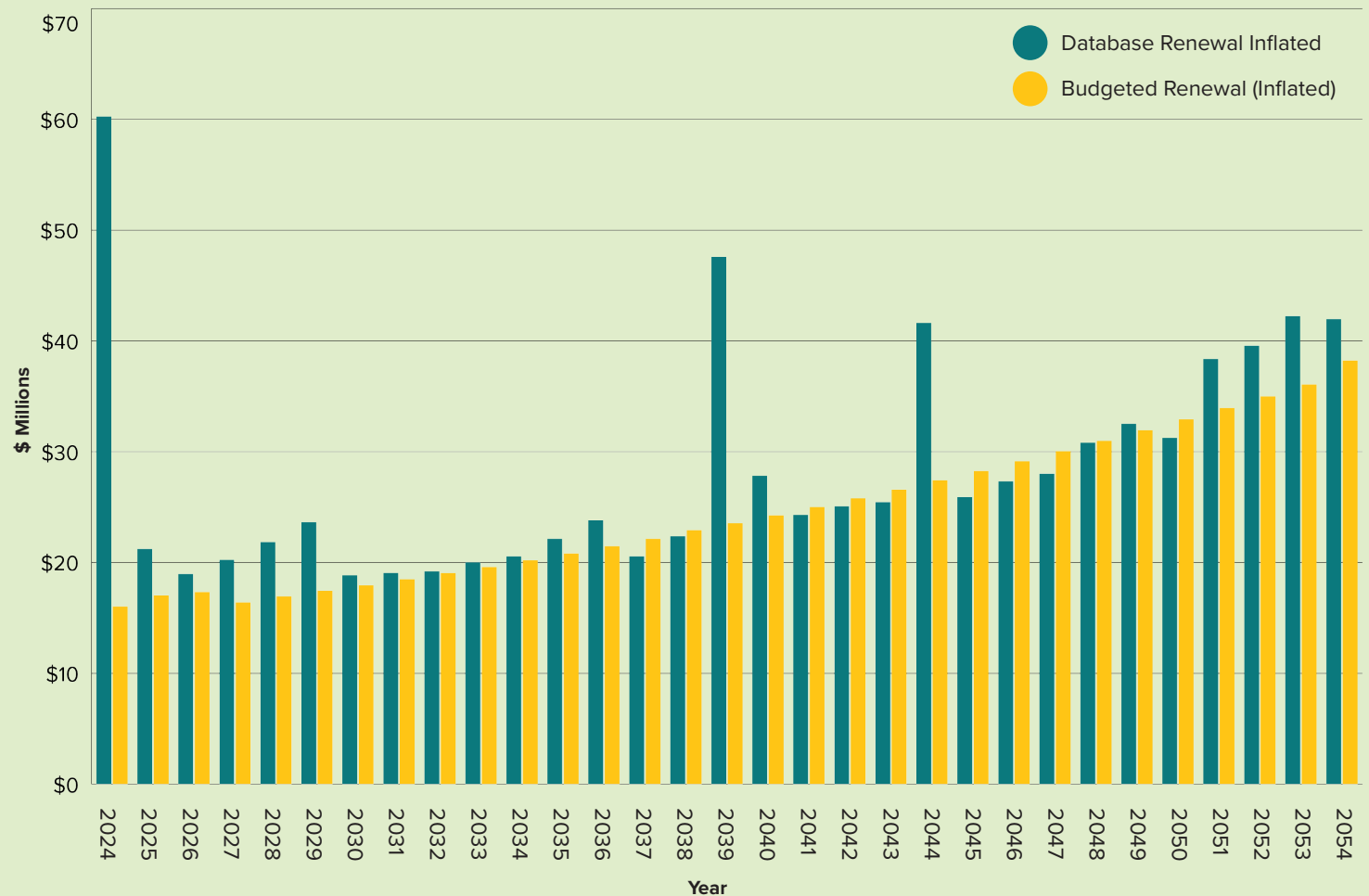
Rautaki Hanganga-ā-roto | Infrastructure Strategy

Renewals

The asset database indicates a significant apparent spike in renewal expenditure of \$60m in 2024 (year 1). The forecast renewal work along with proposed renewal budget, and the cumulative increase, is illustrated in figure 8. The renewals consist largely of roading basecourse that is beyond its expected remaining life as shown in the database. The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or the year of the last renewal. We use asset condition to determine our forward renewal programme, and may be supplemented with, or based on, expert knowledge.

While the life of the roading surface above the basecourse has been extended through condition assessments and renewals (resealing), the remaining life of the basecourse underneath is not adjusted when roads are resealed. This is fundamentally a data quality issue and remaining life will need to be revised to match actual condition. The revision of remaining useful life will result in reduced depreciation going forward. However, we consider the amounts to have minor impact on roading rates, due to the fact that the majority of roading depreciation is not funded.

Roading 30 Year Renewal Plan



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District Pathways Programme

In 2015 we adopted a programme to build several new pathways (walkways/cycleways) and upgrade some existing ones. The programme was strongly supported in public submissions and was a key project designed to enhance lifestyle and recreational opportunities across the District. Six of the original pathway projects have been

completed. We plan to continue with the programme, but the new Government has indicated potential changes to priorities that may not include pathways. The pathways programme is funded from Waka Kotahi subsidies, loans, and rates.

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Assets: Solid Waste



Solid Waste

We operate transfer stations at Eltham, Ōpunakē, Hāwera, Manaia, Pātea, Waverley and Waitōtara. We also hold consents for the discharge of leachate and stormwater from seven closed landfills and legacy sites. These are at Kaponga, Manaia, Pātea, Ōpunakē, Hāwera, Otakeho and Eltham.

The collection and disposal of solid waste is conducted regionally, through a shared arrangement between the New Plymouth, Stratford, and South Taranaki District Councils. As part of the review of the Waste Management and Minimisation Plan and the re-tender of the solid waste services contract the Council decided to introduce a food waste collection and move from a weekly collection service to a fortnightly service. The new contract takes effect from 1 October 2024.

The refuse from the collections and transfer stations was transported to the Colson Road Landfill in New Plymouth, which closed in 2018. The three district councils' waste is transported and disposed of at the Bonny Glen landfill in Rangitikei. All of the recyclable materials collected are transported to the

Materials Recovery Facility (MRF) in New Plymouth where they are sorted.

The Government charges a levy on all waste disposed of to landfills across the country. The Ministry for the Environment (MfE) has increased waste levies, which affects the Council's disposal costs. We will continue to promote initiatives to lower waste generation and disposal and to find more environmentally friendly ways to treat waste within our District.

The three district councils across the Taranaki region are working together to investigate the possibility of an organic waste processing facility. Where and how this will be established is still to be determined. However, it will reduce the emissions across the District dramatically because organic waste will be transported and managed within the Taranaki rohe.

Challenges

Escalating costs for the collection and disposal of solid waste are putting increasing pressure on our community, and affordability is major concern.

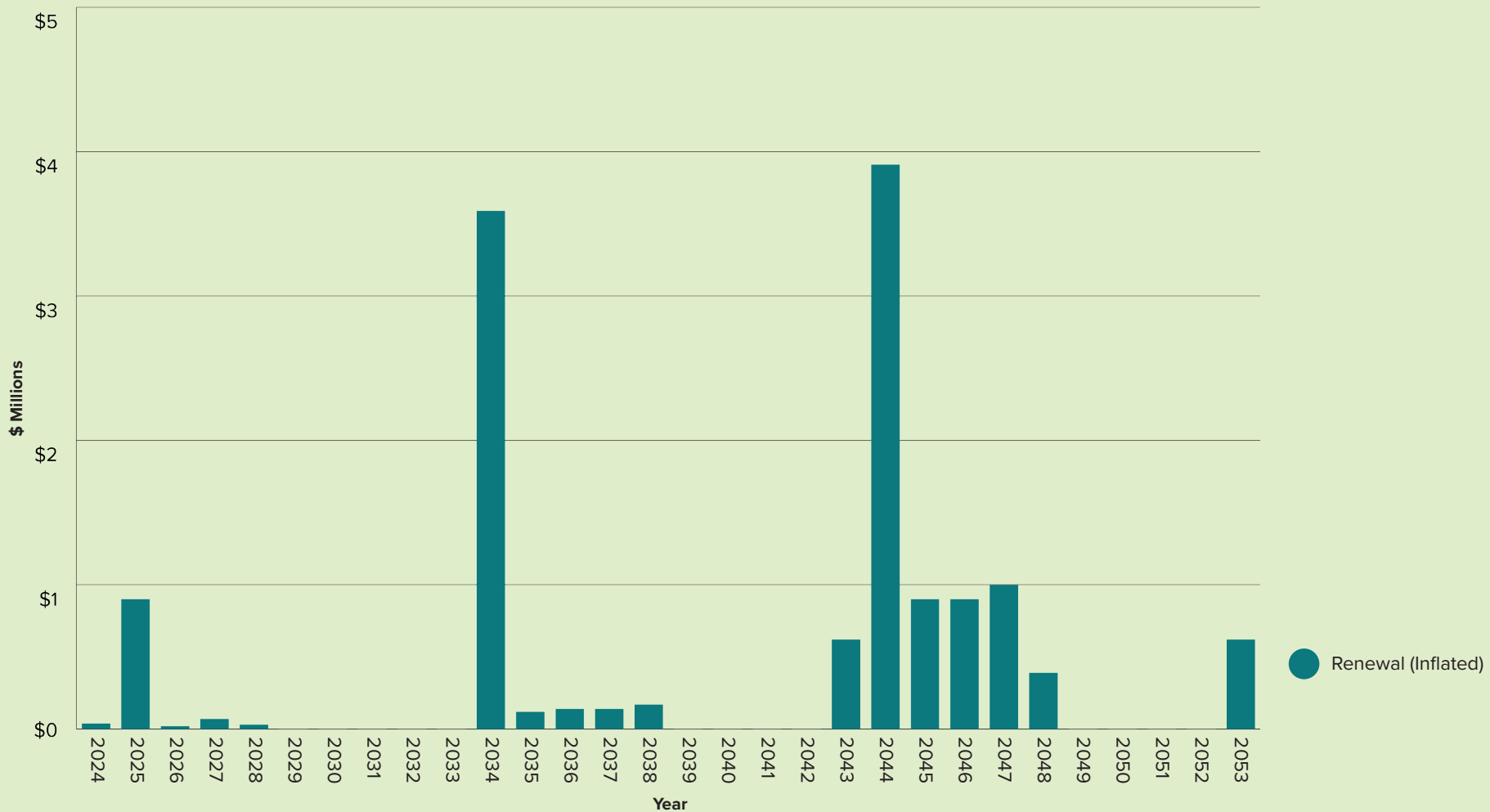
key Solid Waste Issues and Challenges

Key Issues/ Challenges	What we will do
Expected increase in waste minimisation levies resulting in higher costs of providing the service.	<ul style="list-style-type: none"> Waste reduction will be key, along with behaviour change.
We are becoming aware of un-consented landfills in the District, including at least two on the coast.	<ul style="list-style-type: none"> Monitor.

Renewals

Some renewals are planned for transfer station infrastructure that include pump station and drainage renewals at Hāwera as well as some concrete surface renewals. Other larger structures renewals are planned in years 2034 and 2044. Asset database improvements will also be made in 2024 and 2025 to ensure that all assets and their condition are accurately recorded to improve asset data quality.

Solid Waste 30 Year Renewal Plan



Rautaki Hanganga-ā-roto | Infrastructure Strategy

Assets: Coastal Structures

6 sea walls / retaining walls
13 revetment / breakwaters

2 Boat Ramps

1 Wharf
2 Pātea Moles

8 Accessways
Handrails
Steps

\$85.1 million

2022 Replacement cost

\$12 million

2022 Fair Value

Coastal Structures

There are numerous coastal structures along the South Taranaki coast, including the Pātea moles (breakwaters) that direct river water through the sand bar at the mouth of the Pātea River. The moles were originally built for the shipping industry and now serve recreational and emergency craft, while most other coastal assets are minor, such as seawalls and accessways, paths and steps to the sea and boat ramps to allow recreational craft to access water bodies.

Assets

We aim to manage our coastal structures to provide reliable and continuous:

- Access to beaches for pedestrians;
- Access to rivers, lakes, and the sea for boat users; and
- Protection of erosion-prone sections of coast in the vicinity of existing infrastructure and cultural sites.

Challenges

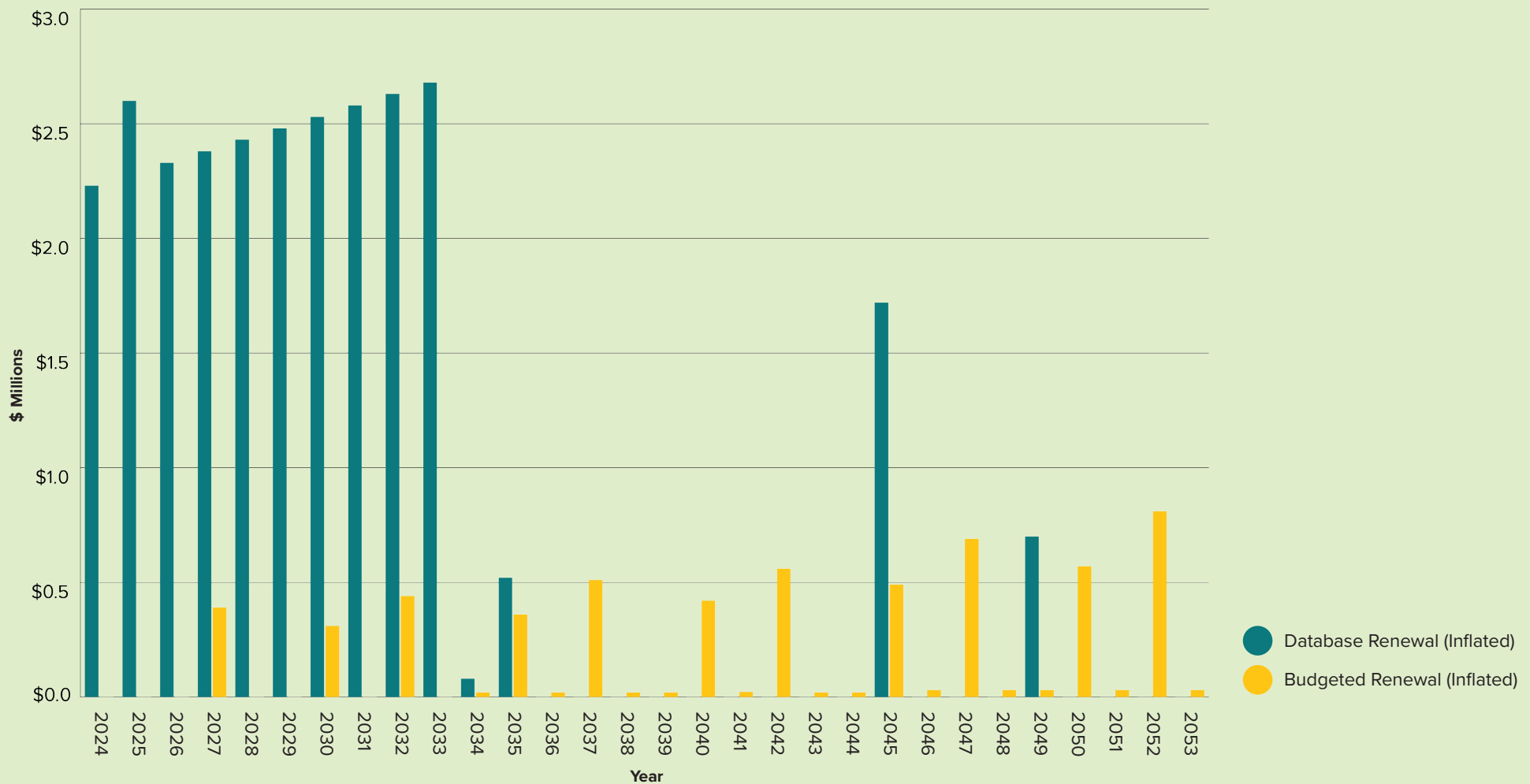
The main challenge in managing our coastal structures is the on-going degradation of assets due to the harsh marine environment. We monitor their condition and programme works as required. For example, the erosion in Middleton's Bay is an area of concern we are continuing to monitor.

Renewals

We plan to include the coastal structure renewals in the final LTP budget. The asset that need the most attention is the Pātea moles. The graph shows the value of the replacement of the existing moles. However, a Report done in 2017 shows that if we continue to do periodic renewals of sections of the moles, we are effectively extending their life by 50 to 70 years.

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Coastal Structures 30 Year Renewal Plan



Rautaki Hanganga-ā-roto | Infrastructure Strategy

Assets: Parks and Reserves



Parks and Reserves

We own and maintain parks and reserves across the District, varying in type and size from neighbourhood ‘pocket parks’ and playgrounds and main street gardens to sports fields, premier parks and the 240ha Rotokare Scenic Reserve east of Eltham. At this stage, there is little demand for additional parks because the existing stock provides enough recreational space across the District for the current and projected population. However, we received feedback from the community on providing for improved maintenance of parks and gardens particularly through the townships.

In October 2023 the Council adopted the Collaborating for Active Spaces and Places Strategy, a regional approach to providing an integrated and connected recreational facilities network.

The Strategy was co-developed in collaboration with key partners and stakeholders in the Taranaki Region, including providers and potential funders, operating as the Taranaki Facilities Consortium. This will see the preservation of local autonomy while ensuring good practice in planning for

facility development and funding co-ordination.

Challenges

Life expectancy is increasing, and we are becoming more aware of the need to keep fit and healthy and enjoy our retirement and independence for longer. The main challenges for our parks and reserves activity reflect changing demographics and recreational preferences. We recognise the changes in recreation needs as our population ages, the decline in participation of structured sports and increasing demand for informal recreation facilities, particularly pathways for walking and cycling. We have a pathways development programme to address this demand.

Renewals

Renewals for our parks and reserves includes Hāwera’s King Edward Park gates; horticultural renewals (plants, shrubs, and trees); and Eltham’s Bridger Park Bridge renewal.

Assets: Community Facilities

South Taranaki
isite
Visitor Centre



7 Swimming
Pools



TSB
Hub

9 Halls



37 Public
Toilets



Hāwera
Cinemas

10
Cemeteries



7
Campgrounds

72
Housing Units

Community Facilities

We have a wide range of community facilities that provide the mostly non-core services our communities expect.

and Rāhotu; campground security gates, driveway resealing and chattels; Hāwera Aquatic Centre and rural pools plant; and TSB Hub air conditioning, roofing, lighting and carpets.

Challenges

- Competition from other community facilities.
- Earthquake-prone building legislation.
- Changing social patterns – less interest in organised meetings and other gatherings.
- A need to make our pools more environmentally sustainable.
- Possible increases in standards for swimming pool water and lifeguard accreditation.
- Increasing demand for Housing for the Elderly units.

Renewals

Planned renewals for community facilities include cemetery mats and berms; playground upgrades; new toilets at Pātea, Ōhawe, Ōpunakē Lake

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Affordable Rates

The ability of our ratepayers to continue funding services and the maintenance and renewal of the assets needed to provide sustainable infrastructure is an on-going issue. We will mostly concentrate on maintaining and replacing existing assets rather than creating new ones that will increase operational costs. Exceptions are:

- New assets as part of the Town Centre Master Plans;
- New assets for the South Taranaki Business Park; and
- Tertiary level wastewater treatment plants.

We want South Taranaki to be an affordable place to live and do business. Our challenges for the District is to maintain our current levels of service, consolidate, and reduce debt – must be balanced with the need to keep rates affordable for our community. We need to respond to our community's needs in a manner that is sensitive to economic factors, keep costs down by focusing on the

basics, deferring or deleting projects where appropriate and utilising various funding mechanisms as well as rates without raising our rates by more than 6.0%.

Our Plan for the Future – the Most Likely Scenario

This Strategy provides an overview of the most likely scenario for managing our infrastructure. In general, we plan to maintain our current levels of service while focusing on the three themes described earlier – affordability, intergenerational equity and partnerships.

We have included our preferred options for significant capital expenditure in our Long Term Plan budgets. The forecasts for the first three years are the most detailed, while those in years four to ten are a reasonable outline of the most likely scenario. The forecasts beyond year ten are indicative estimates and will be developed further as more information becomes available.

Lifecycle management

The management of the lifecycle of assets is the key to delivering cost effective services. Table 8 shows the approach taken to lifecycle management for the various asset categories.

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Lifecycle Management Approach

Asset Category	Main Issues	Maintenance Strategy	Lifecycle Approach
Water Treatment	Water treatment plant upgrades have been completed over recent years. Treatment of all groundwater as a result of new water services standards is planned. An improved planned maintenance system is needed to ensure optimal asset performance is achieved.	Maintenance is undertaken based on plant performance, criticality and known plant issues. Improvements are needed to meet the equipment manufacturer's maintenance recommendations.	Use AssetFinda to record maintenance regimes and asset performance. Use information gathered to refine and optimise the maintenance programme, renewal strategies and plant performance.
Water Reticulation	Unaccounted for water needs reducing to better demonstrate good resource stewardship. Detailed three-year renewals programme of improved asset condition assessments. Review assets within ten years of renewal.	Proactive management of the minimum night flows (MNF). Ongoing pipe flushing, valve and hydrant exercising, backflow preventer testing. Periodic town-by-town reticulation cleaning to be introduced.	Improve data set and test physical samples (planned and following a water main burst) to better establish remaining lives. Verify based on actual asset performance before committing to renewal. Extend remaining life if asset is still serviceable.
Wastewater Treatment	No major issues where there is no trade waste, as treatment ponds allow time to rectify issues before compliance is compromised. Additional aeration capacity, sludge management and trade waste management are needed where trade waste loads are high, to mitigate risk.	Scheduled maintenance carried out, electrical annually and mechanical six-monthly. Better capturing of maintenance and performance data will improve decision making.	Utilise better performance and condition data capture to improve whole of life decision making.
Wastewater Reticulation	Inflow and infiltration (I&I) of water into the pipe network reduces the hydraulic performance and may also result in the failure to meet volumetric resource consents.	Routine CCTV inspection of the sewer network to identify faults and target rehabilitation efforts. Flush problematic sewer lines and inspect manholes. House inspections and smoke testing to identify wrongly connected stormwater.	Manage levels of I&I by rectifying defects to ensure network overflows don't occur from hydraulic overloading. Repair or renewal selected based on number and types of defects. Consider independent stormwater systems.
Roading Pavements	From an asset management perspective, there are no significant issues, as performance indicators mostly show good condition with slight declining trend predicted due to increasing heavy vehicle usage. However, we acknowledge that this is not the community's perception.	Maintenance treatment chosen based on condition rating and required level of service of the pavement. Methods employed are patching, reseal or rehabilitation. Reduce volume of reactive maintenance in preference for preventative maintenance.	RAMM roading asset information system is used to select appropriate treatment based on Waka Kotahi criteria.
Roading Bridges	There is an upcoming peak of renewals over the next 30 years. Some bridges may not qualify for NZTA funding under current criteria unless the replacement cost is less than \$2 million.	Visual inspection every two years with detailed examination every six years on some critical structures to prioritise maintenance and renewal. Raise individual business cases for bridge replacements >\$2m.	Manage renewals to give smoothed cash flow to ensure funding from Waka Kotahi is available.

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Capital expenditure decisions

Our decisions on how much to spend on infrastructure have three main drivers:

1. When should existing infrastructure be replaced?
2. When should we invest to improve the existing service?
3. What investment is needed to cater for growth and development?

Some capital development is determined by regulation:

- Drinking Water Standards.
- Regional Council consent conditions that determine the amount of fresh water that can be taken from a river or the ground and the quantity and quality of discharges back to rivers from water and wastewater treatment plants and stormwater runoff.

Community expectations in these areas tend to align with the regulators' requirements.

Replacing infrastructure

An asset needs to be replaced when it can no longer provide a level of service. For example, a water main may be renewed if it is bursting too frequently, has too much water leaking from it, or its internal condition causes dirty water. Our renewal programmes are based on established criteria for the lives of assets, as recorded in our asset management systems, and details are provided in our asset management plans. Most wastewater plants and nearly all water supply treatment facilities have been upgraded over the last nine years to meet the required standards, which means there are few imminent high value asset renewals in these areas. However, the pipe assets for water supply, wastewater and stormwater would typically be expected to last between 80 to 100 years and many have reached that age range. These networks have a value in excess of \$135 million and a significant quantity of renewals is scheduled over the next 30 years.

The accuracy of our reticulation renewal programmes improves as we improve the quality of the information

we have about the assets and their condition. Condition assessments will continue to be a priority, to improve our knowledge across our reticulation networks. The focus for condition assessments will be those assets with the shortest theoretical remaining lives and those that serve the highest numbers of customers.

Our financial projections for renewals assume that technology will not advance substantially, so the cost of renewal will not reduce with time. Where appropriate we use the range of 'no-dig' and relining technologies available for rehabilitating sewers, as these are less expensive than replacing the pipes with new ones.

Improving the existing service

We may increase the level of service we provide for a number of reasons and that usually increases the cost of the service. Examples are:

- An increase in legislative requirements.
- Higher environmental expectations.
- Climate change impacts.
- Providing improved resilience to earthquake and volcanic eruption.

Given the extent of our borrowing (debt), it is important that we prioritise our capital investment, which we have done against the four criteria above.

Legislative changes

We improve parts of our infrastructure when there is a legislative requirement to do so, including upgrades to our water treatment plants to comply with the New Zealand Drinking Water Standards 2005. The Havelock North water supply enquiry made numerous sweeping recommendations in relation to ground water sources, many of which we had already decided to implement. These will see all ground-sourced drinking water supplies fully treated to meet the bacteriological standards.

Through consenting, the Taranaki Regional Council determines the amount of fresh water that can be taken from a river or the ground and the quantities and quality of discharges back to rivers from water treatment plants, wastewater treatment plants or stormwater runoff.

We expect water treatment standards

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Growth Impact

will increase and an allowance has been made for this.

Growth Planning

Minimal predicted population growth means that maintaining our infrastructure to meet current levels of service will be the primary strategy, particularly for the water supply and wastewater activities, where reducing water loss and water entering sewers can significantly delay the need for further investment. These areas are the key strategic focuses over the next five years, as they yield other benefits too.

Rather than growth planning, a managed retreat may be required in some areas, where capacities might be reduced when assets are renewed.

The likely impacts of growth on our core infrastructure are summarised in Table 9 below.

Asset Category	Main Issues	Maintenance Strategy
Water Supply	Population changes and increases in demand for water are anticipated in Hāwera’s new residential area (Hāwera Western Structure Plan). A small and continuing increase in demand is expected from dairy farming. Demand for commercial and industrial sections is expected to be focused around the Hāwera and Normanby areas.	The primary response to growth has been the Hāwera Western Structure Plan to encourage growth where demand for water can be managed affordably. Stages Two and Three of the South Taranaki Business Park are under way, which include additional water, wastewater, and stormwater infrastructure. We are ensuring water leaks are repaired and process losses at treatment plants are minimised.
Wastewater	Population changes will have a small impact on wastewater systems. New industries will be considered as trade waste customers with possible on-site treatment if existing Council facilities have insufficient treatment capacity.	Maintain the existing wastewater treatment plants. Inflow and infiltration of water into the wastewater network is a key strategic issue and will be managed to ensure unconsented overflows don’t occur. The primary response to growth has been the Hāwera Western Structure Plan to encourage growth where infrastructure can be provided and accessed affordably. Stages Two and Three of the South Taranaki Business Park are under way, which include additional water, wastewater, and stormwater infrastructure.
Stormwater	Predicted growth is not expected to have a significant impact on stormwater infrastructure.	Continue to monitor system performance.
Roads and Footpaths	Population or business growth is not predicted to have a significant impact on roading infrastructure.	The emphasis is on maintaining the existing network. No significant upgrades are anticipated as a result of growth with the exception of the South Taranaki Business Park.

When will it happen?

The timeline in Figure 14 shows the most likely scenario for our infrastructure investment. This provides a view about our planned expenditure over the next 30 years. The timeline is colour coded as shown below to identify each activity.

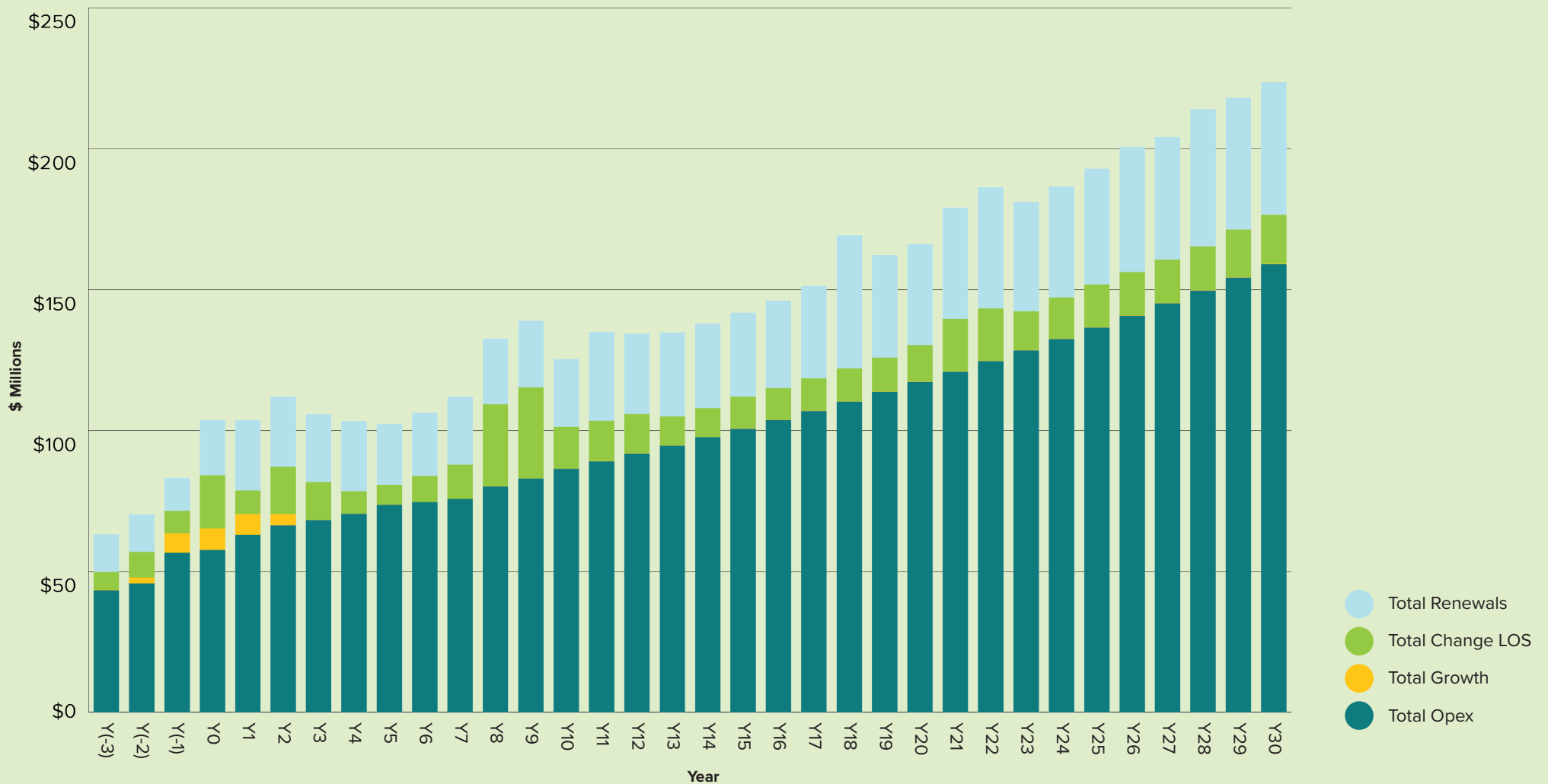
What will it cost?

The following graphs show the annual capital and operating costs of the most likely scenario. These are split by activity and funding sources.

The forecasts are based on the assumptions listed in the risk analysis section and elsewhere in the LTP. The

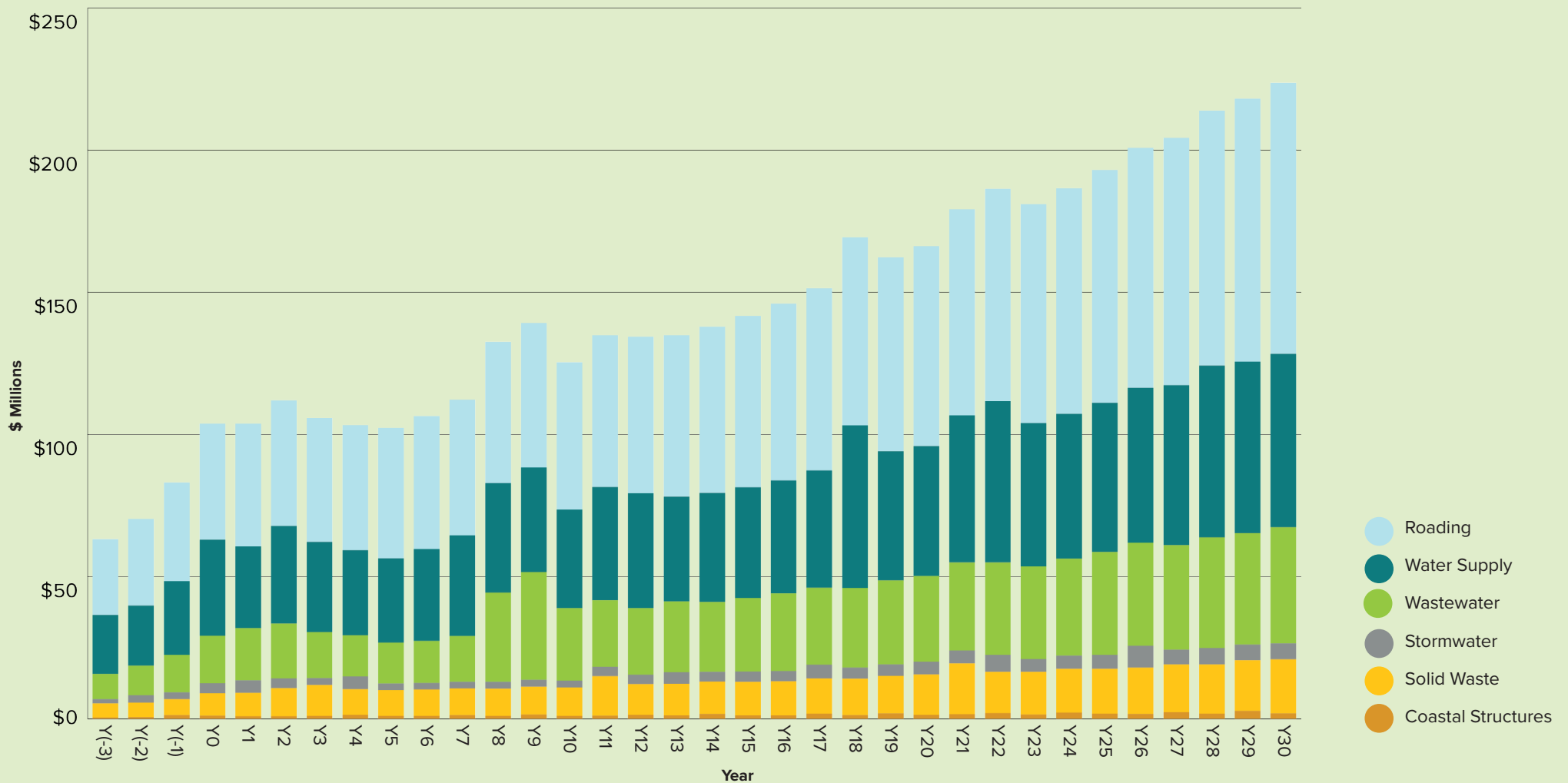
Rautaki Hanganga-ā-roto | Infrastructure Strategy

Financial Forecast by Cost Type



Rautaki Hanganga-ā-roto | Infrastructure Strategy

Financial Forecast by Activity



Rautaki Hanganga-ā-roto | Infrastructure Strategy

funding of operational expenditure and capital expenditure is set out in the Revenue and Financing Policy.

Our Financial Strategy gives an overall direction in terms of debt, investments, various benchmarks and rates cap. We have an obligation to meet various ratios within the Financial Strategy. The rates cap is based on the Local Government Cost Index ten-year average of 2.40% plus 0.60% for adding back three waters and, 3% for improvements, compliance and growth. The rating impacts of the above forecasts are mostly within the rates cap. The Financial Strategy explains in detail how these projections affect various ratios and what impact they will have on the overall District. The financial risks recognised in this Strategy are also explained in detail in the Financial Strategy.

Additional detail on the most likely scenario and costs implications is given in Appendix 1.

Risk analysis

Our planning requires us to make certain assumptions about what is

likely to happen in the future, and many of these assumptions relate to infrastructure. Non-delivery of key projects and our capital works programmes is a strategic risk, along

with the failure to manage critical and strategic assets within the District. The risk around the principal assumptions is shown in Table 10 below with risk graded on a scale of 1 to 3, 1 being the

highest risk.

Assumption	Uncertainty	Risk Management
Depreciation	2 If depreciation calculations are significantly different from the amount budgeted, rates will need to be increased.	If depreciation calculations are significantly different from the amount budgeted, rates will need to be increased.
Major capital projects "do ability"	1 We have experienced difficulty in completing projects because of issues with contractor and resource availability, feedback via community consultation and legal issues. There is a risk that we will not be able to achieve our planned capital works programme.	We have taken a number of steps to ensure that we can deliver our capital works programme including increasing the capacity of the Projects Team, pre-purchasing materials, engaging external project managers for larger projects and placing a strong focus on preparing designs ahead of budgets.
Lifecycle of significant assets	3 Our significant assets have been assessed against the IIMM framework. However, there is a risk that the assessment may not match the actual condition of our strategic assets. Failure of strategic infrastructure would result in the need to undertake unbudgeted replacement or maintenance.	For most assets the information around age, type, and quantity is reliable. While information around condition has some limitations, we are continuously working to improve what we know about our assets, including their condition, how well they're performing and their expected remaining life. We have less confidence in the information we have available about our stormwater pipes, but our ongoing stormwater inspection and condition assessment programmes will continue to improve our knowledge.
Funding replacement of significant assets	3 If we decide to change our Revenue and Financing Policy on how to fund assets, it will have an impact on rates.	It is unlikely that we would make this decision without a thorough review of the full Revenue and Financing Policy and the impacts on our rate payers and residents.
Revaluation of non-current (fixed) assets	3 If there is a large difference between how much we forecast the assets to be worth and the actual value of the assets, there will be an impact on our budgets and rates.	While information around condition has some limitations, we are continually working to improve what we know about our assets, including their condition, how well they're performing and their expected remaining life.

Principal Assumptions Uncertainty

Assumption	Uncertainty	Risk Management
Population growth for South Taranaki is predicted to be 2.9% to 2037 across the District.	2 There is a risk that the population increases or declines more than projected, which means we would need to review our growth-related projects and work programmes.	Small increases or decreases in population have a relatively small impact on established infrastructure. A sizeable increase in population and growth will require growth-related projects and work programmes to be reviewed or brought forward.
Waka Kotahi funding will continue at current levels over 30 years	3 Government reduces the funding assistance rate (FAR).	There is a possibility that central government will decrease our FAR rate and/or the funding available to subsidise Council's roading costs. If this occurs the Council would need to consider their levels of services provided or pay for a percentage of the roading programme through a targeting roading rate.
Environmental standards will increase as predicted	1 Standards don't increase as predicted or increase beyond expectations.	This would result in the deferral of the projects that are scheduled to proceed following a change in standards.
Water quality standards will increase as predicted.	1 Standards don't increase as predicted or increase beyond expectations.	This would result in the deferral of the projects that are scheduled to proceed following a change in standards.
Demand management practices will manage water demand as predicted.	3 Demand grows more quickly than predicted, requiring investment to increase supply.	Leak detection and mains renewal will reduce losses. If increasing the capacity of water supplies is necessary, it would have an impact on targeted water rates.
Expenditure to reduce I&I will maintain sewer flows to the required levels.	3 Level of expenditure is not sufficient.	Current performance indicates that the level of expenditure is sufficient. Should further reduction in I&I be needed there would be a financial impact on the wastewater rate.
Renewals forecasts don't meet the predictions.	2 The smoothing of renewals as predicted is unachievable.	This would result in some peaks of expenditure, as shown in the tables below.

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Project	Issues	Most Likely Scenario	Principal Alternatives	Probable year	Likely cost
Growth					
South Taranaki Business Park	A feasibility study confirmed the strategic need for developing additional suitable land for industrial purposes in the District.	Continue with the development (Stages 2 and 3) of the South Taranaki Business Park.	Not completing the project is likely to deter potential commercial and industrial businesses from establishing in South Taranaki.	2021-2027	\$12.2m
Town centre masterplans	Implementation of masterplans for five of our town centres: Ōpunakē, Manaia, Pātea, Waverley and Eltham.	The masterplans have been designed in consultation with the community and will be consulted on again as projects are developed.	Doing nothing would see these town centres continue to lack vibrancy and not attract residents and visitors.	2021-2031	\$10.6m
Town Centre Strategy Hāwera – additional projects	We have initiated a Hāwera town centre strategy to restore the town centre to a vibrant and successful place for business and people. A key project, Te Ramanui o Ruapūtahanga, our new civic centre, is due to be completed in August 2024 and is being funded from a mixture of sources, including the Government's 'shovel ready' projects. Additional projects have been planned to continue to improve the District's main town centre.	Continue with revitalising Hāwera's town centre.	Doing nothing would slow down the progress of restoring the town centre to a vibrant and successful place and disappoint residents who anticipate continued progress.	2023/24	\$4.6m
Water					
Ōpunakē Water coagulation and optimisation (discolouration)	Historical complaints throughout Ōpunakē about discoloured (brown) water. It is suspected to be caused by high levels of iron and manganese in the water source.	Continue with the intake condition assessment and the planned work to correct the issues of iron and manganese that discolour the water.	Continue with flushing regimes and managing complaints.	2024/25 2025/26	\$1.5m
Ōpunakē Reservoir 2	As the water is coming from the Waiaua River, it is getting difficult to have enough water to treat, especially in storm events, which creates capacity issues.	Continue detail design and construction of the new reservoir.	Not completing the project will create capacity issues.	2024/25 2025/26	\$3.2m

Rautaki Hanganga-ā-roto / Infrastructure Strategy

Project	Issues	Most Likely Scenario	Principal Alternatives	Probable year	Likely cost
Urban firefighting improvements - Normanby second supply line	<p>Modelling has shown locations where water supplies don't meet the New Zealand Fire Service Fire-fighting Water Supplies Code of Practice (COP). This non-mandatory standard represents best practice. Hundreds of improvements have been identified.</p> <p>The Fire and Emergency New Zealand (FENZ) Act 2017 requires a new COP to be produced, consulted on, and published, but no timeframe has been set.</p>	<p>Making network improvements to meet the current COP for schools, hospitals, and places of assembly. Other improvements will be made when pipes are renewed.</p> <p>Improve the Normanby water supply, which also has benefits of serving the South Taranaki Business Park.</p>	Doing nothing exposes the Council and the community to risk; however, due to the lack of funding available we plan to review the capacity of the reticulation networks again when FENZ publishes the new mandatory COP. A revised programme of work will then be developed.	2030/31 2031/32 2032/33	\$4.7m
Pātea Water Treatment Plant enhancement	Pātea has a vulnerable supply due to its full reliance on bore water. To ensure the Pātea water supply complies with the Drinking Water Standards the treatment plant requires enhancement.	We are undertaking trials at the moment to come up with the best possible solution, at an affordable cost.	Continue with the current water treatment plant and risk breaching the Drinking Water Standards.	2023/24 2026/27	\$2.5m
Kāpuni borehole 2	Kāpuni scheme resource consent is due for renewal and Regional Council may cut back in the water extraction quantities. As Kāpuni also provides water to Inaha and Waimate West, we need to insure that we can get enough water.	Drilling of a new bore in Kāpuni.	Not completing the project with create capacity issues.	2028/29 2029/30	\$2.8m
Waimate West trunk main duplication	The Waimate West supply is a vital network, particularly to the large numbers of agricultural operations that rely on this source. An additional trunk main running parallel to the current trunk main will enhance resilience.	Construction of an additional trunk main running parallel to the current Waimate West trunk main.	If we continue to rely on the single trunk main, we run the risk of not being able to deliver water to the entire network. This would put significant pressure on the agricultural operations and health and well-being of people and livestock.	2024/25, 2025/26	\$2.4m
Waimate West replace reservoir 1	Waimate West's reservoir 1 holds 9 million litres of water and is coming to the end of its life.	Replace Waimate West reservoir 1.	Continue to rely on Waimate West reservoir 1 to deliver water to the network.	2026/27, 2027/28, 2028/29	\$9m
Waverley replacement bore & Waverley reservoir 2	A replacement bore is required in the Waverley township to ensure enough future supply, as well as a new reservoir	Investigate water source and commission replacement bore.	We can continue with the current bore; however, it will begin to decline and we will struggle to supply water to the Waverley township.	2025/26	\$3.1m

Rautaki Hanganga-ā-roto | Infrastructure Strategy

Project	Issues	Most Likely Scenario	Principal Alternatives	Probable year	Likely cost
Rāhotu reservoir replacement	A new reservoir is needed to increase capacity. But also the age the reservoir.	Replace Rāhotu reservoir	We will have capacity issues and resource consent non-compliance.	2030/31	\$939k
Eltham Reservoir replacement	A new reservoir is needed to increase capacity. But also the age the reservoir.	Replace Eltham Reservoir	We will have capacity issues and resource consent non-compliance.	2024/25 2025/26 2026/27	\$2m
Kāpuni Water Treatment Plant capacity upgrade	Increase capacity of the Kāpuni Water Treatment Plant - treatment upgrade from 13 mega litres per day to 19 mega litres per day.	With some growth predicted in Hāwera and Normanby, there will be a need to increase the capacity of the Kāpuni treatment plant at some time in the next 25 years. Managing demand for water might see this project delayed or higher than expected growth may bring it forward.	The likely changes to the Drinking Water Standards will see all water requiring treatment, including any new bore source. If we were to do nothing and the increasing demand for water was not met, the result would be an adverse impact on all customers and an inability to meet our levels of service.	2043/44	\$2.2m
Enhanced water treatment for viruses	We expect the Drinking Water Standards will be enhanced by requiring a greater level of water treatment that destroys viruses.	UV treatment would need to be added to all surface water plants to kill viruses. Secure ground water will not require further treatment.	There are no alternatives as it is anticipated that this would be enacted through legislation.	2034/35	\$2.5m
Demand management and efficiency enhancement	As a result of the freshwater reform, local authorities must account for water consumption accurately. Monitoring how much is lost can be achieved by universal water metering, which we anticipate will become a legislative requirement in the next ten years.	Introduce universal water metering, unless other technologies are developed before legislation changes are enforced.	It is anticipated that this would be enacted through legislation. At this stage, universal water metering would be the most efficient method of monitoring water losses and leakages.	2032 – 2034	\$5m
Wastewater					
Inflow and infiltration (I&I)	The amount of water entering the wastewater networks in a number of our towns causes problems with treatment and compliance with resource consents. This comes from direct connection of stormwater to the wastewater system (Inflow) and ground water entering the pipes through cracks and other defects (Infiltration).	A programme of defect identification, inspections and remedial works should manage the performance of the pipe networks to the required level.	Doing nothing or doing insufficient work will result in failure to perform at the standards defined in our resource consents.	2025 - 2034	\$95km (appx) pa

Rautaki Hanganga-ā-roto / Infrastructure Strategy

Project	Issues	Most Likely Scenario	Principal Alternatives	Probable year	Likely cost
Disinfection of wastewater discharges – tertiary treatment	As water quality standards for watercourses increase based on the National Policy Statement for Freshwater Management and other environmental pressures, disinfection of wastewater treatment discharges will be required.	This could be resolved by installing an additional treatment process stage such as ultraviolet light disinfection of the discharge from wastewater treatment plants.	There are no alternatives as it is anticipated that this will be enacted through legislation.	2024 - 2034	\$43.2m
Replacing Hāwera anaerobic lagoon	Hāwera’s anaerobic lagoon was installed in 1985. Due to the industrial waste that has been diverted into the lagoon since then, it is now reaching its capacity. To ensure efficiency and continued capacity of the treatment plant, we need to build a new lagoon.	The design is under way to construct a new lagoon on the same site.	As the anaerobic lagoon reaches its capacity, effluent transferred to the stabilisation ponds damages the chemistry and the capacity of the ponds.	2024/25 2025/26 2026/27	\$6m
Ōpunakē wetland soakage field enhancement	Population growth means the wastewater treatment plant has insufficient storage and an undersized effluent disposal and soakage system	Construct a new wetland soakage field.	There are no alternatives as it is anticipated that this would be enacted through legislation.	2024/25	\$495k
Stormwater					
Network developments	Develop and improve stormwater networks across South Taranaki including Hāwera, Normanby and Eltham.	Stormwater modelling will need to be undertaken initially followed by design and construction.	Continue to rely on the current stormwater network, which will increase the risk of damage and flooding to properties.	2024 - 2034	.
South Taranaki Business Park Stormwater				2024/25 2025/26	.
Roading and Footpaths					
Roading renewals	Continue to maintain and renew roading assets as identified.	The programmed works for this Plan include: <ul style="list-style-type: none"> • Road resurfacing - \$35.9m • Drainage renewals - \$9.3m • Road renewals (pavement rehabilitation) - \$36.7m • Minor improvements - \$51.9m 	The inability to, or decision not to deliver this programme of works will result in the deterioration of our roading assets.	2024 - 2023	





SECTION

2

Ā Mātou Awheawhe
Our
Activities

Te Hoahoa Ki “Ā Mātou Awheawhe”

Guide to the layout and content of Our Activities

The Council contributes to the community through the following activities and services it delivers:

- **Democracy and Leadership**
- **Three Waters** – water, wastewater and stormwater
- **Solid Waste**
- **Roading and Footpaths** (including Pathways)
- **Community Facilities** - Parks, Reserves, Public Spaces, Halls, Swimming Pools, Public Toilets, Holiday Parks, Cemeteries, Housing for the Elderly
- **Arts and Culture** - Arts, Aotea Utanganui – Museum of South Taranaki, and our seven LibraryPlus
- **District Economy**
- **Economic Development, Tourism and Events**
- **Community Development and Support**
- **Regulatory Services**
- **Building Control, Planning, Environmental Health, Licensing, Food, Alcohol and Gambling, Animal Services and Parking Control**
- **Environmental Management**
- **Environment and Sustainability, Environmental Policy, Emergency Management**
- **Coastal Structures**
- **Corporate Activities**
- **Audit and Risk, Customer Services, Communications, Finance, Corporate Property, Information Services, People and Capability, and Support Services.**

For each of these groups we explain the activities within the group.

Why we do it

Reasons why the Council provides the activities.

What we do

A brief description of what the activity does including the assets that contribute to the activity and how they are managed.

What negative impacts this might have

Our activities can have negative impacts. While we strive to ensure we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there must be a trade-off. We show the possible significant negative effects to make sure we conduct our activities in accordance with sustainable principles.

Looking ahead

Growth and demand – influences that could have an impact on the activity.

Future projects

Projects over the next ten years.

What You Can Expect and Measuring Our Performance

The main services that will be delivered to the community and the specific ways performance will be measured.

Community Outcomes

The relevant Community Outcomes for each activity are represented as icons based on the legend shown in the Chapter “Strategic Direction”.

Key Capital Projects

Some activities list the key capital projects. The full list of capital projects can be found in the Chapter “Our Costs”.

Te Hoahoa Ki “Ā Mātou Awheawhe”

Guide to the layout and content of Our Activities

Funding

Information on what activities will cost and how we will pay for them is set out in the Revenue and Financing Policy and the funding impact statement for each activity for the next ten years, compared to the 2017/18 budget.

Asset Management Plans

The Council owns over \$1.279 billion of assets that are used to deliver a wide variety of services to our communities, so it is essential that we manage the assets well. Asset Management Plans (AMPs) form the basis of our planning for the operation, maintenance, renewal and development of the assets. In managing these assets we have taken account of the community's interests and desired outcomes through the review of customer service levels, public feedback, and customer demand, while considering the capacity to deliver the services and affordability for

our ratepayers and residents.

In developing our AMPs, we ask questions such as:

- What service levels and performance delivery are required and how will demand for the services change over time?
- What is the current state of the assets? Are they capable of meeting those demands now and, in the future, and what are the risks if they are not met? What are the best strategies for operating, maintaining, replacing and improving the assets?
- How much will providing the service cost over the long term? What is the best long term funding strategy? Answering these questions in AMPs for individual activities has the benefit of:
 - o Improving cost efficiency by determining the lowest asset lifecycle cost.

- o Improving customer satisfaction by better matching levels of service with what customers want and are willing to pay for.
- o Better transparency in decision making.
- o Being more sustainable by having long term plans that look at funding of services across generations.

The Council's AMPs (available on request) have been developed across our activities to a “core” level, providing a solid footing on which to base this Long Term Plan. However, asset management is an ongoing process and our goal is to develop all AMPs to a higher level, particularly in activities that contain strategic assets of significant value.

Te Pou Manukura

Democracy and Leadership

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

To enable the community to participate in decision-making and ensure quality decisions are made in accordance with statutory requirements. To do this well we need to keep the community informed about what is happening, how decisions will affect them and explain how they can participate in meetings and consultation/submission processes.

We have developed He Pou Tikanga, Ngā iwi o te Tai Whakarunga – Council Partnership Strategy with Te Kaahui o Rauru, Te Rūnanga o Ngāti Ruanui, Te Korowai o Ngāruahine and Te Kāhui o Taranaki, with the purpose of building stronger relationships and enabling Māori to participate more actively in our decision-making processes.

What we do

The Mayor and Councillors are the governing body and set the direction, policies and budget needed for our various activities. We develop strategic documents including the District Plan, Long Term Plan and Annual Plans as well as setting the annual rates and charges. Community Board members provide a direct link between the community and the Council and are responsible for distributing discretionary funds across their communities.

Recognising the special relationship with Māori in South Taranaki, the Council has developed a formal process of representation for Iwi through Te Kāhui Matauraura. This standing committee of the Council provides an opportunity for up to four members from each Iwi within the District (Ngāti Ruanui, Ngāruahine, Taranaki, and Ngā Rauru) to discuss issues and make recommendations to the Council. The appointment of Iwi representatives to our standing committees acknowledges the need for Iwi and Māori to participate in the Council's decision-making processes.

A full overview of our key policies, information about how we operate and how the Council makes decisions can be found in the Local Governance Statement on our website.

Looking Ahead

The internet enables our community to engage regarding social issues and provides a tool for community led democracy and campaigning and a move towards online voting, bringing both opportunities and challenges. Over the next five years we are committed to upgrading our information systems and technology so we can respond and move with the times by providing a platform that allows our residents to communicate with us quickly and effectively.

Te Pou Manukura Democracy and Leadership

Significant Negative Effects Future Projects

There are no significant negative effects from the delivery of this activity.

We are committed to providing more opportunities for Māori to contribute to decision-making processes. During this plan our focus will be the implementation of He Pou Tikanga.

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
We make well informed decisions that support the current and future needs of the community	(C) % of residents who agree decisions made by Council represent the best interests of the District.	81%	≥ 70%	≥ 70%	≥ 70%	≥ 70%
We engage with our community and provide opportunities for the community to participate in decision-making	(C) % of residents who are satisfied or neutral with their opportunity to participate in Council decision-making processes.	80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
We keep residents informed of Council activities through a variety of media	(C) % of residents who know where to access Council information when they want it (website, newspaper, Libraries, Contact Centre)	The new contractor failed to ask this question in our annual resident satisfaction survey, so we do not have a result for 2022/23.	≥ 80%	≥ 85%	≥ 85%	≥ 85%
We have strong relationships with local Iwi and work together in a range of ways so that their perspectives inform our decisions	(C) complete one goal or action per annum from He Pou Tikanga, Nga iwi o te Tai Whakarunga - Council Partner Strategy	New measure	≥ 1	≥ 1	≥ 1	≥ 1

Ngā Waitoru Three Waters

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

Water is essential for the health and wellbeing of the population. Water supply is the most critical infrastructure service we provide as water is required in large volumes to sustain domestic, agricultural and industrial customers. We are committed to providing water sustainably and reducing water use through effective abstraction, treatment and demand management strategies.

Sustainable water supplies preserve the resource for future generations and high quality infrastructure helps to ensure that we support the economic, environmental, cultural and social well-beings of the community.

Water

What we do

Our water supplies provide more than 28 million litres of drinking water each day to residential, agricultural and industrial customers from eight urban and two rural water supply schemes. Our assets include ten water treatment facilities, 38 reservoirs and 650km of water mains. These assets have a replacement value in excess of \$247 million.

Water is sourced from some of the many streams that run from Taranaki Maunga to the sea, or from boreholes where there is insufficient surface water of suitable quality. Our water abstraction activities are regulated by the Taranaki Regional Council, which administers consents issued under the Resource Management Act 1991. The conditions attached to the renewal of these consents as they expire are becoming more stringent, making it increasingly important to accurately measure where our water goes. This requires continually improving asset and demand management so we can justify the water we take from the environment.

Water is treated to ensure it is free from bacteria, protozoa and chemical contamination, and eight of our ten water treatment plants fully meet the new drinking water quality standards, with two plants needing

some upgrade to fully comply with the new standards. The Waverley and Kāpuni water supply schemes are fluoridated. Chlorination is now viewed as essential for the safety of public water systems and we have been upgrading our water treatment systems accordingly. The characteristics of the Pātea bore water mean the treatment plant will require a major upgrade to ensure that chlorination is effective, and it will be fluoridated at that time.

Having at least 24 hours of treated water storage capacity allows the water treatment plants to be turned down during and following heavy rainfall events, as flood water can be difficult to treat. Adequate storage capacity also provides resilience in the event of natural disasters or emergencies that could affect our water supplies. We are working to ensure all of our systems have sufficient storage capacity. To achieve this, we have included funding to construct new reservoirs in Ōpunakē, Waverley and at the Eltham water treatment plant.

Water intake, treatment, storage and reticulation assets are critical to providing safe and secure water to users. They require effective inspection, condition monitoring, maintenance and renewal programmes to provide the most cost-effective lifecycle for the assets. We are actively improving our scheduling processes

for these activities, to minimise reactive-based works through preventative maintenance and early interventions. We have specific goals that are linked to our water safety plans, which have been provided to Taumata Arowai.

Intakes, bores and water treatment plants require ongoing inspection and condition assessment to run at peak performance. We are working on increasing the resilience of intakes to flooding events, as the water can become untreatable during these events and river-borne sand can block intakes, preventing water abstraction.

The installation of remote monitoring has given us greater visibility and faster response to reduce the failure rates of meters for large users. We will improve our meter replacement programme to better reflect the established lifecycle of meters. Likewise, our meter-backflow project has demonstrated a number of users who were taking excessive amounts of water from our network, and we plan to continue auditing demand for extra-ordinary users to ensure that they are being fairly charged for water.

Ngā Waitoru Three Waters

Looking Ahead

Water leakage and loss are impacting the water take consents we hold with the Taranaki Regional Council. This will be partly addressed through pipe renewal projects, and a leak detection programme to identify leaks in both our reticulation assets and on private properties. In years one and two of this plan we have budgeted for additional resources to reduce leakage and loss and water demand.

Pātea has a vulnerable supply due to its full reliance on bore water and the unsuitability of the nearby river water. High residential water demand and low rates of aquifer recharge during dry summers can potentially hinder the continued supply of the bore water. These issues may result in an increase in water restrictions and/or metering for new or all residential connections.

Due to changes in compliance standards, we are required to upgrade the Pātea and Ōpunakē water treatment plants. The Pātea upgrade has been budgeted for in year three and the Ōpunakē upgrade in years one and two.

We are working to identify additional water sources to meet an increasing demand for water and our highest priorities are Waverley and Kāpuni. These are

budgeted for in years one (Waverley) and five and six (Kāpuni).

We will continue to improve our networks so they are more resilient to natural disasters. This includes back-up generators for pumps so they can operate during power outages and removal of vegetation around critical structures such as intakes and pipe bridges.

Water demand management

There will be an on-going focus to better manage our accounting for water consumption. We will require increased trunk main metering to determine where our water goes, as part of our leak minimisation and renewal planning. We also need to improve our existing demand management programme, including further water metering of some properties to ensure water consumption is fair and equitable. We have set challenging targets for unaccounted water that we will continue to benchmark against other councils in the annual Water New Zealand National Performance Review.

Lead infrastructure for the South Taranaki Business Park

We require lead infrastructure for the South Taranaki Business Park and surrounds.

Reservoir replacements

Reservoir replacements are planned for the Eltham, Waimate West, Waverley and Rāhotu water supplies. The new reservoirs will also help us to increase capacity.

Ōpunakē Water coagulation and optimisation (discolouration)

Historical complaints throughout Ōpunakē about discoloured (brown) water are suspected to be caused by high levels of iron and manganese in the source water. We plan to continue with the scheduled works to improve the current situation.

Ongoing pipe upgrades

We have focused, and continue to focus, on condition assessment of asbestos cement water mains. This has allowed a renewals programme to be developed based on the size and pressure class of the pipes.

Key Capital Projects

Description	Year	Total (\$)
Normanby supply resilience (second water main)	Years 7 to 9	\$5.5m
Universal water metering	Years 9 and 10	\$4.2m
New reservoirs – Ōpunakē, Waverley and Eltham	Years 1 to 3	\$5.7m
Pipe renewals	Years 1 to 10	\$43.3m
Treatment plant renewals	Years 1 to 10	\$32m
Waimate West trunk main duplication	Years 2 to 4	\$4.2m
Second Kāpuni bore	Years 5 and 6	\$2.8m
Replace Waimate West Reservoir 1	Years 6 to 8	\$10.5m

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Over-extraction of water from rivers	Mana Taiao/ Environmental Well-being Mana Tangata/ Social Well-being Mana Mauri / Cultural Well-being	Over-extraction of water and reducing river flows can impact negatively on the ecosystems of rivers.	Effective compliance and monitoring of resource consent conditions. Apply the principles set out in the Taranaki Regional Council Regional Fresh Water Plan when considering permission to abstract water from streams and bores.
Delivery of contaminated water	Mana Tangata/ Social Well-being	Potential delivery of contaminated water.	Effective emergency response plans, operational procedures and monitoring of raw water supplies. Public Health Risk Management Plans. Treatment of ground water supplies.
Insufficient water capacity	Mana Tangata/ Social Well-being	Insufficient water supplies during times of drought or emergency.	Demand management is used to reduce water demand during drought or emergency. 24 hours' water storage is available for all schemes. Investigations to improve the security of supply through finding and developing additional water resources.

Ngā Waitoru Three Waters

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
The water supply is accessible and reliable.	(C) Number of complaints received about continuity of supply (per 1,000 connections). DIA Performance Measure 4d	Achieved. 7.48	≤ 10	≤ 10	≤ 10	≤ 10
	(T) Median response time for service personnel to attend urgent call-out measured from the time we receive notification to the time service personnel reach the site. DIA Performance Measure 3a	Achieved. 45min	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
	(T) Median response time for service personnel to resolve urgent call-out measured from the time we receive notification to the time service personnel confirm resolution of fault or interruption. DIA Performance Measure 3b	Achieved. 2hr 39min	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs
	(T) Median response time for service personnel to attend non-urgent call-out measured from the time we receive notification to the time service personnel reach the site. DIA Performance Measure 3c	Achieved. 3d/16h/9m	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
	(T) Median response time for service personnel to resolve non-urgent call-out from the time we receive notification to the time service personnel confirm resolution of the fault or interruption. DIA Performance Measure 3d	Achieved. 4d/16h/57m	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
Water supplied is clean and healthy.	(T) Extent of compliance with current NZ Drinking Water Standards (for bacteria). DIA Performance Measure 1a	Not achieved. Q1 & Q2 8/10 Q3 & Q4 5/10	10/10	10/10	10/10	10/10
	(T) Extent of compliance with NZ Drinking Water Standards (for protozoa). DIA Performance Measure 1b	Achieved - Q1 & Q2 10/10 Not achieved - Q3 & Q4 9/10	10/10	10/10	10/10	10/10

Ngā Waitoru Three Waters

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
The water supply is managed sustainably (maintenance of the reticulation network)	(T) % The percentage of real water loss from the networked reticulation system, using the Infrastructure Leakage Index (ILI) methodology. DIA Performance Measure 2	Not achieved. 16.5%	≤ 11.5%	≤ 11.5%	≤ 11.5%	≤ 11.5%
The water supply is managed sustainably (cont.)	(T) Average consumption of drinking water per day per resident. DIA Performance Measure 5	Achieved. (361 L/c/d)	≤ 370 L/c/d	≤ 370 L/c/d	≤ 370 L/c/d	≤ 370 L/c/d
Consumers are satisfied with the Water Supply service.	(C) Number of complaints received about drinking water clarity (per 1,000 connections). DIA Performance Measure 4a	Achieved. 0.56	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water taste (per 1,000 connections). DIA Performance Measure 4a	Achieved. 0.65	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water odour (per 1,000 connections). DIA Performance Measure 4b	Achieved. 0.37	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water pressure or flow (per 1,000 connections). DIA Performance Measure 4c	Achieved. 3.93	≤ 4	≤ 4	≤ 4	≤ 4
	(C) Number of complaints received about response to the above (per 1,000 connections). DIA Performance Measure 4e	Achieved. 0	≤ 2	≤ 2	≤ 2	≤ 2
	(C) Total number of complaints (per 1000 connections). DIA Performance Measures 4a-4e	Achieved. 12.99	≤ 20	≤ 20	≤ 20	≤ 20
	(C) % of consumers are satisfied with the Water Supply overall.	Achieved. 88%	≥ 80%	≥ 80%	≥ 80%	≥ 80%

Ngā Waitoru Three Waters

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Wastewater

Why we do it

This activity is about the safe disposal of wastewater and protecting the public health of our communities by taking domestic sewage and industrial wastes and treating them before discharging the treated effluent to the environment. The National Policy Statement for Freshwater has increased our communities' expectations for cleaner waterways, making our environmental performance even more important. Ensuring the quality and adequacy of our wastewater services is also a requirement of the Local Government Act 2002.

The alternative to a Council-provided sewerage system is the use of septic tanks. These are suitable for rural properties where the cost of a reticulated system would be too expensive because of the distances involved. However, a large number of septic tanks in an area, particularly an urban area, can lead to excessive contaminants seeping into the ground and waterways.

High quality, resilient wastewater infrastructure supports the District's industries and businesses, to ensure the economic, environmental, cultural and social well-beings of the community are protected for future generations.

What we do

We have eight urban wastewater schemes that transfer wastewater from domestic, commercial and industrial customers to wastewater treatment plants where it is treated and safely disposed of to natural waters (streams, rivers or the ocean) or by application to land. The discharges are regulated by the Taranaki Regional Council (TRC), who grants resource consents that state the quality and volumetric and other conditions that must be met.

In order to better manage the specific nature of industrial wastewater, our Trade Waste Bylaw controls the non-domestic waste we accept and how much customers pay for the service. Managing these waste streams is essential to operating our treatment plants as efficiently and effectively as possible.

Oxidation ponds are the predominant treatment process at our wastewater treatment plants, with treated effluent being discharged to an adjacent watercourse. There are some exceptions though; the treated effluent from Eltham and Hāwera discharges through the Fonterra sea outfall at Whareroa, and the Ōpunakē treatment plant discharges to land. The new Waiinu wastewater treatment system uses filtration and UV

disinfection to fully treat wastewater prior to discharge to the environment. Best practical options (BPO) studies and industry studies have indicated that this level of technology will likely need to be used more widely across New Zealand in the future.

Like most sewer networks around New Zealand, our sewer reticulation suffers from rainwater getting into the pipes, either from the direct connection of roofs or paved areas or from ground water infiltrating into buried pipes through defects such as cracks. The impact of this is that sewers may exceed their hydraulic capacity and overflow, or we may exceed the volumetric discharge limits of resource consents, resulting in enforcement action against us. Ongoing management of these issues is a top priority, both to protect the health of the community and the environment and to ensure we can demonstrate our environmental compliance.

Likewise, the TRC is becoming stricter on uncontrolled emergency discharges of untreated wastewater to the environment, and this is being seen at the time of renewal of discharge consents.

Looking Ahead

The internet enables our community to engage regarding social issues and provides a tool for com-

munity-led democracy and campaigning and a move towards online voting, bringing both opportunities and challenges. Over the next five years we are committed to upgrading our information systems and technology so we can respond and move with the times by providing a platform that allows our residents to communicate with us quickly and effectively.

Future Projects

The main projects to be undertaken during the next ten years are:

- Tertiary treatment at the wastewater treatment plants in Hāwera, Pātea, Kaponga, Manaia and Waverley.
- Renewal of wastewater pipes.
- Building a new anaerobic lagoon at the wastewater treatment plant in Hāwera.
- An intensive programme of CCTV inspection of sewers followed by the rehabilitation of faults using sewer relining techniques or physical repairs or replacements. This will form a major part of the project to reduce the amount of rainwater entering the wastewater network.
- Ōpunakē wetland soakage field enhancements.
- Renewal of the discharge resource consents for

Waverley, Manaia, Pātea, Eltham and Hāwera discharges.

- Installation of additional flow metering and the development of dry-and-wet weather models of the urban wastewater reticulation networks.
- Assessment and extensive renewal of wastewater pump stations, to comply with new regulations.
- Standby generators at key pump stations, including Eltham and Ōpunakē.
- Tertiary treatment of wastewater prior to discharge to the environment, in line with upcoming freshwater reforms.
- Upgrade of treatment plants following BPO Reports generated during the consent renewal process.

Ngā Waitoru Three Waters

Key Capital Projects

The Council is planning to undertake the following key capital projects. The full list of capital projects can be found in the chapter, “Our Costs in Detail”.

Description	Year	Total (\$)	Funding Source
CCTV Inspection of Sewer Conditions	Over 10 years	\$2m	Renewals
Tertiary treatment WWTP – Hāwera, Pātea, Kaponga, Manaia & Waverley	Over 10 years	\$43.2m	Capital
Wastewater pipe renewals	Over 10 years	\$25m	Renewals
Hāwera new anaerobic lagoon	Years 1 to 4	\$6.3m	Renewals
South Taranaki Business Park wastewater	Years 1 to 3	\$3.8m	Capital
Treatment plant renewals	Over 10 years	\$2.7m	Renewals
Ōpunakē wetland soakage field enhancements	Year 1	\$495k	Renewals

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Wastewater overflow	Mana Taiao/ Environmental Well-being Mana Oranga/Economic Well-being Mana Tangata/ Social Well-being Mana Mauri / Cultural Well-being	Overflows of untreated sewage from the wastewater network due to blockages, pump station or other plant malfunction, electrical failure at pump stations, inflow/infiltration of stormwater into the wastewater network and/or insufficient capacity pose a potential serious risk to the health, social and cultural wellbeing of the community and the environment.	Compliance with resource consents. Regular monitoring and implementation of the Inflow and Infiltration Management Plan. Continuing our maintenance programme and environmental controls. Providing emergency storage capacity at pump stations for sewage overflow. Backup electrical generators at key pump stations.
Wastewater discharge	Mana Taiao/ Environmental Well-being Mana Tangata/Social Well-being	Discharge of sewage through the outfalls may cause environmental and health issues.	Compliance with resource consents. Regular monitoring of plant performance, the ocean outfall and environment. Rāhui on collection of seafood and public information campaigns implemented immediately.
Unmonitored trade waste	Mana Taiao/ Environmental Well-being Mana Tangata/Social Well-being Mana Oranga/Economic Well-being	Unmonitored trade waste discharges pose a significant risk to wastewater infrastructure, the health and safety of operations staff and the health and wellbeing of the community and the environment.	Trade Waste Officer monitors compliance with Trade Waste Bylaw. Penalties can be imposed by the Council for any breaches of the Trade Waste Bylaw. Maintaining and operating our plants effectively. Building of collaborative approach with the major industries.
Odour from sewerage and trade waste	Mana Taiao/ Environmental Well-being Mana Tangata/Social Well-being	Odours produced from the collection and treatment of trade waste and domestic sewage can be offensive.	Management of trade waste in terms of the Trade Waste Bylaw. Maintaining and operating our pump stations, pipelines and plants effectively

Ngā Waitoru Three Waters

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Sewage is managed without risk to public health	(T) Median response time for service personnel to attend overflow , measured from the time we received notification to the time service personnel reach the site DIA Performance Measure 3a	Achieved. 58mins	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
	(T) Median response time for service personnel to resolve overflow , measured from the time we received notification to the time service personnel confirm resolution of the blockage or other fault. DIA Performance Measure 3b	Not achieved. 9h59m	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs
	(C) Number of customer complaints per year relating to odours from wastewater pump stations or treatment facilities (per 1,000 connections). DIA Performance Measure 4a	Achieved. 0.25	≤ 1	≤ 1	≤ 1	≤ 1
	(C) Number of complaints received about sewerage system faults (per 1,000 connections). DIA Performance Measure 4b	Achieved. 16.73	≤ 37	≤ 37	≤ 37	≤ 37
	(C) Number of complaints received about sewerage system blockages (per 1,000 connections). DIA Performance Measure 4c	Achieved. 7.48	≤ 13	≤ 13	≤ 13	≤ 13
	(C) Number of complaints received about response to issues (per 1,000 connections). DIA Performance Measure 4d	Achieved. 0	≤ 3	≤ 3	≤ 3	≤ 3

Ngā Waitoru Three Waters

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Sewage is managed without risk to public health.	(C) Total number of complaints (per 1000 connections). DIA Performance Measure 4a-4d	Achieved. 24.46	≤ 50	≤ 50	≤ 50	≤ 50
	(T) Number of dry weather overflows per 1,000 connections. DIA Performance Measure 1	Achieved. 0.76	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Number of abatement notices received for discharges. DIA Performance Measure 2a	Achieved. 0	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Number of infringement notices received for discharges. DIA Performance Measure 2b	Achieved. 0	0	0	0	0
Sewage does not affect the quality of the environment.	(T) Number of enforcement orders received for discharges. DIA Performance Measure 2c	Achieved. 0	0	0	0	0
	(T) Number of convictions received for discharges. DIA Performance Measure 2d	Achieved. 0	0	0	0	0
Sewage is managed without risk to public health.	(C) % of consumers satisfied with the Wastewater services overall.	Achieved. 97%	≥ 85%	≥ 85%	≥ 85%	≥ 85%

Ngā Waitoru Three Waters

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

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MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Stormwater

Why we do it

There is a strong community expectation to be protected and safe within our homes and we need to protect infrastructure, such as roads and wastewater systems that can be damaged by excessive floodwater. To respond to this, we build, operate and maintain stormwater infrastructure.

Stormwater reticulation is provided in many urban areas to help prevent or minimise the flooding of properties and reduce or eliminate water ponding on roads that could create safety hazards. In extreme rainfall events when the pipe network is overloaded, stormwater will take overland flow paths, often along roads.

High quality stormwater infrastructure supports the economic well-being of the District and provides a healthy and safe place for our communities to live.

What we do

We manage and maintain stormwater assets made up of culverts, water channels, water collectors, pump stations, stormwater ponds, outfalls and pipe reticu-

lation networks. Stormwater from residential properties is normally disposed of on-site via soakage, not through the stormwater system. To deliver stormwater services, we operate a network that includes 95 km of pipes, 1025 manholes, 325 outlets, 2108 inlets and 23km of open drains. The stormwater assets have a replacement value of \$41.9 million.

There is a distinction between roading drainage and stormwater reticulation assets. Roding drainage assets include culverts under roads, catch-pits, roading sumps, kerb and channel and the discharge pipes from roading sumps to stormwater mains. These assets collect stormwater and convey it to either streams or stormwater reticulation assets.

Surface flooding of roads by stormwater is a common complaint and this can be due to blocked sumps or blocked downstream pipework. Our focus is to ensure that the maintenance contracts for street cleaning and stormwater reticulation are aligned in terms of preparing and responding to flooding events.

The Taranaki Regional Council (TRC) has responsibility for stormwater control outside urban areas, so we need to work closely with the TRC to ensure that appropriate solutions are found to flooding issues in

our communities. Whilst Waitōtara is a village within our District and has experienced major flooding several times, the responsibility for its flood defences rests with the TRC.

Prevention of flooding to all properties in all circumstances is not feasible or affordable. The focus for the performance of our stormwater networks is therefore to minimise the occurrence of flooding of houses, excluding garages and sheds.

Looking Ahead

Our stormwater infrastructure is not developed to the same extent as our water and wastewater networks. Having received the highly accurate LiDAR (Light Detection and Ranging) data, we are now able to plan our stormwater networks development and renewals, even though some of our infrastructure is due for renewal now. However, flooding problems that are obvious in some of our urban areas will require

that we proceed with upgrades and/or renewals without the required catchment data.

The increase in demand for stormwater services as a result of urban growth over the next ten years is not anticipated to be significant. However, the problems we are experiencing with too much stormwater entering the wastewater network may be mitigated in some instances by increasing the capacity of the stormwater network.

Key Capital Projects

We are committed to providing more opportunities for Māori to contribute to decision-making processes. During this plan our focus will be the implementation of He Pou Tikanga.

Description	Year	Total (\$)
South Taranaki Business Park	Years 1 to 2	\$2.6 m
Matangarara landfill drainage	Years 2 to 4	\$2.3 m
Stormwater pipe renewals	Years 1 to 10	\$2.3 m

Ngā Waitoru Three Waters

Significant Negative Effects

We strive to reduce the negative impacts of our operations, but we acknowledge that sometimes our activities have negative impacts. The table below shows the possible negative effects of our stormwater activity and how we intend to minimise these effects.

Activity	Well-being	Significant Effect	Mitigation
Stormwater discharge	Mana Taiao/ Environmental Well-being	Discharge of polluted stormwater adversely affecting public health.	<p>Compliance with resource consents.</p> <p>Comprehensive approach to stormwater management based on catchment management plans.</p> <p>Works are proposed to reduce the amount of stormwater entering the wastewater network.</p>
Stormwater capacity	<p>Mana Oranga/Economic Well-being</p> <p>Mana Tangata/Social Well-being</p>	Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding and erosion, which could result in social and economic hardship	<p>Compliance with design standards to incorporate detention ponds where appropriate to prevent flooding and erosion.</p> <p>The Council utilises overland flow paths to increase the level of protection for houses and commercial buildings.</p> <p>Works are proposed to improve the level of protection in large rainfall events.</p>

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Council provides a reliable stormwater system that prevents houses from flooding.	(C) Number of reported flooding incidents of habitable properties. DIA Performance Measure 1a	Achieved. 0	< 10	< 10	< 10	< 10
	(T) For each flooding event, the number of habitable floors affected per 1,000 properties rated for stormwater. DIA Performance Measure 1b	Achieved. 0	≤ 1.00	≤ 1.00	≤ 1.00	≤ 1.00
The stormwater system is managed sustainably.	(T) Number of abatement notices received for stormwater discharges. DIA Performance Measure 2a	Achieved. 0	< 2	< 2	< 2	< 2
	(T) Number of infringement notices received for stormwater discharges. DIA Performance Measure 2b	Achieved. 0	0	0	0	0
	(T) Number of enforcement orders received for stormwater discharges. DIA Performance Measure 2c	Achieved. 0	0	0	0	0
	(T) Number of successful prosecutions made against the Council for stormwater discharges. DIA Performance Measure 2d	Achieved. 0	0	0	0	0
Council will respond promptly to reports of flooding and customer requests.	(C) Number of complaints received about stormwater system and response to issues (per 1,000 connections). DIA Performance Measure 4	Achieved. 0	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Median response time for service personnel to attend flooding event measured from the time we receive notification to the time service personnel reach the site.. DIA Performance Measure 3	Achieved. 0	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
Residents are satisfied with the Stormwater system.	(C) % of residents satisfied with the stormwater system.	Achieved. 85%	≥ 80%	≥ 80%	≥ 80%	≥ 80%

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

We maintain and develop our roading network to meet the needs of residents and road users within the District. Safe, reliable and accessible roading infrastructure provides access to health and social services and an efficient distribution network for residents and businesses. Roding infrastructure is essential for both the community and economic development of the District.

Our road safety programme aims to help reduce the number of crashes and fatalities on our roads. It is delivered collaboratively by the district councils in the Taranaki Region.

Providing this activity helps us deliver high quality and safe infrastructure to support businesses and industry in South Taranaki.

What we do

Recent bridge inspections and reports have indicated that there is a backlog of bridge maintenance and renewals. Climate change is also having an impact on the roading network, with frequent weather events causing significant damage to the roading network through slips and flooding.

High Productivity Motor Vehicles (HPMV – 50Max) traffic, mostly generated by heavy industries, will continue to put more stress on the rural roading network and will also require investigation and upgrades of bridges on permitted routes.

Forestry harvesting has started in the District and this is contributing to the deteriorating condition of our rural roads. The preparation of roading within forestry blocks to facilitate logging and transporting the logs to markets both cause major damage to our roads that are usually not designed to handle an intensity of heavy traffic. Advance planning to upgrade and maintain these roads is required to reduce the effects of this activity. We are working with forestry owners and managers to develop road maintenance agreements for the reinstatement of rural roads at the end of the harvesting.

Through satisfaction surveys and customer requests, our residents have been telling us that their biggest concern is the condition and maintenance of our roads. Costs for bitumen and construction, which are large components of our roading expenditure, have increased significantly in the last three years, and this is expected to continue.

To address the above challenges we are proposing to increase the expenditure on roading so we can better manage the lifespan and resilience of our infrastructure, maintain existing levels of service and increase

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

work done on our bridges. More specifically, each year for the next ten years, we propose to maintain 1663km, widen 9km and reseal 80km of road, renew 2km of footpaths, upgrade a one-lane-bridge to two lanes, upgrade or replace one bridge and improve key rural road intersections.

A large part of this function is maintaining and repairing the existing infrastructure and we do not expect a large demand for new roads. It is expected that the costs associated with new roads in subdivisions would be covered by the developer. When new roads are proposed, our iwi partners are involved in the road naming process as per our Road Naming Policy 2022. This process allows the applicant and iwi to be engaged with the past, present and future of an area to recommend suitable names for our roading network.

Pathways

Why we do it

Our Pathways Strategy adopted in 2014 has a programme of pathway developments that will provide additional recreational opportunities for the community and visitors. We work with key stakeholders to develop these new pathways (walkways/cycleways) identified by the community and prioritised by the Council, and improve our existing pathways. We recognise that pathways serve a purpose that is larger than recreation. Pathways enable connectivity within our communities and services that we need, enable a clean mode of transportation as well as numerous health benefits.

Looking Ahead

It is not anticipated that any new pathway projects are undertaken during the timeframe of this plan, however, projects that were initiated as part of the Town Centre Master Plans will be progressed.

Key Projects

- An average of 6km of pavement rehabilitation per annum.
- An average of 5% of pavement resurfacing per annum.
- An average of 1-2% of footpath, kerb and channel per annum.
- An average one to two bridge upgrades per annum.
- Various road safety improvements, for example: road widening, speed management, etc.

Description	Year	Total (\$)
Road Resurfacing	Years 1 to 10	\$40.5m
Drainage Renewals and Maintenance	Years 1 to 10	\$24.8m
Pavement Rehabilitation	Years 1 to 10	\$71.4m
Traffic Services Renewal	Years 1 to 10	\$12.3m
Footpath Renewals	Years 1 to 10	\$11.2m
Street Lights and Renewals	Years 1 to 10	\$2m
Bridge Renewals	Years 1 to 10	\$17.6m

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

Significant Negative Effects

As shown in the table below, the Roothing and Footpaths activity generates a number of negative effects. The table shows what we will do to minimise these effects.

Activity	Well-being	Significant Effect	Mitigation
Road maintenance	Mana Tangata/ Social Well-being	<p>The maintenance of the roading network may cause a number of nuisances including dust and smells.</p> <p>Vehicle accidents have a significant effect on social and economic well-being of the community.</p>	<p>Compliance with resource consent conditions during maintenance activities and track and record complaints.</p> <p>Road safety management and public education is an ongoing focus for the Council.</p> <p>Minor improvement works are carried out at high-risk areas to reduce crash incidents.</p> <p>Road safety improvements include widening of narrow roads and bridges, improving visibility at corners and speed management.</p>
Road maintenance or new roads	Mana Taiao/ Environmental well-being	<p>Dust generated by traffic on unsealed roads can cause health and nuisance effects for people and stock.</p> <p>Improvements to the roading network may encourage increased traffic volumes and increase the level of emissions.</p> <p>New roads can lead to the deforestation, habitat loss, light, noise and chemical pollution.</p>	<p>Dust is mitigated through regular gravelling or sealing of the roads (the latter is subject to available funds).</p> <p>The provision of a suitable roading network is essential to the District. The Council also invests in walking and cycling infrastructure.</p> <p>Ensure that roads are built and designed to best accommodate the environment (where possible) as well as complying with any resource consent conditions over waterbodies (bridges).</p>

Ngā Huarahi Ararau

Roading and Footpaths (includes Road Safety and Pathways)

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Council provides roads that are safe and comfortable to drive on.	(T) % of roads meeting the roughness standard (deviation of true plane) remains stable or improves. DIA Performance Measure 2	Not achieved. 89%	92%	92%	92%	92%
	(C) % of road users satisfied with the condition of Council roads.	Not achieved. 58%	≥ 73%	≥ 74%	≥ 75%	≥ 75%
	(T) Annual change in number of fatalities and serious injury crashes on local road network. DIA Performance Measure 1	Not achieved. 13	Decrease by 1 or zero	Decrease by 1 or zero	Decrease by 1 or zero	Decrease by 1 or zero
The roading network is maintained in good condition.	(T) % of sealed local road network resurfaced annually. DIA Performance Measure 3	Not achieved. 4.1	4.5%	5%	5%	5%
Footpaths are maintained in good condition and are fit for purpose.	(T) % of footpaths with condition rating 1-4. DIA Performance Measure 4	Achieved. 99%	≥ 98%	≥ 98%	≥ 98%	≥ 98%
Council will respond promptly to customer service requests for roads and footpaths.	(T) % of urgent customer service requests relating to roads and footpaths responded to within 2 working days. DIA Performance Measure 5	Not achieved. 94%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
	(T) % of non-urgent customer service requests relating to roads and footpaths responded to within 5 working days. DIA Performance Measure 5	Achieved. 93%	≥ 90%	≥ 90%	≥ 90%	≥ 90%

Ngā Huhua Kaunihera

Community Facilities

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

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MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

We provide a range of attractive and accessible facilities for our residents, families and visitors. Parks and reserves, public spaces, halls and swimming pools deliver facilities for people to be active, socialise, interact and have fun. These facilities are delivered to enhance the social, health and cultural wellbeing of our communities. In support of these activity-based facilities, our campgrounds give visitors opportunities to stay, visit and support our local communities, and we have public toilets for the convenience of people when they need them.

We provide housing options for older people who are unable to access suitable housing in the private sector. We own and maintain cemeteries to support the social and cultural wellbeing of our communities by providing areas to bury, visit and remember those who have passed away.

Ngā Huhua Kaunihera Community Facilities

Parks, Reserves and Public Spaces

What we do

We own and maintain parks and reserves across the District varying in size from neighbourhood ‘pocket parks’ and playgrounds, small roadside and main street gardens to sports fields, premier parks and a large scenic reserve, Lake Rotokare (240ha). We own and maintain 38 playgrounds.

We have a wide range of active and passive open spaces that makes the South Taranaki District unique and are not necessarily formal parks or reserve areas. These open spaces are areas of land to which the public has a relatively free right of access. They can serve a variety of purposes from recreation, amenity and preservation to providing and being part of views, protecting significant landscapes, sites and community identities and providing a focal point for a local area. Examples of these are the Ōpunakē Beach Esplanade, Campbell and Korimako Lanes in Hāwera and freedom camping sites around the District.

Freedom Camping

Our Freedom Camping Bylaw identifies the locations in the District where freedom camping is allowed and the types of camping permitted at each site. There are three categories of freedom camping – certified

self-contained, non-self-contained and tenting. The Self-contained Motor Vehicles Legislation Act 2023 introduced stricter rules around the certification of vehicles, which has no impact on our Freedom Camping Bylaw.

Looking Ahead

We are currently conducting a preliminary structural assessment on the Hāwera Water Tower. This assessment will help the Council determine what refurbishment work may be required, with work planned to take place in years 2 and 3 of this LTP.

At this stage, there is little demand for additional parks because the existing stock provides enough recreational space across the District for the current and projected population. However, we received feedback from the community on providing for improved maintenance of parks and gardens particularly through the townships.

We predict that there will be a continued need for the Council to support and provide informal recreational spaces for our communities and visitors. Life expectancy is increasing, and we are becoming more aware of the need to keep fit and healthy and enjoy our

retirement and independence for longer.

In October 2023 the Council adopted the Collaborating for Active Spaces and Places Strategy, a regional approach to providing an integrated and connected recreational facilities network. The Strategy was co-developed in collaboration with key partners and stakeholders in the Taranaki Region, including providers and potential funders, operating as the Taranaki Facilities Consortium. This will see the preservation of local autonomy while ensuring good practice in planning for facility development and funding co-ordination.

Impacts of climate change on some of our community facilities are possible. Flooding/inundation and erosion are the most likely impacts. Particularly at risk are our campgrounds and other reserves and properties along the coast and adjacent to rivers.

Ngā Huhua Kaunihera

Community Facilities

What negative impacts this might have

Activity	Well-being	Significant Effect	Mitigation
Vandalism of Council parks and property assets	Mana Tangata/Social Well-being	Vandalism or damage of Council assets can make people who live in the area or park users feel unsafe as they could become targets of crime.	Vandalism can be mitigated by applying 'Crime Prevention through Environmental Design' principles in design - features such as improved lighting and open space, security notices and dealing with incidents of vandalism quickly (removal within 24 hours) so these assets do not become a target. Contractors or in-house staff remove graffiti, depending on the location. CCTV is used as a tool for surveillance and monitoring to keep our communities and shared facilities safe from harm.
Noncompliance of playground equipment	Mana Tangata/Social Well-being	Personal injuries to playground users could occur because of faulty playground equipment, and could range from minor to severe.	This can be mitigated by investing in good quality design as well as safety audits and on-going monitoring. Our standard procedure for any reports about faulty playground equipment is to resolve the issue as soon as possible.
Freedom Camping	Mana Tangata/Social Well-being, and; Mana Taiao/ Environmental Well-being	Freedom camping can create nuisance effects on the surrounding or adjacent landowners or occupiers with excessive noise, smell (from inappropriate disposal of solid waste) or squatters.	We have Kaitiaki (Ambassadors) who monitor freedom camping sites over the summer to ensure that the Freedom Camping Bylaw is being adhered to.

Ngā Huhua Kaunihera Community Facilities

Recreation Centres (Halls)

What we do

We own and manage nine halls across the District. In addition, there are 29 privately owned halls managed by local communities who are eligible to apply for funding support from the Council's Rural Halls Grant Fund.

We also own and operate the TSB Hub multi-function facility in Hāwera, which is open all year round for recreation, entertainment, social events, functions, programmes and regular sports code competitions. We provide an annual repairs and maintenance grant to the Sinclair Electrical and Refrigeration Events Centre in Ōpunakē.

In 2006, the Council entered into a partnership agreement with the Border Rugby and Sports Club (BRSC) to build a new community centre adjoining the BRSC clubrooms on Dallison Park, to replace the Waverley Town Hall. The combined facility is jointly managed by the two parties and each has defined responsibilities.

A partnership between the Hāwera Memorial Theatre Friends Trust and the Council was formed in 2011. The Trust is able to seek external funding for specified projects including funding to allow school students the opportunity to be involved in experiencing the theatre environment through the school curriculum. It

also raises funds that are re-invested to enhance the theatre and the user experience.

A major challenge continues to be the cost of maintaining the current stock and condition of halls through user charges and contributions. User fees and charges contribute only a small amount of the annual cost of maintaining our halls.

Looking Ahead

Demand for the halls is expected to remain at the current level or reduce over the life of the Plan and we have no plans over the next ten years to build or acquire additional halls. South Taranaki's population projections are for minimal population increases and the current capacity of our halls can accommodate a significant increase in users, should that happen in the future.

The Manaia Town Hall and the Manaia Sports Complex were both identified as earthquake risks and have been closed for some time. The Council and Te Korowai o Ngāruahine have partnered to explore the possibility of an Iwi-community multi-purpose space in Manaia. This could mean a large-scale development on one site, or multiple sites developed and phased over a longer period of time. Working together potentially presents greater benefits for Iwi and the Manaia

community than if facilities were completed separately.

To help the project proceed, the Toi Foundation funded a business case which is due to be completed by the end of May 2024. The business case will help Council make a decision on the next steps in the project. The Council has already committed \$1 million towards replacement of the facilities and \$2 million for the Manaia town revitalisation project.

The Eltham Town Hall is used for numerous different functions and events and currently meets 34% of the new building standard (NBS). However, while the Hall is not identified as an earthquake risk, it does mean the Hall is categorised as 'earthquake prone'. There are other planned repairs and upgrades, and we are taking the opportunity to ask the community if the Hall should be strengthened to 67% NBS while the planned works are being undertaken. Due to the costs associated with the project and the significance of the Hall to the Eltham community, this will be a key topic included in the consultation document.

Negative Significant Effects

There are no significant negative effects from the delivery of this activity.

Ngā Huhua Kaunihera Community Facilities

Swimming Pools

What we do

We provide and operate the Aquatic Centre in Hāwera and six other community pools across the District. An annual grant is also made towards the operation of the public community pool at Ōpunakē High School.

The community pools open mid-December and close after Taranaki Anniversary weekend in March. These pools have free access during advertised public sessions and are staffed by qualified lifeguards. All of these facilities feature main pools suited to adult use, plus learners' and toddlers' pools. We have increased the staffing levels at our community pools to ensure the continued safety of our users and staff.

The Hāwera Aquatic Centre has an indoor complex that runs year-round. It includes a 25 metre six lane main pool, a learners' pool plus a children's splash park, giant hydro-slide and a thermal pool. The outdoor complex opens the first weekend of December through to the last weekend in March and includes a 50 metre seven lane pool and a children's pool with novel play features. All pools are heated. The Hāwera Aquatic Centre is an accredited Poolsafe© facility. Qualified instructors deliver programmes that cater to all ages and abilities. Programmes include Learn to Swim, Aquatots, AquaFit and School lessons.

Looking Ahead

Year on year, pool use across the District remains steady, although the outdoor community pools are subject to seasonal weather variations. Daily attendances are recorded and reported through the facility usage report presented at each Community Board meeting.

A programme of varying upgrade works was completed at most of the summer pools, with the exception of the Kaponga Pool. A focus is to further improve the reach and effectiveness of swim and survive programmes at all operational sites and to South Taranaki schools.

A project within this Long Term Plan is to replace and upgrade some of the filtration and circulating plant at the Kaponga Pool.

Ngā Huhua Kaunihera Community Facilities

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Harm to a pool user	Mana Tangata/Social Well-being	Accidental injury to a pool user, or even death, by drowning or activity related injury or stress.	Qualified lifeguards are employed to supervise the pools and respond to emergencies that may arise when the pools are open for public use. All staff employed at Council operated pools are required to hold current First Aid Certificates and all lifeguards hold current Pool Lifeguard Practising Certificates. We have increased the number of lifeguards at each of community pools to two, to enhance supervision and protection of users.
Contamination from water borne contaminants and water treatment chemicals	Mana Taiao/ Environmental Well-being	Chemicals commonly associated with swimming pool water treatment may pose a risk to the environment through accidental spillage. Environmental impact through the transmission of water borne contaminants.	Chemicals commonly associated with swimming pool water treatment may pose a risk to the environment through accidental spillage. Pool Water Risk Management Plans address a range of potential risk elements that may arise in conjunction with provision and operation of the pools. The Risk Management Plan for the Hāwera Aquatic Centre is reviewed annually, prior to the annual Poolsafe review.

Ngā Huhua Kaunihera Community Facilities

Public Toilets

What we do

We own and maintain 34 public toilets at locations throughout the District. Additionally, we have three re-locatable toilet pods at Denby Road and Nowell's Lakes, Hāwera and at the Cape Egmont Boat Club on Cape Road, Warea. There are five dump stations across the District for motor homes to dispose of waste.

Te Ramanui o Ruapūtahanga (the new Culture, Heritage, Library and Information centre) in Hāwera includes public toilets. Whilst they are not open 24 hours per day, they are presented to a much higher standard than the current toilets. 24-hour access to

toilets is still available at King Edward Park and the Hāwera Water Tower Grounds.

While visitor numbers are not monitored, there is evidence of higher public toilet use during the summer months (particularly in coastal areas), school holidays and during events. At these times, we keep in close contact with the cleaners to make sure the toilets are clean and meeting demand.

Looking Ahead

The key issue for our public toilets is the significant demand for new or improved facilities across the District. With a total of 37 public toilets and a static

population, we do not anticipate a demand for more toilets. Our resources will continue to be directed to ensuring that our existing facilities are clean, accessible and useable for our local communities.

Future Projects

We have allocated funding to replace the public toilets at Ōhawe Beach (2024/25), Egmont Street in Pātea (2026/27), Ōpunakē Lake (2024/25-2025/26) and Rāhotu (2027/28).

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Vandalism of public toilets	Mana Tangata/Social Well-being	Vandalism or damage to Council assets can make people who live in the area feel unsafe as they could become targets of crime.	Vandalism can be mitigated by applying 'Crime Prevention through Environmental Design' principles in design - features such as improved lighting and open space, security notices and dealing with incidents of vandalism quickly (removal within 24 hours) so that these assets do not become a target. Contractors or in-house staff remove graffiti, depending on the location. CCTV is used as a tool for surveillance and monitoring to keep our communities and shared facilities safe from harm.
Contamination from sewage spill	Mana Taiao/ Environmental Well-being	Environmental and health impacts from a potential sewage spill from a public toilet.	Regular condition inspections, monitoring and maintenance, close liaison with wastewater service engineers and prompt response to customer requests.

Ngā Huhua Kaunihera Community Facilities

Campgrounds

What we do

We provide seven campgrounds at Ōpunakē Beach, Kaūpokonui Beach, Hāwera, Pātea Beach, Waverley Beach and Waiinu Beach, and Lake Rotorangi (Pātea Dam).

The management and operation of these facilities varies. Ōpunakē and Pātea Beach campgrounds are leased to private operators; Waverley Beach, Waiinu Beach and the Hāwera campgrounds are managed in-house and we employ a part time custodian at Waiinu over the summer period when demand is high.

The Kaūpokonui Beach Motor Camp is supported through a partnership with the Kaūpokonui Beach Society, which manages this facility and reinvests the income from the bach rentals in the development of the reserve.

Looking Ahead

Little data is available on historical user statistics, as visitor nights are not recorded at most of our camp-

grounds, with the exception of the Hāwera Holiday Park. There is adequate capacity to meet an increase in demand at most times throughout the year.

Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

Ngā Huhua Kaunihera Community Facilities

Cemeteries

What we do

We actively manage ten cemeteries across the District and own the Armed Constabulary Cemetery on the bank of the Ōpunakē Lake. We own the land at the Rāhotu and Waverley Cemeteries, which are managed by trusts, and we provide an annual grant to the Waverley Cemetery Board to manage and maintain the cemetery.

As well as the land for burials we also manage the associated roading, car parks, toilet blocks, rubbish bins, concrete berms and lowering devices required for the proper management of cemeteries.

Looking Ahead

Based on expected demand we have space available across the District's cemeteries for a further 50 years. However, the Hāwera Cemetery is reaching capacity with approximately three years left based on current demand. The Council will need to obtain resource consent through the Taranaki Regional Council in order to extend the cemetery area. A budget has been allocated in year one to obtain resource consent and extend the Hāwera cemetery area.

The number of interments is about the same annually, with cremations trending upwards. If this continues over the next ten years, less land will be used, offsetting the demand for more land to be developed as

cemetery.

As the ethnic profile of the District diversifies, there is a need to be more culturally sensitive about the provision of our services.

We are proposing to establish an Urupā Maintenance Fund to assist local iwi and hapū with the maintenance of urupā attached to their marae.

Future Projects

Over the next ten years the main projects to take place are expansion developments at Ōpunakē, Waihi and Kaponga cemeteries.

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Discrepancies in the allocation of burial plots	Mana Tangata/Social Well-being Mana Mauri/ Cultural well-being	Discrepancies in the allocation of burial plots can have a significant negative effect on public confidence in the Council's management of cemeteries, as well as a direct impact on the families involved.	Maintaining accurate, up-to-date records including an annual programme of checking and cross-referencing burial data to make sure it is correct (cemetery surveys). Maintaining close working relationships with contractors and funeral directors.

Ngā Huhua Kaunihera Community Facilities

Housing for the Elderly

What we do

We provide safe, comfortable and affordable accommodation for older people in 72 housing units across the District. All units have a separate bedroom and meet the Residential Tenancies (Healthy Homes Standards) Regulations 2019.

We manage the tenancies and provide a support service to help tenants live independently in their communities. This includes regular visits to tenants and support to access appropriate health and social services.

Looking Ahead

Demand for units has been strong over the past three years and occupancy levels are high in all communi-

ties. The number of South Taranaki residents aged over 65 years is expected to increase from 5,374 in 2024 to 6,921 in 2034 (Infometrics projections). Other factors that are likely to increase demand are declining levels of home ownership and the number of older residents returning to the District on retirement.

Funds raised from the sale of old and unsuitable units are redirected into the Housing for the Elderly activity for future purchases and development. We purchased two residential properties in Furlong Street and one in Princes Street, Hāwera as potential sites for future housing for the elderly.

A Taranaki Regional Housing Strategy has been developed and Toi Foundation has committed to provide funding to support the establishment and first two years of operation of the Taranaki Housing Initiative Trust. We are working in partnership with the Trust, investigating the existing community housing op-

tions, identifying the needs within the community, and pinpointing areas where additional housing developments could be established. Future capital funding to develop any additional units will be included in the 2027-2037 Long Term Plan based on the outcomes of the Taranaki Housing Initiative Trust's findings.

Future Projects

Ceiling and floor insulation has been installed in the 58 units with accessible ceiling and floor cavities and a further four will be insulated in conjunction with roof replacements.

Interior upgrades of 62 units, including the installation of accessible showers, have been completed and eight of the remaining 10 units will be refitted as the units are vacated.

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Lack of housing for the elderly	Mana Tangata/ Social Well-being	We have an ageing population and the demand for housing for the elderly continues to increase. The number of housing units we offer cannot meet the demand.	The Council has strategically purchased properties in Furlong and Princes Streets for future development of housing for the elderly. We are working with the Taranaki Housing Initiative Trust to identify areas of future need in the community.

Ngā Huhua Kaunihera Community Facilities

Key Projects

Description	Year	Total (\$)
Parks and Reserves		
Soft fall replacement for all playgrounds	Years 2, 5, 8	\$703k
Playground Upgrades	Years 2, 4, 6, 8, 10	\$681k
Recreation Centres		
TSB Hub – Renewals	Years 1 to 10	\$1.9m
Eltham Town Hall Building Upgrade	Years 1, 2 and 3	\$1.95m
Swimming Pools		
Rural Pools Plant Renewals	Years 1 to 10	\$395K
Hāwera Aquatic Centre Renewals	Years 1 to 10	\$686k
Public Toilets		
Pātea Beach Amenity Block	Years 3 and 4	\$802k
Pātea Public Toilets	Years 3 and 4	\$388k
Ōhawe Beach Toilets	Year 1	\$205k
Ōpunakē Lake Toilets	Years 2 and 3	\$230k
Rāhotu Toilets	Year 4	\$273k
Housing for the Elderly		
Housing Renewals	Years 2 to 10	\$906k
Cemeteries		
Hāwera Cemetery	Year 1	\$230k

Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
			2022/23	2024/25	2025/26	2026/27
Parks and Public Spaces						
Parks and public spaces are tidy and well maintained.	(C) % of customers satisfied with the level of maintenance in Council parks, reserves, playgrounds and public spaces.	Not achieved. 92%	≥ 97%	≥ 97%	≥ 97%	≥ 97%
Swimming Pools						
Customers are satisfied with services.	(C) % of users satisfied with services at Hāwera Aquatic Centre.	Not measured	≥ 90%	≥ 90%	≥ 90%	≥ 90%
Public Toilets						
Toilets are clean and well maintained.	(C) % of residents satisfied with cleanliness and maintenance of Public Toilets.	Achieved. 82%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
Cemeteries						
Cemeteries are tidy and well maintained.	(C) % of customers satisfied with the tidiness and level of maintenance at Cemeteries.	Achieved. 97%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Housing for the Elderly						
Council provides well maintained and fit for purpose Housing for the Elderly.	(C) % of tenants satisfied with the standard of their unit.	Not achieved. 93%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

Ngā mahi ā-Toi me Rēhia

Arts and Culture

Community Outcomes



MANA MAURI CULTURAL WELL-BEING

Creative, diverse communities that enhance the mauri (well-being) of our people.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

The Arts, Culture and Heritage activity allows us to build creative, diverse communities and enables people to be connected and informed through opportunities to participate in creative outlets and by honouring and protecting the past. Professional support, coordination and facilitation for creative activities enhance our cultural diversity, while District heritage services increase our communities' sense of identity and encourage the protection of our heritage.

Ngā mahi ā-Toi me Rēhia

Arts and Culture

Arts

What we do

We provide a point of co-ordination for the creative community and offer professional advice and facilitation to increase the visibility of art throughout the District. Established annual activities including the Council Art Lease Programme, curated exhibitions at community art galleries and a quarterly arts newsletter.

On-going collaborative projects include the Taranaki National Art Awards, Arts in the Park, Paepae in the Park and the Creative Communities Funding Committee. Projects include public art, workshops and supporting performance and visual arts initiatives and groups, as well as building and sustaining relationships with regional art agencies and events, such as the Taranaki Arts Trail and Creative Taranaki.

Looking Ahead

While there is continued demand for more assistance, we do not anticipate any increase in the level of service currently being provided. We will continue to deliver a range of events and activities and provide a point of co-ordination over the term of the Plan. We will work with the Lysaght Watt Art Gallery as it transitions to a new gallery space in Te Ramanui o Ruapūtahanga.

Aotea Utanganui – Museum of South Taranaki

What we do

We partner with the South Taranaki District Museum Trust to provide District heritage services through the management of Aotea Utanganui Museum of South Taranaki in Pātea. The Trust owns the Museum and the collection, and we manage the Museum operations through a formal partnership.

We provide professional advice and support to the Trust, as well as to individuals and groups that wish to preserve their tāonga, objects and archives. Through collaboration with Māori, we ensure history is preserved and showcased within the Museum. We actively promote the wider District's heritage, the Museum and its activities. There is also provision for travelling exhibitions around the District to take the Museum to the people.

Looking Ahead

There is an increasing expectation for heritage information to be available online and the Trust may need to seek funds in the future to achieve this.

The space available for archival materials has been increased significantly but, as clubs and organisations close, the demand for space to store records and memorabilia will continue to grow. There may be a need to consider providing more space for archive storage. The Trust has completed Stage Two, a large low-tech space suitable for housing and displaying larger collection items including agricultural machinery. Previously, many large pieces of the collection were held off site and this new building means the collection can all be onsite, and in the direct care of Trustees and staff.

Ngā mahi ā-Toi me Rēhia

Arts and Culture

LibraryPlus

What we do

Our seven LibraryPlus centres provide access to a wide range of free services, information and recreational resources to all residents. Services include literacy, housebound book service, local history and heritage, book clubs, activities and programmes for all age groups. They also provide local access to a range of Council services, such as dog registrations and rates payments, and a public space that is warm, safe and inviting. There are no overdue fees on any of the collections available from the LibraryPlus centres.

The libraries provide an online presence through www.southtaranaki.com, which enables borrowers to reserve and/or renew items, check the catalogue, access online newspapers, and other resources. Users can communicate with the libraries on Facebook. A partnership with the Aotearoa People's Network Kaharoa enables free internet access for all residents and visitors. We have a library management software service with the Stratford Library through a shared services agreement that allows users to seamlessly borrow from any South Taranaki or Stratford Library and return items to any branch.

Looking Ahead

Libraries, and the world they exist in, are in a transitional print/digital state and, particularly in smaller communities, this is likely to exist for many years to come despite the rapid pace of technological change. The range of ways people can use library resources both internally, and externally through digital access, is increasing. The drive for localism will further impact on people's need to access information and connection at a local level.

The library as the third place is important for studying, business meetings and connection with people. The pandemic of recent years has seen people's desire for human connection increase, as the isolation of COVID-19 restrictions reinforced the value of face-to-face contact. This is a worldwide trend we expect to continue.

While the trends might show fewer people borrowing physical items, interactions with our residents will be more time consuming and intensive as we play a greater role in educating and supporting the public to flourish in a hybrid digital world. There is an increasing push for people to access government services online and the use of eBooks and eAudio is increasing. At

the same time, we are finding people have a desire for no-or-low tech programming and events. This means in coming years our LibraryPlus centres will maintain a diverse online presence, remain current with digital technologies, and ensure our event and programming schedule meets a wide range of needs. We will actively pursue partnerships with other organisations to enhance service delivery.

Key Projects

Description	Year	Total (\$)
Books	Years 1 to 10	\$3.4m
Kaponga LibraryPlus	Years 4 and 5	\$102k
Self-checkout and Smart returns shelving for librares	Year 1	\$26k

Significant Negative Effects

There are no significant negative effects from the delivery of these activities.

Ngā mahi ā-Toi me Rēhia

Arts and Culture

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
LibraryPlus materials and resources are relevant to current information and leisure needs of the community.	(C) % of customers satisfied with materials, resources and information provided.	Achieved. 96%	≥ 96%	≥ 96%	≥ 96%	≥ 96%

Whakawhanake Hapori me te Tautoko Community Development and Support

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

We are committed to working in partnership with our communities to ensure their views and aspirations are considered, and they are supported to develop and implement projects, such as the town centre master plans, that improve their wellbeing and contribute to our community outcomes. We are committed to delivering safe, resilient and connected communities.

What we do

This activity is closely linked to District Economy where we work alongside our communities to provide, encourage and support projects and activities that enhance the District's wellbeing. To achieve these objectives we actively engage with all members of the community to identify and achieve the outcomes they desire for themselves.

We administer the South Taranaki Creative Communities Scheme and Sport NZ Rural Travel Fund on behalf of central government and a number of Council funds, including the Community Board Local Discretionary Funds, Iwi Liaison Tangata Whenua Fund, Waimate Development Levy, Pātea Centennial Bursary, and grants to rural halls and community surveillance systems.

Looking Ahead

Our population is ageing and accessibility for all is a key consideration in ensuring our communities are safer, connected and more people-friendly environments. Connecting with youth and all members of our community is important to ensure our towns have a diverse economy.

Our goal in this LTP period is to support the execution of the town centre master plans, for Ōpunakē, Manaia, Eltham, Pātea and Waverley, in order for our communities to feel proud of what we have.

Significant Negative Effects

There are no significant negative effects from the delivery of this activity.

Ratonga Wakaature Regulatory Services

Community Outcomes



MANA ORANGA ECONOMIC WELL-BEING

Flourishing communities with a diverse economy, innovative people and resilient infrastructure.



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

The purpose of this activity is to protect the environment and the people that live in it. We mainly do this through the administration of a broad range of statutory functions, including the Building Act, Resource Management Act, Dog Control Act, Health Act, Food Act, Sale and Supply of Alcohol Act and Parking Bylaw.

Building Control

What we do

The Building Control activity manages the processing of building consent applications and inspections of building work. We are available to provide information to customers regarding compliance for building projects and undertake a monitoring role by ensuring compliance of buildings used by members of the public, dangerous and earthquake prone buildings, and residential pools.

Looking Ahead

We must retain accreditation as a Building Consent Authority and will be preparing for a routine assessment by International Accreditation New Zealand (IANZ) in 2025. Other priorities include the completion of our responsibilities for the assessment of potentially earthquake prone buildings, three-yearly inspections of swimming pool fences, and inspections of high-risk buildings (for example, boarding houses) that have specified systems and Building Warrants of Fitness.

Ratonga Wakaature Regulatory Services

Planning

What we do

The Planning activity is responsible for processing resource consent applications for activities not permitted under the South Taranaki District Plan. Monitoring the compliance of resource consent conditions is also part of this function.

Looking Ahead

The number of applications for resource consents is not expected to increase significantly over the next ten years. This function is heavily impacted by legislation, and we will respond to any further changes to the Resource Management Act 1991.

Environmental Health – Licensing – Food, Alcohol and Gambling

What we do

Our Environmental Health activity protects the community by registering and inspecting premises that prepare or sell food and investigating complaints about consumed food, dumping of rubbish and other health risks.

The activity also protects public health through providing reports for the purposes of the Sale and Supply of Alcohol Act 2012 and licensing and monitoring for compliance with the licence conditions of that Act. We are required to operate a District Licensing Committee to determine all new and renewal applications for licences and certificates.

Under this activity we control and manage the number of Class 4 gaming machine venues in our District. We also develop and administer gambling policies for Class 4 Venues and TAB Venues.

Looking Ahead

This function will continue to provide these regulatory functions to keep our communities safe and healthy.

Ratonga Wakaature Regulatory Services

Animal Services and Nuisance Control

What we do

This 24 hour, seven days a week service includes:

- **Animal Services** – requiring all dogs to be registered; responding to and investigating complaints of dogs roaming, barking or attacking; making special provision for dangerous and menacing dogs; and educating owners to be more aware of their responsibilities so their dogs do not cause a nuisance or injury to people, stock, domestic animals or protected wildlife. It also involves responding to and investigating complaints of wandering stock, and we own and operate a pound in Hāwera.
- **Nuisance Control** – responding to and investigating noise complaints, issuing Excessive Noise Direction Notices, Abatement Notices and Infringements, and the seizure of the noise generating equipment when excessive noise is detected. We deal with abandoned vehicles, and we have noticed a recent increase in the need for this service. This results in increased costs to our ratepayers, as any cost recovery tends to be much less than the costs of removing and disposing of abandoned vehicles.

Looking Ahead

We have decided to bring the after-hours animal control service in-house. Noise complaints are proposed to be undertaken by a contracted service provider.

Parking Control

What we do

This involves patrolling the central business district of Hāwera and surrounding townships that have parking restrictions, responding to parking complaints, education and the issuing of warning notices and infringement notices. The main purpose is to ensure there are enough parking spaces available to meet demand.

Looking Ahead

The demand for this service is likely to increase, especially with the redevelopment of the Hāwera Town Centre. This will contribute to the economic development of our businesses.

Ratonga Wakaature Regulatory Services

Significant Negative Effects

If not managed properly, the regulatory group of activities has the potential to have significant negative effects on the cultural, social, economic, or environmental well-being of the local community. These potential effects could be:

Activity	Well-being	Significant Effect	Mitigation
Poor management of regulatory functions	Mana Tangata/ Social well-being	Our residents may not feel connected, healthy, informed or safe if these functions are not managed appropriately, it can cause harm to the lives and health of our communities.	Comply with statutory requirements and undertake check ins with the local community through the annual Residents' Satisfaction Survey.
	Mana Oranga/ Economic well-being	If these functions are not managed appropriately, it will not allow for a diverse economy with innovative people and resilient infrastructure.	Comply with statutory requirements and undertake check ins with the local community through the annual Residents' Satisfaction Survey.
	Mana Taiao/ Environmental well-being	The inappropriate use or management of these functions could generate adverse effects on the environment and act against our priority to be a sustainable district preserving the environment for future generations.	Comply with statutory requirements and monitor any non-compliances.

Key Projects

Description	Year	Total (\$)
Signage – Licensing and Animal Control	Years 1 and 8	\$88k
Hāwera Pound Upgrades	Years 1 to 7	\$154k
Animal Services – Fencing	Years 1 and 6	\$70k

Ratonga Wakaature Regulatory Services

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
Animal Services and Nuisance Control						
Residents are satisfied with the Animal Control service.	(C) % of residents satisfied with the Animal Control service.	Not achieved. 73%	≥ 75%	≥ 75%	≥ 75%	≥ 75%
A prompt and reliable animal control service will be provided 24 hours a day, 7 days a week for wandering stock and serious dog incidents.	(T) % of reported serious dog or wandering stock incidents responded to within 4 hours.	Not achieved. 85%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
A reliable and responsive animal control service that investigates general dog incidents.	(T) % of reported general dog incidents responded to within 1 working day.	Not achieved. 84%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Building and Planning Control						
Building consents are processed efficiently.	(T) % of building consent applications are processed within the statutory timeframe of 20 working days.	Not achieved. 81.7%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Customers receive industry recognised quality service.	(T) % of building inspections are carried out within 2 working days of request.	Achieved. 99.5%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Consents for subdivision and development are processed in a timely manner.	(T) % of resource consent applications processed within statutory timeframes.	Not achieved. 97.8%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Consent compliance is monitored by the Council.	(T) Consents are monitored by their due date.	Achieved. 100%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

Tiaki Taiao

Environmental Management

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

To protect the environment and the people that live in it. This activity leads a District wide approach to climate change (carbon zero, waste minimisation and sustainability), and maintaining the District Plan.

Environment and Sustainability

What we do

We manage the implementation of the Environment and Sustainability Strategy and the projects identified in this Strategy are mainly funded through a mix of the Plan and funding from central government agencies.

Looking Ahead

The focus is on finishing projects that are either in the planning or early implementation phases. These include our reforestation project, the Taranaki Organic Materials Processing Facility project, the implementation of the Waste Management and Minimisation Plan, and assisting the development of a roadmap to climate change adaptation and emissions reduction.

Initially, the reforestation project will concentrate on offsetting three waters emissions once decarbonisation adaptation and mitigation systems have been put in place. Rather than just targeting the number of hectares planted, the aim will be improvements in biodiversity and restoration work.

Key Projects

Description	Year	Total (\$)
Biodiversity restoration – Council parks and reserves	Years 1 to 10	\$337k

Tiaki Taiao

Environmental Management

Environmental Policy

What we do

Environmental Policy involves promoting sustainable management of the environment through maintaining the District Plan.

Looking Ahead

We are undertaking a series of small District Plan changes that aim to update the zoning in specific areas. These will be a precursor to the start of a comprehensive review of the District Plan, which is scheduled to commence in 2025.

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Lack of policy direction	Mana Tangata/ Social Well-being	Lack of environmental policy around natural hazards or climate change can lead to development in high-risk areas. These developments can cause harm to people's homes, livelihoods and lives if not managed appropriately.	Environmental policy is developed to align with legislative requirements and consideration of the unique landscapes of South Taranaki are integrated into these documents.
Inclusion of decision making	Mana Mauri/ Cultural well-being	Ensuring that statutory requirements and shared decision making in these processes are managed appropriately and culturally significant sites are protected is important because it can have negative cultural impacts.	Use the platforms in place to discuss projects, concerns with Iwi Partners and hapū and have the conversations early.

Haumarū Ohotata Emergency Management

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.

Why we do it

This activity ensures that the Council and our residents are prepared to respond to, and recover from, a major natural hazard or emergency event. An informed and prepared community is more able to adapt to significant unforeseen change and ensure the overall health and wellbeing of people are maintained.

What we do

Part of our role involves ensuring we have the resources and information required to help the community respond to, and recover from, a natural disaster or emergency event. This activity includes our work with the Taranaki Civil Defence and Emergency Management Group, under the Civil Defence Emergency Management Act 2002.

The Taranaki Emergency Management Office (TEMO) is a shared service across the four councils in the Taranaki Region. Although TEMO is administered by New Plymouth District Council on behalf of the Region, it is funded by all four councils. To ensure we are ready to effectively respond to emergencies, our staff are trained by TEMO on how to manage and participate in an emergency response.

Looking Ahead

There are increasing risks from climate change for South Taranaki, particularly around severe weather events and increasing temperatures. We will work to help the community understand and plan for the impacts by identifying places, assets and communities likely to be threatened by these impacts. Another high risk for our District is the potential eruption of Mount Taranaki, which has been identified as one of the Taranaki Region's three hazards. Emergency events can occur at any time and in many circumstances, without any warning. Readiness and preparedness are critical to the local and regional emergency response in order to keep our communities safe.

Pandemic response and recovery is no longer a primary focus. Instead, keeping the District ready to respond to other types of civil defence emergencies is a top priority. However, the COVID-19 pandemic reinforced the need to be prepared to cope with global health impacts, as we cannot assume our relative isolation will protect us.

We are having conversations with local iwi and hapū on what an emergency response looks like for our Council and Iwi partnership and how we can assist each other to better support our local communities. Emergency response plans are being created with high priority for our vulnerable communities to ensure emergency preparedness is achieved.

Haumarū Ohotata Emergency Management

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Emergency response	Mana Tangata/ Social Well-being	An event could cause significant damage to the environment, people's homes, health and/or livelihoods.	We contribute funding towards the operation of TEMO who are experienced and trained to coordinate a regional emergency response. We offer emergency response training for our staff, as well as creating emergency response plans for our communities in low lying or vulnerable areas.
	Mana Oranga/ Economic Well-being	Some emergency events can cause damage to our infrastructure. This can cause isolation, contamination to water and/or interruptions to water supply. Certain events could damage or impact the ability for primary industries to operate and this could harm the economic wellbeing of our District.	We plan and design our infrastructure and services to be resilient to extreme weather events and other emergency situations. Where resilient infrastructure cannot be achieved, we prepare responses to ensure the safety of our communities through our Emergency Response staff. We work with the Ministry of Primary Industries (MPI) during any emergency response events to ensure that the industry is being advocated for and managed appropriately.

Key Projects

Description	Year	Total (\$)
Water resilience capability	Years 4, 5	\$66k
Generator plug in each LibraryPlus	Years 1, 2, 3	\$33k

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
The Council is ready to respond to a Civil Defence Emergency and is able to an appropriate response.	(T) More than 50% of staff have attended appropriate training and regular meetings with function leads and alternates to ensure capacity.	Achieved. 50%	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained

Para Totoka Solid Waste

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

Our solid waste services are designed to protect the health and wellbeing of the community and the environment by ensuring the community can dispose of solid waste in a convenient, secure and sustainable manner.

What we do

Currently we operate a weekly kerbside collection service (wheelie bins and crate) to collect waste and recyclables from approximately 8,752 households in the District's towns and along the main collection routes. As of 1 October 2024, this service will be run fortnightly, along with a weekly food scrap collection. We also provide a fortnightly voluntary organic waste (greenwaste and food waste combined) collection service on a user-pays basis to approximately 2,700 households. This greenwaste is composted, which reduces the amount of waste going to the landfill.

We operate seven transfer stations throughout the District to give the public and businesses access to waste disposal facilities and free recycling. Currently more than 95% of our population has access to these services within 20 minutes driving time. We also hold consents for the discharge of leachate and stormwater from seven closed landfills and legacy sites. These are at Kaponga, Manaia, Pātea, Ōpunakē, Hāwera, Otakeho and Eltham.

We have adopted a Waste Management and Minimisation Plan 2023–2029 that identifies our vision to have 'Zero waste to Landfill 2050' and the action plan to accompany this goal. This Plan has been created with the community, the environment, Te Ao Māori (Māori world view) and our future in mind.

Looking Ahead

The quantity of waste from the South Taranaki District has increased from 6,647 tonnes in 2017/2018 to 7,992 tonnes in 2018/2019 and 10,683 tonnes in 2019/2020. The continuous increase in waste is largely attributed to waste received from contractors that was previously disposed of directly to landfill. Any future growth from population change and new businesses should be compensated for by additional waste minimisation initiatives. It is assumed that the voluntary green waste kerbside collection service will attract about 2,700 users for the life of this Plan.

The quantity of waste from the South Taranaki District has increased from 11,718 tonnes in 2020/21, to 13,096 tonnes in 2021/22 and 12,898 tonnes in 2022/23. This continuous increase in waste is largely attributed to waste received from contractors that was previously disposed of directly to landfill. Any future growth from population change and new businesses should be compensated for by additional waste minimisation

Para Totoka Solid Waste

initiatives. It is assumed that the voluntary greenwaste kerbside collection service will attract about 3,000 users for the life of this Plan.

The Government charges a levy on all waste disposed of through landfills across the country. The Ministry for the Environment (MfE) has rates for the different classes of waste and the prices have been increased over the 2023 and 2024 period. The purpose of the waste disposal levy is to raise revenue for the promotion and achievement of waste minimisation as well as to recognise the effects that waste has on the environment, society and the economy. The Council is also affected by the cost increases, but we will continue to promote initiatives to lower the amount of solid waste or more environmentally friendly ways to treat waste within our District.

During this LTP, we want to open a Reuse Shop at the Hāwera Transfer Station with the goal of reducing the amount of waste that goes into the landfill. This activity will align with the Environment and Sustainability Strategy 2021–2031 and the Waste Management and Minimisation Plan 2023–2029. Not only will it reduce the amount of waste going to landfill, but it will also create a more circular economy by selling second hand items at affordable prices.

We are undertaking a feasibility assessment to determine how best to manage the erosion of the Waiaua River adjacent to the Ōpunakē Transfer Station on Aytoun Street and the Ōpunakē Lake. Once the pre-

ferred approach has been determined, the action plan is likely to occur during this LTP period. The effects of climate change are being felt in this area and to continue running this service for the Ōpunakē community, we need prevent the river from further eroding into this area.

The three district council's across the Taranaki Region are working together to create an organic waste processing facility. Where and how this is going to be managed is still to be determined, but it will reduce the emissions across the District dramatically because organic waste will be transported and managed within the Taranaki rohe. Enabling the separation of greenwaste and general waste will reduce the amount of waste going to the landfill, as organic waste can be managed and disposed of in a more environmentally friendly way.

tions with local iwi and hapū on what an emergency response looks like for our Council and Iwi partnership and how we can assist each other to better support our local communities. Emergency response plans are being created with high priority for our vulnerable communities to ensure emergency preparedness is achieved.

Key Projects

Description	Year	Total (\$)
Hāwera Transfer Station Renewals	Year 2	\$841k
Transfer Station ReUse Shop	Years 1 and 2	\$208k
Taranaki Organic Materials Processing Facility	Year 1 to 2	\$2.7m

Significant Negative Effects

Activity	Well-being	Significant Effect	Mitigation
Waste to landfill	Mana Taiao/ Environmental well-being	<p>Environmental and health impacts caused by the discharge of contaminants to land, air and water from waste disposal and from closed landfills.</p> <p>Environmental and health impacts caused by fly-tipping and the illegal dumping of waste.</p> <p>Additional costs associated with clean-up and disposal.</p>	<p>Reducing the amount of waste going to landfill through increased recycling and reprocessing, as described in the Waste Management and Minimisation Plan.</p> <p>Compliance with resource consents and aftercare management.</p> <p>Regular monitoring of gas emissions and leachate from closed landfills.</p> <p>Regular monitoring of known illegal sites and areas, erecting signage, public education and enforcement.</p> <p>Keeping transfer stations' charges/fees at affordable levels.</p>

Ngā Inea Paearu Pūtea-kore / Non-Financial Performance Measures

Level of Service	Performance Measure C= customer measure, T= technical measure	Actual	Target			
		2022/23	2024/25	2025/26	2026/27	Years 4 - 10
A reliable kerbside recycling and rubbish collection service is provided.	(C) % of customers satisfied with the Solid Waste collection service.	Not achieved. 89%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
Increasing number of tonnes per annum of recyclable material diverted from landfill.	(T) Number of tonnes of recyclable waste diverted from landfill per year.	Not achieved. Result 2,173 tonnes	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year
Waste Minimisation - new measure						
Reduce the amount of rubbish/waste that is collected from kerbside collection per household.	(T) Number of tonnes of waste collected on average per household per year.	Not achieved. 398kg	< 320kg per household	< 310kg per household	< 300kg per household	< 290kg per household

Ngā Momo Hanga ki Tai

Coastal Structures

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

The South Taranaki District has a beautiful marine and river environment, and this activity ensures people can access our beaches and lakes and boat users can access the water. To maintain these facilities, we need to protect erosion prone areas close to existing infrastructure, so while this activity is not mandatory, we need to ensure compliance with our resource consents. The maintenance and provision of coastal structures enables us to preserve the environment for future generations. We also need to comply with the Taranaki Regional Council's Regional Coastal Plan.

What we do

We provide access paths and steps to the sea and a number of boat ramps to allow recreational craft to access water bodies. This activity also provides coastal protection in the form of revetments in a number of places and maintains a number of significant structures in the Pātea estuary, such as the moles – concrete and stone walls that guide the Pātea River out to sea and limit erosion of land containing strategically important national railway and gas transmission infrastructure. We are required to have resource consents from the Regional Council for some of our structures, such as the Pātea Moles and boat ramp as well as other structures such as rock protection. We have 10 resource consents that we have to comply with in different areas of the coast.

Looking Ahead

The effects of climate change are being considered during the decision-making process for all activities. Due to the location and vulnerability of the coastal structures, repairs and full or partial replacement of structures are required. The repairing and maintaining of these structures ensure their continued use, as well as protecting vulnerable areas from further erosion or degradation. Coastal structures are assessed on a yearly basis.

The Pātea moles were designed to allow coastal shipping to access the old freezing works wharf, and access to the sea from Pātea is now only for recreational craft and the Coast Guard. Maintaining the more than 100-year-old moles to their current standard is a large and on-going financial commitment. As the moles are continually deteriorating, money is included in the Long-Term Plan every five years for the renewal of one mole in year four \$391,650, \$312,000 in year seven and \$438,200 in year nine.

Ngā Momo Hanga ki Tai

Coastal Structures



In the first year of this Plan options to replace the access ramp at Waverley Beach are being considered. The Waverley community approached the Council in 2023 regarding the condition of the access ramp and health and safety concerns for users. We have been working with the community on the replacement of the access ramp pending the collapse of the current structure.

With all of our coastal or river projects, effective consultation is undertaken with our Iwi partners. Māori have a spiritual and cultural connection to water and protecting the health and vitality of all bodies of water is a priority for us. Ensuring our coastal structures are maintained and that supporting activities do not have a negative impact on a coastal environment contributes to the achievement of our environmental and sustainability goals.

Significant Negative Effects

Coastal Structures have minimal negative effects on the environment. The majority of coastal structures are seawalls and their presence can cause an “end effect” when a seawall acts like a groyne, in that there may be some gradual accumulation of sand on the updrift side but more often erosion or beach displacement on the downdrift side of the direction of wave approach.

Te Ōhanga-ā-Takiwā

District Economy

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities where people feel happy and proud of where we live.



MANA TAIAO ENVIRONMENTAL WELL-BEING

Sustainable communities that manage resources in a way that improves our environment for future generations.

Why we do it

Supporting our District's economy allows us to create a vibrant and prosperous environment for residents and visitors, which is a key community outcome for us. The Economic Development activity seeks to contribute to this outcome by supporting new and existing businesses to develop and grow.

Our mission is to support the regeneration of local townships and communities through the establishment, support and/or nurturing of enterprise hubs, business enterprises and social enterprises.

The Economic Development activity enables us to provide high quality infrastructure and support businesses and industry to work towards a sustainable economy and prosperous District.

Te Ōhanga-ā-Takiwā District Economy

Economic Development

What we do

Providing support to local businesses and developers through our Business Development team ensures that we can assist our local economy to remain strong and grow. The team can help with connecting businesses to support services and training opportunities, and provide a link between business and the Council. We also have a partnership with Venture Taranaki Trust (VTT), which acts as a regional development agency with priorities to provide a strategic and focused approach to regional economic development.

We opened Te W'anake The Foundry in February 2023, a co-working space created to encourage collaboration across the District. The Foundry is a collaboration between the Council and Bizlink Hāwera to encourage and support business development. Meeting rooms are available for hire as well as individual desk spaces for people who want to work in a shared space in the centre of Hāwera.

To bring vibrancy into the centres of our small towns, town centre master plans were developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea to provide a basis for enhancement of these towns. We are working with co-design groups to develop the key projects and priorities for each plan.

Through the Mayor's Taskforce for Jobs (MTFJ) forum

we support and promote local employment opportunities and celebrate young people's workplace achievements. The Council manages the MTFJ Community Employment Programme in partnership with the Ministry of Social Development to place a contracted number of young people into employment.

Looking Ahead

Following a feasibility study in 2019, work began on the South Taranaki Business Park in the Waihi Road mixed use area in Hāwera. Installing and upgrading infrastructure in this area means we can provide existing and potential new businesses with the confidence they need when making decisions about where they might go and whether to expand. Our business park investment is a strategic initiative designed to enhance investment, resilience, jobs and economic growth in the District.

Town centre master plans have been developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea to provide a basis for future development and enhancement of these towns. The implementation and associated costs were included as part of the 2021-2032 LTP. These plans will continue to be delivered on throughout the 2024-2034 LTP. We are also committed to further implementation of the Hāwera Town Centre Strategy.

We will continue to adapt to the needs and wants of the economic development sector and work with businesses and organisations that want to work within our District. Currently, we have had a lot of interest in renewable energy generation through onshore and offshore wind farms, hydrogen and solar energy. Feasibility studies are being undertaken to determine whether Pātea is a suitable location for a base for offshore wind farms by external companies and this could provide benefits for Pātea and the surrounding townships.

Key Projects

Description	Year	Total (\$)
Waverley Town Centre Master Plan	Years 1 and 3	\$ 1.08m
Pātea Town Centre Master Plan	Years 1 to 3	\$ 1.96m
Eltham Town Centre Master Plan	Year 1 to 3	\$ 1.58m
Ōpunakē Town Centre Master Plan	Years 1 to 3	\$ 2.18m
Manaia Town Centre Master Plan	Years 1 to 3	\$ 0.55m

Te Ōhanga-ā-Takiwā

District Economy

Tourism and Events

What we do

The South Taranaki isite Visitor Centre promotes the District's attractions and facilities to visitors to the area and local residents. The Centre is a member of the isite New Zealand national network and holds and maintains Qualmark accreditation. The isite is also an Automobile Association agency for the District, providing services such as driver testing and licensing.

In conjunction with the other territorial authorities in Taranaki, we have a partnership with the Region's economic development and tourism agency, VTT. The purpose of this partnership is to develop tourism businesses in the Region, increase the number of quality tourism experiences the Region has to offer and to attract visitors through projects and promotional activities.

We support and organise a range of events throughout the District through sponsorship, ticketing and bookings, facilitation of a local element of regional/national events, promotions and marketing support or complete organisation of an event. We also work to attract events to the District that not only add vibrancy and enrich our communities, but also attract visitors and add economic benefits to our businesses.

Looking Ahead

The isite will be part of Te Ramanui o Ruapūtahanga, the new multi-purpose library, culture and heritage facility in Hāwera and will move into this new facility when it is completed in late 2024.

Ngā Mahinga Tōpūranga Corporate Services

Community Outcomes



MANA TANGATA SOCIAL WELL-BEING

Safe, connected communities
where people feel happy and
proud of where we live.

Why we do it

Corporate Services are the 'internal activities' that support the delivery of our projects, plans and programmes.

These activities focus on delivering effective and efficient services for the organisation and the community and help us to bring the community together by keeping people informed and connected.

What we do

Our **Communications** team writes and distributes information to the public through media releases, newsletters, website, social media, the Antenna app, radio, public presentations and SouthLink, a weekly news page in the Taranaki Star free community newspaper. We need to make sure you know what we are doing and how you can interact with us on key issues.

The **Finance** team ensures that we can appropriately fund our projects, programmes and services. It provides financial, rating and treasury advice and support to all Council teams, largely driven by the legislation that requires us to deliver Annual Reports, Annual Plans and Long Term Plans. Finance monitors and reports on our financial performance, prepares budgets, pays creditors, manages debtors, charges and collects rates, manages the payroll and answers rates queries. It looks after our Long Term Investment Fund and debt

management with assistance from professional fund managers and treasury advisors.

Corporate Property administers approximately 550 Council properties not directly used for public facilities, like the Hāwera Cinema. Around 100 properties are leased or licensed, and we ensure they are correctly valued and returning an appropriate rental. We also have around 50 leases or agreements with sporting groups and other not-for-profit organisations that own facilities on Council land. We work closely with our Environment and Sustainability Team to ensure we are working towards a sustainable portfolio.

Our **Customer Services** team is the first point of contact for all customer queries, bookings and payments. They manage bookings for halls, parks and sports grounds, as well as processing payments for dog registrations, rates and other fees and charges.

Information services delivered to internal and external customers include information technology, information management through records and archives, and geographic information systems. This team takes care of our data, information and knowledge assets to ensure they are securely managed for current and future generations, as well as meeting our legislative obligations to keep and provide information. We ensure staff and elected members are connected and able to work online.

The **People and Capability Team** is responsible for re-

Ngā Mahinga Tōpūranga

Corporate Services

recruitment, induction, employment relations, organisational development, performance management, health and safety, training and remuneration. A high level of legislative compliance ensures we meet our obligations regarding employment, payroll, human rights and health and safety.

Business and risk analysis provides independent assurance and advisory services and is responsible for risk management, maintaining our risk register and undertaking internal audits and reviews to ensure we are meeting our legislative obligations. The Risk and Assurance Committee oversees and monitors these functions and verifies that we have the correct checks and balances in place.

Looking ahead

A review of the Council's property portfolio will be undertaken to identify surplus properties for disposal. Until the review has been completed, we are unable to identify which properties may be affected.

Our Digital Transformation Strategy provides a plan for us to continuously improve our services over the next three years. It will allow us to work faster and smarter by improving productivity and efficiency and the ways you can interact with us, with better online systems. The Digital Transformation Strategy will ensure we can operate from anywhere, so that, for example, if the

Council building is closed, we can still hear from you and process your requests.

A major project is the replacement of our Enterprise Resource Planning (ERP) System, our Council wide system for managing finances, customer details, requests and applications, which is long overdue for replacement. This project is already underway and will continue over the first three years of the LTP. We are also working on stage two of our website upgrade, which will build online services to make your interactions with us smoother and easier. Stage three will look at developing personal logins so you can access all of your Council information easily and securely.

Significant Negative Effects

There are no significant negative effects from this activity.

Key Projects

Description	Year	Total (\$)
Hāwera Administration Building Renewals	Years 1 to 10	\$107k
Earthquake-prone Building Remedial Projects	Years 1 and 2	\$654k
District Wide – Sundry Property Fencing	Years 1 to 10	\$209k
Digital Transformation ERP Replacement	Years 1 to 3	\$4.2m
Manaia Town Centre Master Plan	Years 1 to 3	\$ 0.55m



SECTION
3

*Tukanga Whakataunga
Wakaaro
Decision Making
Process*

Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

We want to:

**Have the right conversations - with the
right people - about the right issues**

Executive Summary

The Council is responsible for making decisions on behalf of its communities. We engage with our communities every day and in different ways. This can range from simple messages to keep an individual or group informed, or it can be a two-way process where we ask the community for their viewpoint. This information is used to inform the decisions the Council makes.

This policy provides guidance to the community about when they can expect to be informed about a proposal, or be asked for their view on an issue, to feed into the decision making process.

Purpose

This policy establishes an approach for determining the significance of Council decisions and sets out when and how we will engage with communities in our decision making, relative to the significance of the decision.

Objectives

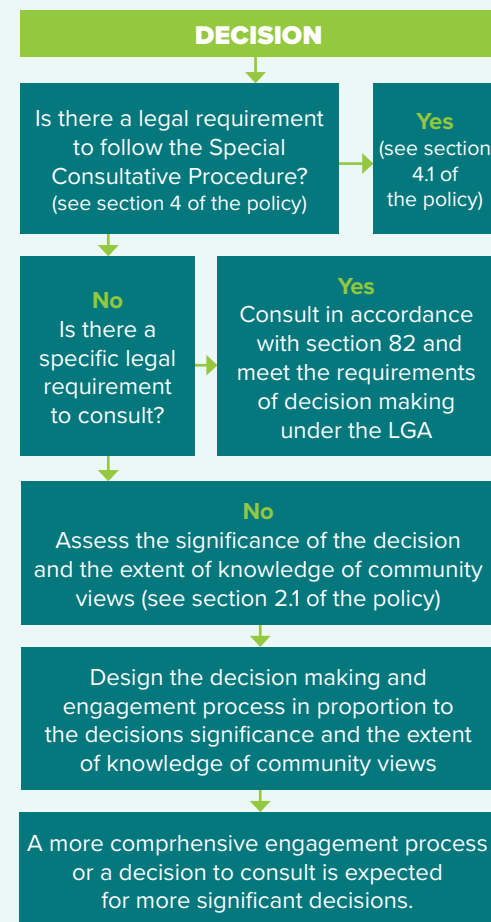
The objectives of this policy are:

- To enable the Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities.

- To let communities know how and when they can expect to be engaged in the Council's decision making processes.
- To inform the Council from the beginning of a decision making process about the extent, form and type of engagement required.
- To ensure that the Council meets all legislative requirements for consultation and community

Policy

1. Process overview diagram



Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

2. Determining Significance

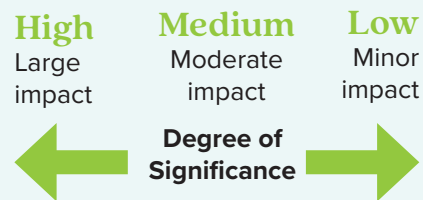
We first need to consider the level of significance in relation to the proposal, asset, decision or activity.

The following sections provide the step by step process for how we determine significance.

2.1 Assessment

For each decision an assessment will be undertaken by the report writer using the following thresholds and criteria, to determine significance:

2.1.1 Degree of significance



2.1.2 Criteria to determine significance

Council officers will need to think about the following six criteria and make a recommendation to the

elected members about the decision's significance. The final decision about the significance of any matter rests with elected members.

Criteria	Measure
Degree	The number of residents and ratepayers affected and the degree to which they would be affected by the decision or proposal.
Levels of service	The achievement of, or ability to achieve, the Council's stated levels of service as set out in the Long Term Plan.
Decision	Whether this type of decision, proposal or issue has a history of generating wide public interest in South Taranaki.
Financial	The impact of the decision or proposal on the overall budget or whether it is included in an approved Long Term Plan and the Council's ability to carry out its existing or proposed functions and activities now and in the future.
Reversible	The degree to which the decision or proposal is reversible.
Environment	The degree of impact the decision would have on the environment.

2.2 Strategic Assets

Under section 76AA (3) of the LGA

2002, the Council must list the assets it considers to be strategic assets. It has considered the previous list and re-confirmed that the following assets or groups of assets are strategically important to achieve and promote the current and future well-being of the South Taranaki community:

- All roading networks;
- All solid waste networks (excluding buildings);
- All water supply networks (excluding buildings);
- All wastewater networks (excluding buildings);
- All stormwater networks (excluding buildings); and
- Housing for the elderly.

Where a strategic asset is a network, or has many components, decisions can be made on individual components within the network without being regarded as significant, unless that component substantially affects the level of service provided to the community.

Decisions can be made to physically alter strategic assets to prevent an immediate hazardous situation arising or repair an asset due to damage from an emergency or unforeseen situation. Any decision relating to the sale or transfer, or sale of a shareholding of any of the above mentioned assets, is a significant matter and will trigger the Special Consultative Procedure (SCP). See also section 3.6 (Determining when not to engage).

2.3 Requirements for reports:

2.3.1 Every agenda item requiring a Council decision will require the report writer to consider significance and engagement, as defined within this policy.

2.3.2 Each decision will be considered case by case to determine significance.

2.3.3 The consideration, disclosure and engagement will be proportional to the significance of the decision.

Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

3. Engagement

After assessing the level of significance, we decide on the level of engagement required.

3.1 Principles of engagement

- **Genuine** – we will engage honestly, and will respect and listen to the community’s views with an open mind, and will give due consideration to them when making decisions.
- **Timely** – we will engage with the community as early as practicable. We will allow time for participants to contribute, and for them to be able to raise points on the issue.
- **Purposeful** – we will be clear about the purpose of the engagement and the ability and scope of the engagement to influence the decision.
- **Inclusive and accessible** – we will engage in a way that encourages participation by all who are likely to be affected by, or are interested in, a decision.
- **Recognition of diversity** – we will try to engage in ways that are

appropriate to the issue and those we are seeking to engage, having regard to their culture, age, and ability.

- **Informed** – we will provide clear, easy to understand and objective information relating to the engagement, and ensure it is readily available so participants can make informed contributions.

3.2 Determine level of engagement

We have identified four levels of engagement that we may use to convey information to the community on decisions we make.

Engagement assessment levels

Level	Goal
Inform	To provide the public with balanced and objective information to help them understand the problems, alternatives, opportunities and/or solutions.
Consult	To obtain public feedback on analysis, alternatives and/or decisions.

Involve	To work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
Collaborate	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.

3.3 How we will engage

3.3.1 We will communicate across multiple channels to reach ratepayers and residents. This may include:

- Council’s website
- Sent with rates notices - Southlink Extra
- Local newspapers (Southlink and public notification)
- Email
- Social media
- Antenno
- Face to face meetings / events
- Online surveys
- Other means of communication on a case by case basis

3.3.2 For any engagement above the level “Inform”, an officer must complete a communications plan and or engagement plan. See link here.

3.4 Providing information

Depending on the level of engagement (when we will inform, consult, involve or collaborate), we will generally provide information on:

- What is proposed?
- Why?
- What options are available?
- Our preferred option, and why, when it’s appropriate to say so.
- Costs and rating impact, if applicable.
- How the community can have its say.
- The timeframe and the process.
- How we will communicate the outcome.

There will be times when engagement will mean that not all of the information listed above can be provided,

Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

depending on the level of engagement we have decided to use.

3.5 Engagement with Māori

The LGA 2002 provides principles and requirements to facilitate participation of Māori in local decision making processes.

Our goal is greater engagement with Māori, which includes strengthened and ongoing partnerships. We aim to receive advice, appropriate information and understanding from Iwi groups about the potential implications and/or effects of proposals on tangata whenua values.

Our engagement with Māori is outlined in He Pou Tikanga / Ngā Iwi-Council Partnerships Strategy

3.6 Determining when not to engage

There are times when the Council will not consult with the community, because the issue is routine or operational, we must meet certain standards, or because there is an emergency. We also want to strike the right balance, and not over-consult. 'Consultation fatigue' could result in the community tuning out

We want to:

**concentrate on having the right conversations -
on the issues that are genuinely significant
to the South Taranaki community.**

of conversations with us.

Here are some examples of things we won't be asking about:

- Organisational decisions such as staff changes and operational matters that do not reduce a level of service;
- Emergency management activities during a state of emergency – Civil Defence Emergency Management Act 2002;
- Decisions that are commercially sensitive (for example, awarding

contracts).

- Any decisions made by delegation/ sub delegation to officers.
- Entry or exit from a development agreement (private contract) as per section 207A LGA 2002.
- Decisions in relation to regulatory and enforcement activities.
- When we are not required to consult by law, we can consider making a decision without consultation on a case by case basis.

Decisions taken to manage an urgent

issue; or

- Decisions to act where it is necessary to:
 - o Comply with the law;
 - o Save or protect life, health or amenity;
 - o Prevent serious damage to property;
 - o Avoid, remedy or mitigate an adverse effect on the environment;
 - o Protect the integrity of existing and future infrastructure and amenity.

Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

4. Formal Consultation

4.1 Special Consultative Procedure

Some legislation specifically requires us to use the Special Consultative Procedure (SCP) to engage with the public. This is a very prescribed process set out in section 83 of the LGA 2002. The SCP is the most common type of formal consultation we undertake. This process is required for some plans and processes, including but not limited to, adopting or amending a Long Term Plan or bylaw.

The SCP process requires us to prepare a statement of proposal and make it publicly available. We are required to collect feedback from the public in the form of submissions for a minimum of one month, and allow each submitter the opportunity to present their views at a hearing.

If the SCP is required, we must use the process described in the LGA 2002, and we are not required to undertake an assessment using sections 2 and 3 of this policy.

4.2 Hearings and Feedback

- Hearings are held at the Council Chambers, Albion Street, Hāwera, unless otherwise designated.
- Submitters can give their feedback using audio link or audio-visual link. We provide free internet access and terminals at every LibraryPlus in the District.
- We can facilitate interpretation, including Te Reo Māori and New Zealand sign language.
- We will acknowledge the receipt of any submission.
- We notify the decision by email or letter and on the Council's website.

5. Definitions

The Council is the South Taranaki District Council (elected members and/or officers).

6. Review of Policy

The Significance and Engagement Policy will be reviewed every three years, as part of the Long Term Plan process, to ensure it reflects the way

in which the Council engages with its communities.

Person Responsible: Head of Strategy and Governance	Date Last Reviewed: November 2023
Dated Adopted: To be completed after adoption	Next Review Date: November 2026
Status: To be completed after adoption	Review Period: Three yearly

Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

	Criteria		Explanation		Assessment score (number)
	2.2	1. Strategic asset?	Yes	Is it a strategic asset where levels of service are impacted?	Yes
				No	0
		No			0
Determining Significance (section 2.1.2)	2. Number of people affected?		LOW - 100 or less		1
			MEDIUM - Less than 500 but more than 100		2
			HIGH - Greater than 500		3
	3. Degree of impact on people affected		Criteria 3-9 require qualitative assessment. Remember: <ul style="list-style-type: none"> • Front page newspaper test • Impact on individuals and groups • Potential benefit vs. risks • Financial cost of the outcome • Potential precedent set • Related to land or water? • Assessed against environmental sustainability and climate change criteria? • Of political interest 		
	4. Impact on levels of service				
	5. Level of potential community interest				
	6. Cost of proposal				
	7. Is the decision reversible? Yes = 0, No = 2				
8. Degree of impact on the environment					
9. Impact on Māori					
		N/A = 0 L = 1 M = 2 H = 3			
3.5					
TOTAL		Low / Medium / High (circle one)			
Level of Significance		LOW	Score of 10 or less		
		MEDIUM	Score of between 11 and 19		
		HIGH	Score of 20 or above		

Once the level of significance has been calculated from the matrix, this decides the engagement level to be used, as follows:

LOW	Consultation may not be required, or inform only (case-by-case basis)
MEDIUM	Must inform, consult or involve
HIGH	Must consult, involve or collaborate

Te Hihira me te Whakapanga Kaupapa Here | Significance and Engagement Policy

DETERMINING SIGNIFICANCE GUIDANCE

Criteria	Measure	High	Medium	Low
Degree	The number of residents and ratepayers affected and the degree to which they are affected by the decision or proposal.	Impacts a large proportion of the community. <i>(for example, change in rubbish collection)</i>	Impacts a subgroup or groups within the community <i>(for example, creation of neighbourhood playground)</i>	Impacts an individual person or household. <i>(for example, removal of one light on the roadside outside a house)</i>
Levels of Service	The achievement of, or ability to achieve, the Council's stated levels of service as set out in the Long-Term Plan 2024-2034.	Ceasing or commencing a service.	A more than nominal alteration of a service.	A nominal or no alteration of a service
Decision	Whether this type of decision, proposal or issue has a history of generating wide public interest in South Taranaki.	High degree <i>(for example, town centre redevelopment)</i>	Moderate degree <i>(for example, disposal of surplus land/building)</i>	Low degree <i>(for example, putting in a new bus stop)</i>
Financial	The impact of the decision or proposal on the overall budget or whether it is included in an approved Long Term Plan, and the Council's ability to carry out its existing or proposed functions and activities now and in the future.	Unbudgeted operating costs greater than 10% of total expenses in the financial year of the decision. And/or Unbudgeted capital costs greater than 1% of total assets in the financial year of the decision.	Unbudgeted operating costs greater than 5% (but less than 10%) of total expenses in the financial year of the decision. And/or Unbudgeted capital costs greater than 0.5% (but less than 1%) of total assets in the financial year of the decision.	Unbudgeted operating costs less than 5% of total expenses in the financial year of the decision. And/or Unbudgeted capital costs less than 0.5% of total assets in the financial year of the decision.
Reversible	The degree to which the decision or proposal is reversible.	Highly difficult <i>(for example, constructing a purpose built building)</i>	Moderately difficult <i>(for example, adoption of a bylaw)</i>	Low difficulty <i>(for example, minor amendment to a policy)</i>
Environment	The degree of impact the decision will have on the environment	Significant impact on the environment	Has some impacts on the environment.	Has little or no impact on the environment

Nga Whakapae me Ngā Raraunga Assumptions and Data

Te Taupori me te Ekenga / Population and Growth



POPULATION

Infometrics* revised their population projections in December 2023 and predict our population will grow by 2.9% (857 people) to 2037 and then decline by 3.0% from 2037 to 2054. This is because our birth rate is expected to decline while the death rate increases, with deaths exceeding births by the 2040s. A predicted steady in-migration of around 3,500 to 4,000 people per year will largely offset the population decline. Most of our modest growth is likely to occur in and around Hāwera, as that is where most of our residential and commercial development is taking place.

! Risk – Low

There is a risk that the population increases or declines more than projected, which means we would need to review our growth-related projects and work programmes.

Likelihood - Unlikely

We consider that either scenario is unlikely, based on Infometrics' projections for the District and the Region.

** Infometrics is an economics consultancy that specialises in economic analysis, econometric modelling and forecasting, demographic and population projections.*



CHANGE IN NUMBER OF RATING UNITS

The number of residential and commercial subdivisions planned and under way around the District, particularly in Hāwera, means we can expect a minor increase in the rating base.

! Risk – Low

If there is an increase in development ahead of the projections, we may not have infrastructure in place to meet this growth. We are addressing this by identifying areas of growth, such as the northern and western structure plans in Hāwera.

Likelihood – Likely

The rapid growth in subdivision development during the last three years is not expected to continue, although some further growth is likely.



ECONOMIC GROWTH – SOUTH TARANAKI

The New Zealand economy has cooled, but there's still a long descent to 2% inflation to navigate from this point. High interest rates are cooling demand and have caused GDP data to look recessionary. However, despite weakness, capacity pressures need to weaken further in order to get inflation sustainably back to 2%. Interest rates remain relatively high, exacerbated by the floods and Cyclone Gabrielle in the first quarter of 2023. While these events did not directly affect South Taranaki, the loss of production and scarcity of resources are just two inflationary factors that have impacts on the economic well-being of our communities. Employment growth is predicted to be minimal according to Infometrics, with just 0.4% growth between now and 2034 and even less than that further out. Some job reductions are expected in the agriculture sector as farmers reduce stocking rates to meet environmental requirements.

!! Risk - Medium

There is a risk that the economy will continue to perform poorly during the life of this plan, and this will create affordability issues for our residents.

Likelihood – Likely

We expect the economy to perform poorly for several years.

Nga Whakapae me Ngā Raraunga

Assumptions and Data



LAND USE AND DEVELOPMENT

Demand for residential, commercial and industrial sections is expected to continue to be mainly focused around Hāwera and Normanby, and to a lesser extent Ōpunakē in comparative terms. The current supply of consented subdivision lots is expected to meet demand for many years at current rates of development. An expected increase in demand for water and wastewater services in Hāwera's new residential areas has been planned for through our Infrastructure Strategy.

In-fill subdivisions are most popular in Hāwera and Ōpunakē residential areas and three waters capacity for these activities must be considered. Ōpunakē and the Taranaki Coastal Ward

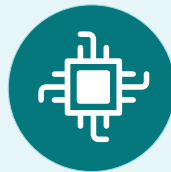
more generally have seen an increase in resource consent applications that relate to renewable energy generation. It is expected that these applications will continue as New Zealand transitions into a green energy economy.

! Risk – Low

If there is an increase beyond our projections, we may not have infrastructure in place to meet this growth or support new commercial or industrial facilities.

Likelihood – Unlikely

This is unlikely as work has commenced on supporting the area identified for the South Taranaki Business Park and the north and west Hāwera structure area.



TECHNOLOGICAL CHANGES – HOW WE WORK

We expect continued evolution of technology.

! Risk - Low

We are mindful that technology is evolving at rapid speed and could affect the way in which we operate. It is possible that there may be some technology advancements that we are unable to keep up with.

Cyberattacks are becoming more frequent and severe. The human and financial impact of attacks continues to rise in line with the increasing adoption of digital environment.

Likelihood – Possible

It is possible that there will be some technological

changes during the life of this Plan. Failure to keep up with the changing technology could result in increased cyber security risk.

Impact - Likely

There is always a possibility of us not keeping up with changing technology. This could result in additional costs, loss of productivity and negative publicity. However, we currently have a digital transformation strategy in place that reduces likelihood of this happening, as well as systems and processes to keep up with emerging technologies.



AFFORDABILITY

The ability of our community to continue to absorb ongoing increases in rates and fees and charges is of concern. Average household incomes in South Taranaki have been around 25% lower than nationally for some years, and there are several reasons for this. Large numbers of farm workers and others on lower incomes, relatively high numbers of beneficiaries, elderly and Māori households (with higher than average numbers of young people) are contributing factors. This means that rates comprise a higher proportion of expenditure for many of our households, compared to the national average. As we are expecting a small population increase to 2037 followed by a slow decline, it is unlikely that there will be significantly more households or rating units to share the rates burden.

! Risk – Low

There is a risk that our community will be unable to absorb high rate or fees and charges increases.

Likelihood – Possible

We are seeing an increasing trend of non-payment through the quarterly debtors report submitted to our Risk and Assurance Committee.

Nga Whakapae me Ngā Raraunga Assumptions and Data

Taiao me te Toitū / Environment and Sustainability




CLIMATE CHANGE

We anticipate that over the life of this plan, temperatures will continue to increase and so will the likelihood fast changing weather patterns, extreme rain and severe wind events. The Ministry for the Environment has predicted the potential for low to moderate changes to the Taranaki climate before 2090. The National Institute of Water and Atmospheric Research (NIWA) in the report 'Climate Change Projections and Impacts for Taranaki (2022)' predicts temperature increases of 0.5 to 1.0°C and an estimated increase of 5-15 hotter days by 2040.

Climate change is likely to affect most Council activities over the medium to long term. Our roading network will be the most affected by an increase of 10% in the frequency and intensity of rainfall, extreme winds and storminess (NIWA, 2022). Our asset management planning includes consideration of climate change impacts, and preparing for emergency works that may need to be completed quickly.

While we expect sea levels will continue to rise at a rate of around 3mm per year, South Taranaki is protected by high cliffs in most areas. Impacts will be localised, although coastline erosion is an issue that cannot be dismissed entirely.

These predictions are based on the 2040 RCP4.5 indicators.

 **Risk - Medium**

There is a risk that there will be more frequent and severe weather events than anticipated, which will put extra pressure on our built and natural environments, assets and infrastructure. We maintain and update our Business Continuity Plans and we have performance measures to monitor our preparedness for a civil defence emergency event.


Likelihood – Likely

It is likely that the increasing numbers of severe weather events will be greater than predicted.



BIOLOGICAL DISASTERS/ PANDEMICS

The four Councils across Taranaki each contribute to the operational costs of the Taranaki Emergency Management Office (TEMO), which is responsible for managing emergency responses at a regional level. Plans to manage any potential biological disasters or pandemics are in place and the Council is prepared to establish a local Emergency Operations Centre in Hāwera and activate our Business Continuity Plans if required. We expect to be able to deliver essential services to the community if there is a biological or pandemic event.

 **Risk - Low**

There is a possibility that a biological disaster or pandemic will prevent the Council from delivering essential services to the community.


Likelihood – Unlikely

We expect to be able to deliver essential services to the community by activating our Business Continuity Plans.



WASTE MINIMISATION LEVY

We anticipate that there will be substantial increases in waste minimisation levies in the next five to ten years to incentivise low waste alternatives.

 **Risk - Low**

There is a possibility that waste minimisation levies will increase beyond anticipated levels and severely increase the costs associated with recycling.

Likelihood – Unlikely

It is unlikely that the levies will rise beyond the expected levels.

Nga Whakapae me Ngā Raraunga

Assumptions and Data




NATURAL DISASTERS / VOLCANIC ERUPTION

We are part of the TEMO and plans are in place to manage natural disasters at all scales. We are prepared to establish a local Emergency Operations Centre in Hāwera and activate our Business Continuity Plans in the event of a natural disaster including volcanic eruption. There are opportunities to trigger a regional response to a major event, which will include support from TEMO.

Storm events that result in localised flooding and land slips are happening more frequently, to the point where response operations are almost part of 'business as usual'. While not diminishing the impacts of these weather events, a major natural disaster in South Taranaki could include a volcanic eruption, an earthquake, tsunami, or a dam failure. Although these are unlikely to occur, the severity

of any of these events could be significant for life and property. It is not anticipated that any of these major natural disasters will take place during the life of this plan, however, local and regional responses are ready to respond.

The Council agreed to self-insure above-ground assets for material damage to the value of \$136 million in May 2023. It has agreed to 'ring fence' \$10 million from the Long Term Investment Fund as an internal loan to be used to self-insure a portion of a claim/s should a significant event occur, until the "Disaster Recovery Fund" reaches \$10m.

 **Risk - Medium**

There is a possibility that our ability to respond is severely disrupted during a disaster or an event.

Likelihood – Unlikely

We expect to be able to respond during a disaster unless it is a wide-spread event that creates an unprecedented demand for resources.

Impact

The Council needs to be prepared for any eventuality it may face in terms of natural disasters. A complete destruction scenario is unlikely but if it were to occur, the Council is able to rely on its strong balance sheet and capacity to borrow more money, as well as having the LTIF to cover some risk.

In a total destruction scenario, the Council may need to borrow up to \$136 million, which would result in a gross debt level increase from 150% to 300% of revenue, or a net debt level of 160% of revenue.




ENERGY

Energy costs have risen significantly over the 2021 - 2023 period due to taxes, levies and importing costs. We expect energy costs will increase in line with inflation and motivate households and organisations to transition to clean energy solutions. Prices have increased for all types of energy generation, including fossil fuel and renewable energy sources due to the cost of living increases.

South Taranaki has become an attractive District to companies who want to establish and manage renewable energy activities. It is too early to make a statement on whether local renewable energy sources will have a positive or negative financial impact on the District. The current global conflicts are causing delays in the delivery and availability of non-renewable energy resources,

which can contribute to the cost increases. The Government has also recently introduced road user charges for electric vehicles, which may act as a disincentive to the decarbonisation of the vehicle fleet in the District.

 **Risk - Low**

There is a risk that there will be unexpectedly large increases in energy costs, particularly transport-related, which could result in changes to living, working and recreation patterns. Climate change and conflicts (Middle East and Ukraine) have caused increased concern about the availability of energy resources.

Likelihood – Likely

It is likely that there will be continued increases in energy costs over the life of this Plan.

Nga Whakapae me Ngā Raraunga Assumptions and Data

Whaiture / Legislative Requirements



LEGISLATIVE CHANGES

Some of the legislative changes made in the last three years have been reversed and will be replaced with new legislation. Those relating to three waters and resource management are most likely to have impacts on the delivery of our core services and finances during the life of this Plan, including income and debt.

Risk - Medium

There is a risk that additional and unexpected changes to legislation will affect how we operate, what services we provide and who pays.

Likelihood - Possible

It is possible that there will be unexpected legislative changes during the life of this Plan.



RESOURCE CONSENTS HELD BY THE COUNCIL

The Taranaki Regional Council has indicated that there will be an increase in consent conditions with more stringent requirements around the discharge of treated wastewater and roading-related stormwater into the environment.

Risk – High

There is a risk that resource consent conditions may increase beyond initial expectations, potentially leading to higher costs and/or non-compliance with the conditions.

Likelihood – Likely

It is likely that resource consent conditions will become even more stringent.

Nga Whakapae me Ngā Raraunga

Assumptions and Data

Ahumoni / Financial



GLOBAL ECONOMY

Late in 2022, BERL forecast a gloomy global economic outlook. The continuing war in Ukraine and more recently the one in the Middle East, as well as changes to political alliances such as closer relations between India, Iran, Russia and China and on-going supply chain issues contributed to elevated levels of global inflation and there is varied success in controlling it. We do not expect the global economic climate to change greatly during the life of this Plan. We will continue to monitor international and national developments and can respond by changing priorities through the Annual Plan.

!! Risk - Medium

A risk remains for a global economic crisis to occur as a result of the current geo-political factors. BERL has predicted another economic crisis in the 2030s, but there is a possibility it could occur earlier. This could have a major impact on the people of South Taranaki.

Likelihood – Likely

At present, another global economic crisis during the life of this Plan seems fairly likely.



INFLATION

We have predicted inflation as per the latest BERL estimates, which are included further on page 171.

!! Risk - Medium

It is possible that inflation will not match our estimates, which could result in unbudgeted costs.

Likelihood – Unlikely

Based on advice from economists, we think it is unlikely that inflation will exceed our estimates unless inflation is impacted by unforeseen circumstances for example increased conflict in the Middle East.



INTEREST RATES ON LOANS (EXTERNAL BORROWINGS)

In the current financial climate, we expect interest rates on loans to be 5.06% to 6.41%. Rates are not predicted to decrease until later in 2024.

!! Risk - Medium

It is possible that interest rates on loans may increase more than forecast or budgeted. We currently have \$129m of external borrowing and we maintain our fixed and floating rate ratio as per the Liability Management Policy. Our external debt is projected to be \$225.3m. For every 0.25% increase in interest rate, total rates will have to increase by a maximum of 0.66% on \$129m debt and by 1.15% on \$225.3m debt. The impact may be reduced depending on the fixed and floating percentage of actual debt.

Likelihood – Unlikely

We manage our interest rate risk exposure through our “Liability Management Policy” compliance, which reduces the likelihood of this happening. We do not expect interest rates to increase more than forecast.



CREDIT RATING

We expect our credit rating to remain at AA. The loss of three waters activities would have drastically reduced our debt levels, but our income would also have reduced. Now that three waters services assets are being retained, our debt to income and debt to assets ratios will remain high, which may affect our future credit rating.

!! Risk - Medium

If our credit rating is downgraded, our borrowing costs will increase.

Likelihood – Unlikely

Although our debt ratios are high, our financial position is sound, especially due to our Long Term Investment Fund, which keeps our net debt to a minimum. Therefore, we think our credit rating is unlikely to be downgraded.

Nga Whakapae me Ngā Raraunga Assumptions and Data



INTEREST RATES ON INVESTMENTS

The increases in the official cash rate mean that forecast interest rates on investments are expected to be between 5.50% to 7%, based on current and projected interest rates.

!! Risk – Medium

It is possible that interest rates on investments are lower than forecast or budgeted. A 1% increase in interest rate on investments will result in about \$10,000 additional income for every \$1 million term deposit for the year.

Likelihood – Unlikely

As the Reserve Bank's official cash rate is not expected to move markedly for some time, interest rates higher or lower than anticipated are unlikely.



DEPRECIATION

The actual depreciation may differ from the forecast.

!! Risk - Medium

If depreciation calculations are significantly different from the amount budgeted, rates will need to be increased. A 5% increase in depreciation will have a maximum impact of approximately \$15 for targeted water rates and \$0.02-\$0.06 per cubic metre on water schemes. A 5% increase in depreciation will have a maximum impact of \$18 per year on wastewater. A 5% increase in depreciation for all other activities will have an impact of around 0.8% on total rates.

Likelihood – Unlikely

It is unlikely that our forecast depreciation is significantly different due to regular revaluations of our assets that include assessment of fair value and reviewing the condition of our assets.



CURRENCY MOVEMENTS AND ASSET VALUES

Some of our infrastructural capital projects have components sourced directly from overseas and currency movements could increase our costs and/or affect our ability to complete programmed works within budget. Our inflation adjustments cater for currency movements and the impact on related asset values will not be material.

! Risk - Low

There is a risk that the exchange rate will change adversely.

Likelihood – Possible

This risk has increased due to the uncertainty and impacts of recent and current global events. However, the impact will not be material.

Nga Whakapae me Ngā Raraunga

Assumptions and Data

Haumitanga Tūmau Roa/ Long Term Investment Fund



LONG TERM INVESTMENT FUND

The return on the Long Term Investment Fund is expected to be between \$10.4 million and \$12.7 million (average rate of return between 7.2% and 7.6% on external investments and between 5.7% and 7.1% on internal investments). This is based on our Statement of Investment Policy Objectives (SIPO), together with our Strategic Asset Allocation / Benchmark Portfolio. We need to achieve a minimum return of \$6.7m annually to meet our subsidy obligation, on average, over the ten-year period.

!! Risk – Medium

Lower than forecast returns would mean we receive less income than budgeted. A 1% reduction in return in Year 1 of the LTP would reduce income by \$1.3 million.

Likelihood – Unlikely

The LTIF can fluctuate from year to year, but the overall trend is positive and it is unlikely that we would receive less than the budgeted income in the longer term.



INSURANCE

The costs of insurance have increased considerably over the last couple of years and will continue to increase in the next years.

!! Risk – Medium

A \$100k increase in insurance premium will have result in 0.2% increase in overall rates.

Likelihood – Possible

The costs of reinsurance will continue to increase. We have allowed 10%-15% year on year increase in the LTP, which will reduce the impact on rates.

Impact

The Council agreed to self-insure above-ground assets for material damage to the value of \$136 million in May 2023. It has agreed to “ring fence” \$10 million from the Long Term Investment Fund as an internal loan to be used to self-insure a portion of a claim/s should a significant event occur, until the “Disaster Recovery Fund” reaches \$10m.

Nga Whakapae me Ngā Raraunga Assumptions and Data

Pūtea / Funding



WAKA KOTAHI / NZTA FUNDING ASSISTANCE RATE (FAR)

Waka Kotahi increased South Taranaki's FAR from 63% to 65% and our roading budget is based on the FAR rate remaining at 65% for the life of this plan.

Risk - Medium

There is some uncertainty around the new Government's priorities and there is a risk that it could decide to reduce the FAR rate or the amount of funding available to subsidise our roading costs.

Likelihood – Possible

There is a possibility that central Government will decrease our FAR rate and/or the funding available to subsidise our roading costs.

Impact

If the funding decreases this could significantly impact our ability to pay for the planned works. We would need to consider the levels of services we provide or pay for a percentage of the roading programme through a targeting roading rate. A 2% reduction in subsidy would mean the roading rate will need to be increased by \$581,000, resulting in an increase of 1.2% on total rates.



WAKA KOTAHI / NZTA CONFIRMATION OF ROADING PROGRAMME

Our planned roading programme for the first three years of this LTP has been submitted to Waka Kotahi to approve the projects and renewals we have proposed.

Risk - Medium

There is a risk that our planned roading programme is not fully approved by Waka Kotahi.

Likelihood – Possible

Because of the uncertain economic environment and the new Government's priorities, we believe our overall funding from Waka Kotahi could possibly decrease over the life of this Plan.

Impact

If Waka Kotahi does not approve the roading programme this could significantly impact our ability to pay for the planned works. We would need to consider our levels of services provided or pay for a percentage of the roading programme through a targeting roading rate.



PROJECT FUNDING FROM OTHER SOURCES

It is anticipated that external funding sources will remain available to us.

Risk – Medium

If there is less or no external funding available, our costs would increase and/or major projects may be put on hold or cancelled.

Likelihood – Likely

Given the current economic climate and the fact that the new Government's policy direction is still not clear, it is likely that external funding sources may be limited during the life of this Plan.



LOCAL GOVERNMENT FUNDING AGENCY (LGFA) GUARANTEE

We expect that the Local Government Funding Agency will continue to be a funding source and the Agency will remain solvent.

Risk - Low

There is a minor risk that the LGFA defaults and will be unable to support us.

Likelihood – Unlikely

We believe the LGFA is unlikely to default.

Nga Whakapae me Ngā Raraunga

Assumptions and Data

Hapori / Community



RELATIONSHIPS WITH EXTERNAL BODIES

We have good working relationships with external bodies including Iwi, the Regional Council and Government departments. This plan includes the newly adopted He Pou Tikanga, Ngā iwi o te Tai Whakarunga - Council Partnership Strategy which outlines the commitment from iwi and Council on how we will work together. We will continue to build on these relationships and identify areas where they can be developed further.

! Risk - Low

If there is a lack of desire for collaboration or co-operation, this may result in a loss of efficiency benefits and/or the loss of important partners.

Likelihood – Unlikely

It is unlikely that our relationships with external bodies will deteriorate.



COMMUNITY SUPPORT

We expect the community will continue to support the Council and the projects we have committed to through the LTP.

! Risk - Low

A loss of support from the community may mean the benefits created from the completion of projects will be minimal or projects may need to be cancelled.

Likelihood – Unlikely

The Council is generally aware of community feeling and we think loss of support is unlikely.



LEVELS OF SERVICE – COMMUNITY EXPECTATIONS

We carry out periodic service delivery reviews and acknowledge that the community may expect higher levels of service than we can meet within existing budgets.

! Risk - Low

There is a risk that the community will expect the Council will be able to maintain the same levels of service without any significant rate increase.

Likelihood – Likely

It is likely the community will not understand how local government costs increases have been much higher than CPI inflation. We tried to mitigate this through good communication in our consultation document.

Nga Whakapae me Ngā Raraunga Assumptions and Data

Ngā Kaupapa me ngā Atawhai o te Hanganga ā-Roto / Infrastructure Projects



THREE WATERS

The change in Government direction following the 2023 election means we have reinstated three waters for the full ten years of this Plan. Although we expect to retain ownership of the assets in the future, it is expected that the operational model is likely to change during the life of this Plan. The three Taranaki district councils are continuing to investigate how three waters services could be delivered more efficiently.

! Risk – Low

Another change in direction for three waters during the first three years of this Plan is not anticipated. New legislation currently under development will provide greater direction on how the National-led Government's Local Water Done Well will be delivered.

Likelihood – Likely

It is likely that there will be some change in the way three waters is delivered in Taranaki within the next three years.



MAJOR CAPITAL PROJECTS

We have experienced difficulty in completing projects because of issues with contractor and resource availability, feedback via community consultation and legal issues. In the last financial year we achieved \$34m of our capital works programme. On average, we have achieved \$29m per year over the last three years. Projects are identified and planned using the best information available, but unforeseen circumstances can affect the timing or costs associated with major capital projects.

!!! Risk - High

There is a risk that we will not be able to achieve our planned capital works programme. Delays in delivering projects are likely to result in higher costs, carryovers on the capital works programme and an increase in reactive maintenance and operating costs.

Likelihood – Possible

There are things we can't control, such as the availability of contractors, outcomes of consultation with the community and legal requirements that could impact our ability to complete the capital works programme.

Impact

The delayed capital expenditure has an impact on borrowing costs and the original costs of the project. Every \$1m delayed will mean a reduction of \$22k - \$45k in borrowings costs for the year. Capital expenditure may increase by the inflation index, resulting in increased borrowing costs, and every 1% increase in the cost of a \$1m project will have an impact of \$220 to \$450 per year on borrowing costs.



MAINTENANCE CONTRACTORS

We expect contractors will be available to continue to undertake maintenance for the Council at acceptable rates.

!! Risk - Medium

A shortage of contractors could affect our levels of service or increase our maintenance costs, or both.

Likelihood – Likely

Contractors have already indicated that substantial contract price increases can be expected.


Nga Whakapae me Ngā Raraunga

Assumptions and Data



USEFUL ASSET LIFE

The useful asset life reflects the best estimate available based on the forecast date and current asset information held. A revaluation was undertaken in June 2022, when our infrastructural assets were assessed and valued, and the results are reflected in this plan.

 **Risk - Medium**

If the useful asset life information is incomplete or inaccurate there would be an impact on our future depreciation calculations and renewals expenditure. As a result, rates may be set either too high or too low.

Likelihood – Possible


While our asset information, including remaining useful lives, is improving, there are still gaps that mean renewals expenditure and depreciation calculations may be inaccurate.

The impact of change in depreciation as a result of change in useful life is explained in detail under the forecasting assumption for depreciation.



FUNDING REPLACEMENT ASSETS

Funds need to be available for the replacement of strategic assets across the District. Asset replacements are funded through a variety of sources, as detailed in the Revenue and Financing Policy.

 **Risk - Low**

If we change our policy on how to fund assets, this will have an impact on rates. There is also a risk that funding for the replacement of strategic assets is not available.

Likelihood – Unlikely

We are unlikely to make major changes to our Revenue and Financing Policy.



REVALUATION OF NON-CURRENT (FIXED) ASSETS

Forecast valuations of fixed assets are based on BERL indicators and are considered to be correct.

 **Risk - Low**

If there is a large difference between how much we forecast the assets to be worth and the actual value of the assets, there will be an impact on our budgets and rates.

Likelihood – Likely

The 2022 asset revaluation illustrated how large, unexpected valuation increases affect budgets. We do not expect similar levels of increases in the medium term.

Nga Whakapae me Ngā Raraunga Assumptions and Data

Other relevant forecasting information

In addition to the significant forecasting assumptions outlined above, we make a number of other judgements and estimates in preparing the Long Term Plan. This section details other relevant forecasting information.

The below BERL adjustors have been used for revaluation projection

Year ending	Roading %	Water reticulation %	Water non-reticulation %
Jun-24	4.6	5.6	4.6
Jun-25	8.2	9.8	8.2
Jun-26	10.3	12.9	10.3
Jun-27	13.1	16.2	13.1
Jun-28	16.2	19.5	16.2
Jun-29	19.2	22.7	19.2
Jun-30	22.1	25.9	22.1
Jun-31	25.1	29.0	25.1
Jun-32	28.0	32.0	28.0
Jun-33	31.0	35.1	31.0
Jun-34	33.9	38.1	33.9

Inflation Factors

Source: BERL 2023

Reason: BERL adjustors are widely used in the Local Government sector as they are deemed to be more relevant and applicable.

Inflation Factors	Factor Years	Factor Years
Adjustor Class	Year 1	Years 2 - 10
Roading	Local Govt Cost Adjustors, Legacy Table - final version (with Waters)	Local Govt Cost Adjustors, New Table - final version (without Waters)
Water and Environment	Local Govt Cost Adjustors, Legacy Table - final version (with Waters)	Local Govt Cost Adjustors, Legacy Table - interim version (with Waters)
Community Activities	Local Govt Cost Adjustors, Legacy Table - final version (with Waters)	Local Govt Cost Adjustors, New Table - final version (without Waters)
Planning and Regulation	Local Govt Cost Adjustors, Legacy Table - final version (with Waters)	Local Govt Cost Adjustors, New Table - final version (without Waters)
Waste	Local Govt Cost Adjustors, New Table - final version (without Waters)	Local Govt Cost Adjustors, New Table - final version (without Waters)
Salaries	Local Govt Price Indices - final version (1/2 LG sector/1/2 private sector)	Local Govt Price Indices - final version (1/2 LG sector/1/2 private sector)

Nga Whakapae me Ngā Raraunga

Assumptions and Data

Year ending	Adjustor Class: Cumulative Change					
	Roading	Water and Environment	Community Activities	Planning and Regulation	Waste	Salaries
Jun-25	0.029	0.036	0.027	0.026	0.030	0.023
Jun-26	0.050	0.059	0.048	0.048	0.052	0.041
Jun-27	0.074	0.082	0.071	0.071	0.076	0.059
Jun-28	0.098	0.105	0.094	0.093	0.102	0.075
Jun-29	0.123	0.128	0.117	0.115	0.127	0.090
Jun-30	0.146	0.151	0.139	0.136	0.152	0.104
Jun-31	0.169	0.174	0.161	0.158	0.177	0.119
Jun-32	0.192	0.197	0.183	0.179	0.202	0.133
Jun-33	0.216	0.220	0.206	0.200	0.227	0.148
Jun-34	0.239	0.243	0.227	0.221	0.252	0.164

Balanced Budget Requirement

Section 100 of the Local Government Act 2002 (LGA) requires local authorities to set each year's operating revenue at a level sufficient to meet its operating expenditure for that year. This is known as the balanced budget requirement.

However, the LGA provides local authorities with discretion to vary its operating revenues where it resolves that it is financially prudent to do so. In

reaching this decision a local authority must have regard to:

- a. the estimated expenses of achieving and maintaining the predicted levels of service provision set out in the Long Term Plan, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life; and
- b. the projected revenue available
- c. the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life; and
- d. the funding and financial policies adopted under Section 102.

to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life; and

The overarching principles for application of the balanced budget requirement are contained in the Council's Revenue and Financing Policy. The financial impact of these principles is detailed in both the Funding Impact Statement and the Significant Forecasting Assumptions. In accordance with Section 100 of the LGA the Council has resolved that it is financially prudent to depart from the balanced budget requirement in the

Nga Whakapae me Ngā Raraunga

Assumptions and Data

following circumstances:

Non-funding of depreciation on Council assets

The Council is satisfied that it is not financially prudent to fund all/part of the depreciation expenditure on its non-strategic assets. It is funding part of the depreciation that will enable components of the assets to be replaced to ensure the useful life of the asset's structure can be achieved. A decision on the total replacement of the asset will be made at the time the asset's useful life expires.

All strategic assets will have depreciation fully funded with the exception of some assets associated with the Pope Water Supply (as it is planned to amalgamate the Scheme and these assets will not require replacement) and all the Council assets associated with the Nukumarū Water Supply (at the request of the Nukumarū Consumers Committee). While the Plan has assumed the following projects will result in capital assets: water quality

investigations, inflow and infiltration investigations, condition reviews, network modelling, it does not provide for the depreciation to be funded as it is not certain that an asset will be created, nor is there certainty about the life of the assets created. Once the assets are created from these projects, the depreciation will be addressed.

Asset sales

No asset sales are proposed in the Long Term Plan.

Drawdowns from LTIF earnings

The following drawdowns from the LTIF earnings are factored into each year of the ten year projections, and are reviewed every three years during the Long Term Plan review:

- Rates subsidy – \$4.22 million for the general and roading rates subsidy.
- Capital projects loan repayments – \$1.73 million to fund selected community projects (for example,

TSB Hub's loan repayments).

- Hāwera Town Centre Development (including Council's Earthquake Prone Buildings, Initial Seismic Assessments and Council's Assistance Package) – \$762k per annum on average to fund the above loan funded projects.
- Inflation Fluctuation Reserves (IFR) for Town Centre Development (including additional funding for the Hāwera Town Centre Project) – \$5.4 million to come from IFR and \$4 million to come from Waka Kotahi Subsidy.

Disclosures

Prospective financial information

The prospective financial information in this Long Term Plan is based on assumptions that the Council reasonably expects to occur. However, readers should be aware that actual results are likely to vary from the information presented and these variations may be material, especially for the years 2026/27 onwards.

Differences between prospective financial information explanations

Accounting standard FRS42 requires us to explain the relationship between the prospective financial statements and the additional information provided in the activity statements.

The revenue on the income statement represents the totals from the activity statements together with the subsidy from the Long Term Investment Fund and general rates allocated to and fees of the support centres. The income and expenditure of support centres (interest costs, depreciation and overheads not recovered) that have not been allocated to other activities are included directly in the financial statements. The total income for the Council reflects the impact of the rates subsidy, commissions from the Taranaki Regional Council, petrol tax, rates penalties and general interest, which are not reflected in any individual activity statement.

The cash flow statement indicates movements in expected debtor and creditor balances, that is, amounts

Nga Whakapae me Ngā Raraunga

Assumptions and Data

being paid/received from previous years and amounts that will be paid/received in future years, while the Income Statement shows income and expenditure on an accruals basis. The Funding Impact Statement reflects the impact of the subsidy and fees used to reduce the rating requirement. This is not split on the activity statements. The funding impact statement also incorporates the allocation of the rate subsidy and fees between UAGC, general and roading rate.

Effect of Council's Rate Remission Policy

The implementation of the Council's Rate Remission Policy is estimated at \$202,000 per year on average and is recovered from the general rate.

Nukumaru

The Nukumaru Water Supply is a non-potable supply managed by the consumers. In recent years they have constructed a bore and hold its resource consent, creating a

mixed ownership of the assets. The consumers arrange the maintenance and the charging of the water by meter rate. No renewals of the Council-assets are planned in this Long Term Plan, as requested by the Nukumaru consumers committee.

Asset information

Asset Management Plans (AMPs) have been developed for activities that use physical assets in the delivery of services. The AMPs, which are the focus for running these activities, have been used in the preparation of financial forecasts in this Plan. The AMPs contain improvement plans detailing how they will be developed further. They are dynamic documents and will be updated as required by the asset managers, with a formal review every three years.

Financial Reporting Standard 42: Prospective Financial Statements (FRS 42 Disclosures)

The Council has complied with FRS 42

in the preparation of these prospective financial statements. In accordance with PBE FRS 42, the following information is provided.

i. Description of the nature of the entity's current operation and its principal activities

The Council is a territorial local authority, as defined in the Local Government Act 2002. Its principal activities are outlined in this LTP.

ii. Purpose for which the Prospective Financial Statements are prepared

The Local Government Act 2002 requires us to present prospective financial statements that span ten years and include them within the LTP. This provides an opportunity for ratepayers and residents to review the Council's projected financial results and position. Prospective financial statements are revised annually to reflect updated assumptions and costs.

iii. Base for assumptions, risks and uncertainties

The financial information has been prepared on the basis of best estimate assumptions as to future events that the Council expects to take place. We have considered factors that may lead to a material difference between information in the prospective financial statements and actual results. These factors, and the assumptions made in relation to the sources of uncertainty and potential effect, are outlined in the LTP.

iv. Cautionary Note

The financial information is prospective. Actual results are likely to vary from the information presented, and the variations may be material. No actual events and transactions have been included in the prospective financial statements.

To the reader:

Independent Auditor's Report on South Taranaki District Council's 2024 - 2034 Long Term Plan

I am the Auditor-General's appointed auditor for South Taranaki District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Deloitte Limited. We completed our report on 8 July 2024.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to

the community;

- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 244-247 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

In accordance with clause 45 of Schedule 1AA of the Local Government Act 2002, the consultation document on the Council's plan did not contain a report from the Auditor-General. The consultation document is therefore unaudited. Our opinion on the plan does not provide assurance on the consultation document or the information that supports it.

Our opinion on the plan also does not provide assurance that the forecasts

in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400 The Examination of Prospective Financial Information that were consistent with those requirements.

We assessed the evidence the Council has to support the information

and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council's knowledge of the

Pārongo Arotake Audit Report

- assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and

- performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan

and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

Independence and quality management

We have complied with the Auditor-General's independence and other ethical requirements, which incorporate the requirements of Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board. PES 1 is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We have also complied with the Auditor-General's quality management requirements, which incorporate the requirements of Professional and Ethical Standard 3 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or

Other Assurance or Related Services Engagements (PES 3) issued by the New Zealand Auditing and Assurance Standards Board. PES 3 requires our firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council or any of its subsidiary.

Bennie Greyling

Deloitte Limited

On behalf of the Auditor-General
Auckland, New Zealand



SECTION
4

Ā Mātou Utanga

*Our
Costs*

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Our Revenue and Financing Policy provides predictability and certainty about sources of funding and how we recover the costs for our activities. It explains the reasons for various funding methods for our operating and capital expenditure.

We have reviewed the ways we fund our activities, including how we collect rates and, as a result, we are not proposing any significant changes.

The change in central Government policy on three waters reforms means that the three waters activities (water supply, wastewater and stormwater) have been included in the 2024-34 Long Term Plan.

Revenue and Financing Policy Considerations

In developing this policy, we have considered the requirements of Sections 101(3), 102 and 103 of the Local Government Act 2002 (LGA 2002).

These requirements state that a local authority must determine what funding sources are the most appropriate with consideration of the following two steps:

Step One

- The community outcomes to which an activity primarily contributes;
- The distribution of benefits between the community as a whole, any identifiable part of the community and/or individuals;
- The period in or over which those benefits are expected to occur;
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
- The costs and benefits, including consequences for transparency and accountability, of funding an activity distinctly from other activities.

Step Two

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.

Section 102(3A)(a) of the LGA 2002 states that a revenue and financing policy must support the principles set out in the Preamble to Te Ture Whenua Māori Act 1993. The principles are:

- The spirit of the exchange of kawanatanga for the protection of rangatiratanga embodied in the Treaty of Waitangi be reaffirmed;
- Recognise that land is a taonga tuku iho of special significance to Māori people and, for that reason, to promote the retention of that land in the hands of its owners, their whānau, and hapū, and to protect wāhi tapu;
- Facilitate the occupation, development, and utilisation of that land for the benefit of its owners, their whānau, and hapū.

We support these principles through plans, strategies and policies developed with the four rūnanga of South Taranaki – Ngāti Ruanui, Ngāruahine, Taranaki and Ngā Rauru:

- District Plan – supports the protection of wāhi tapu and the coastal protection area, and supports the development of papakainga;
- Property Acquisitions and Disposals Policy – the appropriate rūnanga is approached with a first right of refusal to purchase Council-owned land declared surplus to

requirements.

- Remission and Postponement of Rates on Māori Freehold Land Policy – recognises that certain Māori-owned lands have particular conditions, features and/or ownership structures that make it appropriate to provide relief from rates;
- Tangata Whenua Liaison Fund – supports projects and initiatives that develop positive relationships between Tangata Whenua, Council and the South Taranaki community as set out in Te Tiriti o Waitangi;
- He Pou Tikanga, Ngā iwi o te Tai Whakarunga / Council Partnership Strategy – a newly-developed strategy to provide a partnership framework between ngā iwi and the Council; and
- Urupā maintenance fund – this Long Term Plan recommends the establishment of a fund to support iwi with the maintenance of urupā in South Taranaki.

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Community Outcomes

Part of the purpose of local government, as defined in the LGA 2002, is to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future, and our community outcomes align with the community well-beings:

- Mana Mauri – Cultural Well-being – Creative, diverse communities that enhance the mauri of our people.
- Mana Tangata – Social Well-being – Safe, connected communities where people feel happy and proud of where we live.
- Mana Oranga – Economic Well-being – Flourishing communities with a diverse economy, innovative people and resilient infrastructure.
- Mana Taiao – Environmental Well-being – Sustainable communities that manage resources in a way that improves our environment for future generations.

Each activity description lists the community outcomes it primarily contributes to and highlights why we undertake the activity.

Distribution of Benefits

The distribution of benefits is allocated between the community as a whole, any identifiable part of the community and individuals. Benefits that flow to individuals or groups, where it is possible to identify the user or group and stop the service if the user does not pay, are often described as ‘private benefits’, and the costs are generally funded on a user-pays basis. ‘Public benefits’ flow to the whole community when it is not possible to identify the individuals or groups that benefit and the cost of additional people benefiting is small, or the whole community benefits. Most of our activities have a mix of public and private benefits.

We must assess the period over which the benefits flow from each activity. For all of our activities, the operating costs directly relate to the benefits an activity provides during the year of the expenditure. Operating costs are therefore funded annually from annual income including rates, user charges, subsidies and other income.

Capital expenditure creates assets that will produce benefits over their

useful lives. These lives range from a few years for office equipment, computers and vehicles to 100 years for some infrastructural assets such as bridges and some pipe networks. The costs of these assets should therefore be funded over the time of benefit. This recognises the concept of intergenerational equity, where each generation pays a share of the value of the asset, while it receives the benefit from that asset. Intergenerational equity is particularly relevant for larger capital assets.

Building financial reserves to fund the capital expenditure required to renew an existing asset is prudent and the interest earned on financial reserves helps to fund the asset replacement. If renewals or replacements occur before the reserve has enough funds, we will use loans to fund the shortfall.

Who Causes the Need for an Activity?

We are required to assess the extent to which each activity exists because of the actions or inactions of an individual

or group. This principle, known as the ‘exacerbator pays’ or ‘polluter pays’, suggests that costs should be recovered directly from those causing the need for the activity. Examples are parking fines, food licences, pool safety, dog control and trade waste.

Costs and Benefits of Funding Activities

We consider the individual costs and benefits of the funding of each activity, taking into account the consequences for transparency and accountability. Separate funding allows ratepayers to assess whether the activity represents good value to them. For some activities, the costs of collecting user charges would be more than the revenue collected, so a number of activities are funded entirely from rates.

The Long Term Investment Fund rates subsidy is deducted from each activity’s expenditure prior to the allocation between funding sources. In that respect the Long Term Investment Fund is not considered general revenue.

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Impacts on Well-beings

The impacts on the current and future social, economic, environmental and cultural well-beings of the community were considered along with the following matters:

- What is the likely impact of the mix of funding sources on ratepayers on fixed incomes (affordability)?
- Would the policy act as a barrier for individuals in the community to access the activity?
- What incentives would the policy create for growth and development within the District?
- How is the burden of funding distributed across different sectors of the community?
- Would the policy support people to conserve scarce resources, avoid environmentally unfriendly activities and preserve our natural heritage?
- Would the policy support the community to participate in recreational and cultural activities and preserve our historical and other cultural heritage?

Financial Management

The LGA 2002 requires us to ensure that each year's projected operating revenues equal the year's operating expenses (a balanced budget). Despite this requirement, Section 100(2) of the LGA 2002 allows us to set projected operating revenues at a level that does not achieve a balanced budget if we believe it is financially prudent to do so, for example, to fund a previous or future year's deficit or to repay debt.

Other Legal Requirements

While the Revenue and Financing Policy is governed by the LGA 2002, other legislation is relevant for determining appropriate funding mechanisms, including:

Local Government (Rating) Act 2002

This Act sets out legal requirements for rating. It covers who is liable to pay rates, what land is rateable, what kinds of rates may be set and how they are set, the valuation systems that

may be used and the various rating mechanisms available, such as targeted rates. It also sets a number of limits. For example, all rates set as a uniform fixed amount, including the Uniform Annual General Charge but excluding uniform rates for water or wastewater, may not exceed 30% of the total rates revenue.

Other Legislation

Several Acts, such as the Sale and Supply of Alcohol Act 2012, set out statutory fees for various types of regulatory services and these may not be exceeded. Where fee setting is up to the Council, there is often a general legal requirement to be "fair and reasonable".

Resource Management Act 1991 (RMA 1991)

This Act sets out our responsibilities in terms of the environment. It allows local authorities to require financial contributions from developers to meet the costs of their effects on the environment, including their impacts on the demand for infrastructure. Alternatively, under the LGA 2002,

local authorities can seek development contributions or a combination of development and financial contributions under the respective Acts, subject to compliance with both Act's requirements. We currently take financial contributions, and development contributions are being considered through the District Plan review process.

The RMA was to be replaced with three new Acts, two of which became law briefly and have since been repealed. The Government has signalled that new legislation will replace the RMA 1991.

Funding Sources

The sources of funding available to the Council are:

- General rates, including:
 - Choice of valuation system
 - Differential rating; and
 - Uniform Annual General Charge
- Targeted rates
- Lump sum contributions
- Fees and charges

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- Interest and dividends from investments
- Borrowing
- Proceeds from asset sales
- Development contributions
- Financial contributions under the RMA 1991
- Grants and subsidies Any other sources

Operating Expenditure

Expenditure on our day-to-day operations is operating expenditure and includes overheads, which are costs not directly attributed to any of the activities, for example support services like Financial Services, Information Services and People and Capability. Operating expenditure is funded from a variety of sources:

General Rates

General rates are charged as a set amount per dollar of the capital value of most properties in the District (some are non-rateable). During our funding review we chose to continue with the

capital value rating system for general rates, rather than land value and more targeted rates. This is because of the capital value system's greater tendency to match the 'ability to pay' – owners of higher capital value properties pay a larger contribution in rates than owners of lower valued properties.

Differentials are a tool for altering the incidence of rates. Setting a differential rate does not increase the rating income; it merely allocates the rates requirement in a different way from a pure value-based system. We are not proposing to apply a differential to the general rate.

Uniform Annual General Charge (UAGC)

We assess a UAGC as a fixed amount on each separately used or inhabited part of a rating unit. The UAGC part-funds a range of activities, such as democracy and leadership, arts and culture, community development, environmental sustainability and emergency management.

Targeted Rates

Targeted rates can be assessed on property, including on the basis of use, the area of land, its location and value and the provision or availability of Council services. Targeted rates may be applied as a uniform annual charge on capital or land value, or differentially for different types of property uses. We may also apply targeted rates to fund any part of the cost of activities that benefit identifiable groups in the District.

We charge targeted rates for:

- Water
- Wastewater
- Roading
- Kerbside refuse collection services
- Eltham Drainage
- Hāwera Business Rate for town promotion

Voluntary Targeted Rates

We have a voluntary targeted rate for property owners who benefit from the installation of insulation that we provide under the Warmer Homes Scheme. The Council resolved in June 2023 to

discontinue the scheme as a result of changes to the Credit Contracts and Consumer Finance Act 2003. Property owners that are currently part of the warmer homes scheme will continue to pay their loans as per their agreements with the Council.

Fees and Charges

We apply fees and charges to recover either the full or part cost of a variety of services we provide, such as building consents, the provision of utility connections and vehicle crossings.

Interest and Dividends

We sold Egmont Electricity Limited in 1997 and invested the proceeds in a Long Term Investment Fund. We have allocated \$3.87 million each year from interest earned on the Fund towards subsidising general rates, UAGC's and the roading rate. In this Long Term Plan we are proposing to increase the subsidy to \$4.22 million. This is a consultation topic that we are asking for feedback from the community. The Council's preferred option is to increase the subsidy.

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Grants and Subsidies

We receive subsidies from Waka Kotahi New Zealand Transport Agency that cover a proportion of the capital and maintenance costs of our roading network.

Any Other Sources

Special funds have either been received from a third party to be used in a specific way (restricted funds) or are tagged to be applied for a specific purpose or area of benefit (non-restricted funds).

Capital Expenditure

We categorise our capital expenditure projects as renewals, extending level of service or growth-related projects.

Renewal Projects

Renewal projects restore or replace components of an asset or the entire asset to meet the designed level of service (to return it to its original size, condition or capacity). These projects will be funded from capital reserves built up from funded depreciation.

Where the reserve is not sufficient to meet the programmed renewals, loans will be utilised and repaid from a contribution from the reserve that best fits intergenerational equity and/or the operational funding sources for the particular activity, as per this policy.

Extending Level of Service Projects

Extending level of service projects create new assets or alterations to existing assets that mean a higher level of service is delivered. These projects will be funded by loans and repaid from the operational funding sources.

Growth-related projects

Growth-related projects are additional assets required to serve growth in demand for existing services due to new areas being serviced, such as new water mains and roading. These will be funded from financial contributions and we will consider a contribution from our Economic Development Fund towards the asset creation on a case by case basis after considering specific criteria.

Sources of funding for Capital Expenditure

The following funding sources are used for each capital expenditure category under normal circumstances. Any alternative funding sources are specifically approved by the Council.

Borrowing

We will not borrow to fund operational expenditure unless short term reasons justify this as an interim solution. When funding projects by debt, we spread the repayment over the number of years that enable us to match charges placed on the community with the period of benefits from the capital expenditure.

Borrowing is managed within the framework specified in the Liability Management Policy. While minimising interest costs and financial risks associated with borrowing is of primary importance, we match the borrowing term with the average life of assets when practical. Our overall borrowing requirement is reduced when other funds are available to finance capital

expenditure, such as:

- Council financial reserves, including reserves comprising financial contributions.
- Contributions towards capital expenditure from other parties, such as Waka Kotahi New Zealand Transport Agency for certain roading projects.
- Revenue collected to cover depreciation charges.
- Proceeds from the sales of assets.
- Operating surpluses.

Financial Contributions under the Resource Management Act

Financial contributions are provided for in our District Plan and may be imposed as a condition of development or resource consent. Works and services may be required for purposes specified in the District Plan for ensuring positive effects on the environment. Development can place a significant strain on existing physical resources (utility networks, reserves and public amenities) and the District Plan places a requirement for developers, in most cases, to meet the full and actual costs

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of extensions and connections to the existing reticulation network.

There is flexibility in the provision of reserve contributions to take into account variations from site to site, particularly the ability to connect to existing reserves or to create access to the margins of waterways and other natural areas. In urban residential subdivision there is also a threshold figure for the provision of land so that a realistic reserve area can be provided. Cash can be provided in lieu of land for the enhancement of reserves in the vicinity.

Grants and Subsidies

We receive subsidies from Waka Kotahi New Zealand Transport Agency that cover a proportion of the capital and maintenance costs of our roading network. We also receive grants and subsidies from central Government and grants from external sources. We received grants from the Government as part of its COVID-19 'shovel ready' projects recovery programme – \$3 million towards the construction of Te Ramanui o Ruapūtahanga library, arts

and cultural centre and \$7 million for the Nukumarū Station Road extension.

Any Other Source

Special funds have either been received from a third party to be used in a specific way (restricted funds) or are tagged to be applied for a specific purpose or area of benefit (non-restricted funds).

Assets

We own, on behalf of the community, assets worth about \$1.279 billion. The majority are required to deliver the services the community requires of us; for example, the pipes, pumps and monitoring equipment of our water supply network are essential to provide the community with the water supply service it needs and expects.

Our property portfolio has been categorised into:

- Vital to the provision of a Council service or function
- Advantageous to own; or
- Surplus to requirements.

We are identifying properties that no longer have any strategic purpose or public benefit or where the use of sale proceeds would be of greater benefit to the community. Proceeds from asset sales will in the first instance go to repay debt that may be associated with the asset. If the asset is to be replaced with a similar asset or one built to provide for a similar purpose in the foreseeable future (1 - 2 years), the sale proceeds will be held in trust to pay for the new asset's creation. Wherever the sale proceeds are greater than the known debt or the replacement cost of the 'like' asset, the surplus will be made available to the Long Term Investment Fund.

Depreciation

Our policy for funding the depreciation of non-strategic assets is to fund a proportion that allows for the renewal of components, rather than funding the depreciation for total replacement of the asset. As an example, buildings will have roofs and other components replaced to ensure the full useful life of the structure can be achieved, but

no funds will be built up to replace the structure. We consider it is not prudent to build up reserves (and increase rates from this generation) for the ultimate replacement of these assets, which for the most part will be in 30 - 50 years' time, when it is unknown if these types of assets will be wanted by future generations. We have taken into account the current global economic climate and our significant debt programme when considering the funding of depreciation.

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Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Democracy and Leadership												
Democracy and Leadership	Mana Mauri, Mana Tangata, Mana Oranga, Mana Taiao	Whole community	Benefit occurs in the year the funding is provided and on-going	N/A	Separate funding of this activity is not practicable and there is an equal benefit to all ratepayers and residents.	The public good component of this activity reflects that it contributes to the open, transparent and accountable democratic process of local government and supports elected members to be effective decision-makers.	N/A	N/A	General rates and revenue + interest and dividends + reserves + fees and charges	General rates and revenue + interest and dividends + borrowings + reserves	High	Low
Three Waters Water Supply												
Urban and Rural	Mana Mauri, Mana Tangata, Mana Oranga, Mana Taiao	All water supply users	Benefit occurs in the year the funding is provided and on-going	Users of the service	While the users of these services can be identified and are charged, the full cost is not recovered as there is some public benefit from their provision.	Individuals receive high benefit from the use of the service and there is a wider benefit to the community in the availability of this service for public health reasons.	Fees and charges + general rates and revenue + targeted rates (differential)	Fees and charges + targeted rates (differential) + borrowings + reserves + external contributions	General rates and revenue + targeted rates	General rates and revenue + targeted rates + borrowings + reserves	Low	High
Wastewater												
Wastewater	Mana Mauri, Mana Tangata, Mana Oranga, Mana Taiao	Users of the service	Benefit occurs in the year the funding is provided and on-going	Users of the service	While the users of these services can be identified and are charged, the full cost is not recovered as there is some public benefit from their provision.	Individuals receive high benefit from the use of the service and there is a wider benefit to the community in the availability of this service for public health reasons.	Fees and charges + general rates and revenue + targeted rates (differential)	Fees and charges + targeted rates (differential) + borrowings + reserves + external contributions	General rates and revenue + targeted rates	General rates and revenue + targeted rates + borrowings + reserves	Low	High

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Stormwater												
Stormwater	Mana Mauri, Mana Tangata, Mana Oranga, Mana Taiao	Users of the service	Benefit occurs in the year the funding is provided and on-going	Users of the service	Separate funding of this activity is not practicable and there is an equal opportunity for ratepayers and residents in areas served by stormwater to benefit.	Individuals in areas served by our stormwater network receive high benefit from the use of the service and there is a wider benefit to the community in the availability of this service for public health and safety reasons.	General rates and revenue	General rates and revenue + borrowings + reserves	General rates and revenue	General rates and revenue + borrowings + reserves	Low	High
Eltham Drainage					The users of this service can be identified and are charged the full cost of its provision.	The landowners in the Eltham Drainage Area are the only people who benefit from this service.	Targeted rates	Targeted rates	NA	NA	Nil	High
Solid Waste												
Kerbside Collection	Mana Taiao	Users of the service	Benefit occurs in the year the funding is provided	Users of the service who generate waste	While the users of these services can be identified and are charged, the full cost is not recovered as there is some public benefit from their provision	This activity benefits individuals; however, it is also in the public interest to provide this service.	Fees and charges + targeted rates (differential)	N/A	General rates and revenue + targeted rates	N/A	Low	High
Disposal		Users of the service, whole community	Benefit occurs in the year the funding is provided and on-going	Users of the service who generate waste		This activity benefits individuals, but there is also a higher public interest to provide this service as it contributes to long term sustainability.	Fees and charges + general rates and revenue + targeted rates (differential)	Fees and charges + targeted rates (differential) + borrowings + reserves + external contributions	General rates and revenue + targeted rates	General rates and revenue + targeted rates + borrowings + reserves	Low to Medium	Medium to High

Kaupapa Here Moni Ā-Tau Me Te Pūtea / Revenue and Financing Policy

Community Outcomes	Who benefits?	Who benefits?			Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions		
		Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?		Costs vs benefits	Operational	Capital	Operational	Capital	Public %	Private %
Roading												
Subsidised	Mana Oranga	Users of the service, whole community	Benefit occurs in the year the funding is provided and on-going - the service is available for current and future generations	Users of the service	User charges for these activities are not practicable and there is an equal benefit to all ratepayers and residents.	Individuals benefit directly from the use of the service and the community benefits from the provision of the service.	Grants/ subsidies + targeted rates (differential) + fees and charges + financial contributions + other contributions	Grants/ subsidies + targeted rates (differential) + fees and charges + financial contributions + other contributions	Targeted rates (differential) + investment income + general rates and revenue + reserves	General rates and revenue + targeted rates (differential) + borrowings + reserves	High	High
Non-subsidised		Users of the service, whole community	Benefit occurs in the year the funding is provided and on-going - the service is available for current and future generations	Users of the service		Individuals benefit directly from the use of the service and the community benefits from the provision of the service.	Targeted rates (differential) + fees and charges + financial contributions + other contributions	Targeted rates (differential) + fees and charges + financial contributions + other contributions	Targeted rates (differential) + general rates and revenue + reserves	Targeted rates (differential) + general rates and revenue + borrowings + reserves	High	High
Regional Road Safety		Whole community	Benefit occurs in the year the funding is provided and on-going	Road users		Road safety is mostly for the greater public good. Training and events are provided and negative effects can result if these events are not attended by key audiences.	Fees and charges + general rates and revenue	Fees and charges + general rates and revenue	General rates and revenue	General rates and revenue	High	Low
Community Facilities												
Parks, Reserves, Sportsgrounds and Public Spaces	Mana Tangata	Whole community, sports-ground users	Benefit occurs in the year the funding is provided	Not applicable, sports-ground users	Separate funding of this activity is not practicable and there is an equal opportunity for all ratepayers and residents to benefit.	Individuals have a private benefit from the availability of parks, reserves, sportsgrounds and public spaces. There is also a significant public benefit in the availability of these services.	Fees and charges + general rates and revenue	General rates and revenue + borrowings	General rates and revenue	General rates and revenue + borrowings + reserves	High	Low

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Community Facilities												
Recreation Centres - Halls	Mana Tangata	Users of the service	Benefit occurs in the year the funding is provided	Users of the service	While the users of this service can be identified and are charged, there is some public benefit from its provision	Individuals receive high benefit from the use of the service; however, there are social benefits to the community in the availability of these facilities.	Fees and charges + general rates and revenue	Grants + Surpluses from Rentals + Donations + Borrowings	General rates and revenue	General rates and revenue + borrowings + reserves	High	Low
Recreation Centres - TSB Hub		Users of the service	Benefit occurs in the year the funding is provided	Users of the service	While the users of this service can be identified and are charged, there is some public benefit from its provision	Individuals receive high benefit from the provision of the service and there are social and economic benefits to the community.	Fees and charges + general rates and revenue + grants and sponsorship	Grants + surpluses from rentals + donations + borrowings	General rates and revenue + grants	Borrowings + reserves + grants + investment	High	Low
Swimming Pools - Aquatic Centre		Users of the service	Benefit occurs in the year the funding is provided	Users of the service	Users are charged for this service but not the full cost in recognition of the public benefit.	Individuals receive high benefit from the use of the service and there is a wider community benefit in its availability for social reasons. The Aquatic Centre provides a higher level of service, which is partly recovered by fees and charges.	Fees and charges + general rates and revenue + grants	Grants + surpluses from rentals + donations + borrowings	General rates and revenue + interest	Borrowings + reserves + grants + investment	High	Low to Medium
Swimming Pools - Rural Pools		Users of the service	Benefit occurs in the year the funding is provided	Users of the service	Users are not charged for this service in recognition of the public benefit of providing swimming pools in our smaller communities.	Individuals receive benefit from the use of the service and there is a wider benefit to the community in the free availability of this service for recreational purposes.	General rates and revenue	Grants	General rates and revenue	General rates and revenue + borrowings + reserves	High	Low to Medium
Public Toilets		Users of the service, whole community	Benefit occurs in the year the funding is provided and on-going	Users of the service	The costs of charging users would greatly exceed the revenue collected and there is a public benefit in providing toilets	Individuals receive high benefit from the use of the service and there is a wider benefit to the community in the availability of this service for sanitary reasons.	General rates and revenue	General rates and revenue + borrowings	General rates and revenue	General rates and revenue + borrowings + reserves	High	Medium

Kaupapa Here Moni Ā-Tau Me Te Pūtea / Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Community Facilities												
Holiday Parks	Mana Tangata	Users	Benefit occurs in the year the funding is provided and on-going	Visitors to the District	Users are charged for these service but not the full cost in recognition of the public benefit.	Individual visitors receive high benefit from the provision of the service and there are economic benefits to the community.	Fees and charges	Grants + surpluses from rentals	General rates and revenue	General rates and revenue + borrowings + reserves	Low to Medium	Medium to High
Cemeteries		Users of the service, whole community	Benefit occurs in the year the funding is provided and on-going	Users of the service		Individuals receive a high public health benefit from provision of this service although it also has a reserve function and useful historic value.	Fees and charges + bequests	Fees and charges + borrowings + financial contributions + bequests	General rates and revenue	General rates and revenue + borrowings + reserves	Medium	Medium to High
Housing for the Elderly		Users of the service, whole community	Benefit occurs in the year the funding is provided and on-going - current and future tenancies	Users of the service		Selected individuals receive the greatest benefit from this activity. There is a social benefit to the wider community from the provision of housing for older people.	Fees and charges + general rates and revenue	Grants + borrowings + reserves + asset sales	General rates and revenue	General rates and revenue + borrowings + reserves	Low	Medium
Hāwera Cinemas		Users of the service	Benefit occurs in the year the funding is provided and on-going	Users of the service		Individuals receive high benefit from the provision of the service, which also contributes to the social and leisure fabric of the community.	Fees and charges + general rates and revenue	Grants + borrowings	General rates and revenue	General rates and revenue + borrowings + reserves	Medium	Medium
Corporate Property		Users of the service	Benefit occurs in the year the funding is provided and on-going	Medium	Users are charged for this service but some are not charged the full cost in recognition of the public benefit.	Individuals receive high benefit from the use of sundry Council properties. This activity also manages a small number of properties used for community good by not-for-profit organisations.	Fees and charges + general rates and revenue	General rates and revenue + borrowings	General rates and revenue	General rates and revenue + borrowings + asset sales + reserves	Low	High

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Arts and Culture												
Arts	Mana Mauri	Users of the service, the whole community	Benefit occurs in the year the funding is provided	Users of the service	While the users of this service could potentially be identified and charged, the costs would outweigh the public benefits.	The community receives the benefit of this activity together with individuals who are able to enhance their skills through this process.	Fees and charges + general rates and revenue	N/A	General rates and revenue	N/A	High	Low
Heritage (Museum)		Users of the service, the whole community	Benefit occurs in the year the funding is provided and on-going	Not applicable	Museum users can be identified and could be charged, but the Council feels there is a high public benefit in making entry freely available.	There are the wider benefits of education, retention of heritage and community identity, while individuals benefit from the displays and information.	Fees and charges + general rates and revenue + grants	N/A	General rates and revenue	Borrowings + reserves	High	Low
LibraryPlus		Users of the service, the whole community	Benefit occurs in the year the funding is provided and on-going	Users of the service	Separate funding of this activity is not practicable and there is an equal opportunity for all ratepayers and residents to benefit.	Individuals receive high benefit from the use of this service and its availability has a wider social benefit to the community.	Fees and charges + general rates and revenue	Grants + bequests + borrowings	General rates and revenue + investment income	Reserves + borrowings + general rates and revenue	High	Low to Medium
Economic Development												
Economic Development	Mana Oranga	Users of the service, the whole community	Benefit occurs in the year the funding is provided and on-going	People wishing to establish or expand businesses, and local residents	While the users of these services could be identified and charged, it would be counter-productive to do so, as the Council wants to encourage economic development, tourism and events for the benefit of the District.	Individuals benefit directly from the use of the service and the community indirectly benefits because of the positive economic impacts.	Fees and charges + targeted rates	N/A	General rates and revenue + targeted rates (differential) + reserves	Borrowings + reserves	High	Low

Kaupapa Here Moni Ā-Tau Me Te Pūtea / Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Economic Development												
Tourism and Events	Mana Oranga	Users of the service, the whole community	Benefit occurs in the year the funding is provided	Visitors, local residents		Individuals benefit directly from the use of the service and attending events and the wider community benefits from the vibrancy that events bring. The community benefits indirectly through the positive economic impacts.	Fees and charges + general rates and revenue	Borrowings	General rates and revenue + reserves	General rates and revenue + borrowings + reserves	High	Low
Community Development												
Community Development	Mana Tangata	The whole community	Benefit occurs in the year the funding is provided and on-going	Not applicable	Separate funding of these activities is not practicable and there is an equal benefit to all ratepayers and residents.	The community receives the greatest benefit from the outcomes of this activity.	General rates and revenue	N/A	General rates and revenue	N/A	High	Low
Community Support		The whole community	Benefit occurs in the year the funding is provided	Not applicable		The public good component of this activity recognises the contribution made by organisations and groups within the community and offers a helping hand in appreciation of this voluntary contribution in the way of grants. The civil ceremonies and recognition awards contribute to the social and cultural well-being of the community.	N/A	N/A	General rates and revenue + reserves	General rates and revenue + borrowings + reserves	High	Low
Environmental Management												
Environment and Sustainability	Mana Tangata, Mana Taiao	The whole community	Benefit occurs in the year the funding is provided and on-going	Not applicable	Separate funding of these activities is not practicable and there is an equal benefit to all ratepayers and residents.	This activity is a high public good as it focuses on improving environmental sustainability across the District.	N/A	N/A	General rates and revenue	General rates and revenue + grants	High	Low

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Community Outcomes	Who benefits?	Who benefits?			Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions			
		Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits		Operational	Capital	Operational	Capital	Public %	Private %		
Environmental Management													
Environmental Policy	Mana Tangata, Mana Taiao	The whole community	Benefit occurs in the year the funding is provided and on-going	Not applicable		This activity is a high public good because it sets the overall framework for development within the District.	Fees and charges	N/A	General rates and revenue + borrowings	N/A	High	Low	
Emergency Management		The whole community	Benefit occurs in the year the funding is provided and on-going	Not applicable		This activity is about preparedness for a disaster and is a high public good.	N/A	N/A	General rates and revenue	N/A	High	Low	
Regulatory Services													
Building Control	Mana Tangata, Mana Taiao	Users of the service, the whole community	Benefit occurs in the year the funding is provided	Users of the service - applicants for building consents and those doing building work	Users are charged for these services but the full costs are not recovered in recognition of the fact that some public benefit is derived from each activity.	There is a high level of private benefit to the applicant and some public benefit.	Fees and charges	N/A	General rates and revenue	Borrowings + reserves	Low	High	
Planning		Users of the service, the whole community	Benefit occurs in the year the funding is provided	Users of the service - applicants for resource consents and developers									
Environmental Health - Licensing, Alcohol and Gambling		The whole community	Benefit occurs in the year the funding is provided	Users and providers of these activities and services, Government			These activities have a high public good through the protection of public health and well-being.	Fees and charges	N/A	General rates and revenue	N/A	Medium to High	Low to Medium

Kaupapa Here Moni Ā-Tau Me Te Pūtea / Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Economic Development												
Nuisance Control (Noise)	The whole community	Benefit occurs in the year the funding is provided	Community members that do not comply with bylaws and other controls	Users are charged for these services but the full costs are not recovered in recognition of the fact that some public benefit is derived from each activity.	This activity has a high public good through public protection.	Fees and charges	N/A	General rates and revenue	N/A	High	Low	
Animal Services	The whole community	Benefit occurs in the year the funding is provided	Community members that do not comply with bylaws and other controls		Within the activity there is a high degree of public benefit, but the costs are influenced by the people who create the need for the service.	Fees and charges	Fees and charges + borrowings + reserves	General rates and revenue	General rates and revenue + borrowings + reserves	Medium	Medium to High	
Parking Control	The whole community, CBD retailers	Benefit occurs in the year the funding is provided	Community members that do not comply with bylaws and other controls		This activity has a high public good by creating the availability of carparks. There are some benefits for retailers within the CBDs, but the costs are influenced by the people who create the need for the service.	Fees and charges	N/A	General rates and revenue	Borrowings + reserves	Low	High	
Coastal Structures												
Coastal Structures	Mana Tangata	Users of the service, the whole community	Benefit occurs in the year the funding is provided and on-going	Local people and visitors who want to access the sea and the coast	Separate funding of this activity is not practicable and there is an equal opportunity for all ratepayers and residents to benefit.	Individuals receive high benefit from the provision of the service and there are social benefits to the community through access to beaches and the sea.	General rates and revenue	Grants + borrowings	General rates and revenue	General rates and revenue + borrowings	High	Low

Kaupapa Here Moni Ā-Tau Me Te Pūtea | Revenue and Financing Policy

Community Outcomes	Who benefits?					Rationale	Funding Sources Private		Funding Sources Public		Benefit proportions	
	Who benefits?	Period of Benefit (intergenerational principle)	Whose actions create the need?	Costs vs benefits	Operational		Capital	Operational	Capital	Public %	Private %	
Corporate Activities												
Audit and Risk, Customer Services, Information Services, People and Capability	Users of the services, the whole community	Benefit occurs in the year the funding is provided and on-going	Not applicable	Separate funding of this activity is not practicable and there is an equal benefit to all ratepayers and residents.		Overhead recoveries	Grants + borrowings	General rates and revenue	General rates and revenue + borrowings	High	Low	

The table above indicates the range of public or private good based on the following descriptors:

Descriptor	Range	
High	80%	100%
Medium to High	60%	80%
Medium	40%	60%
Low to Medium	20%	40%
Low	0%	20%

A “High” public good would indicate that the expenditure for that activity likely meets the criteria of a public good on a percentage basis between 80% and 100%.

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TE POUMANUKURA / DEMOCRACY AND LEADERSHIP

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	3,240	3,206	3,279	3,385	3,531	3,620	3,673	3,771	3,835	3,913	4,017
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	460	554	593	522	532	555	511	520	567	515	527
Total operating funding (A)	3,700	3,760	3,872	3,907	4,063	4,175	4,184	4,291	4,402	4,428	4,544
Applications of Operating Funding											
Payments to staff and suppliers	1,329	1,409	1,444	1,421	1,514	1,593	1,540	1,644	1,728	1,674	1,787
Finance costs	2	4	3	3	3	3	3	3	2	1	0
Internal charges and overheads applied	2,362	2,333	2,410	2,475	2,539	2,571	2,638	2,643	2,671	2,752	2,756
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	3,693	3,746	3,857	3,899	4,055	4,167	4,181	4,290	4,401	4,427	4,543
Surplus (deficit) of operating funding (A-B)	7	15	15	8	8	8	2	1	1	1	1
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	0	0	0	0	0	0	0	0	0	0	0

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TE POUMANUKURA / DEMOCRACY AND LEADERSHIP

<i>For the years ended 30 June</i>	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- To replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	7	15	15	8	8	8	2	1	1	1	1
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	7	15	15	8	8	8	2	1	1	1	1
Surplus (deficit) of capital funding (C - D)	(7)	(15)	(15)	(8)	(8)	(8)	(2)	(1)	(1)	(1)	(1)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	7	14	14	8	7	7	2	0	0	0	0

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ PUNA WAI / WATER SUPPLY

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	15,204	15,807	16,688	17,574	18,327	19,251	20,138	21,037	21,968	22,833	23,814
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	61	242	248	255	262	268	274	281	287	293	299
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	480	430	441	453	465	477	487	499	510	520	531
Total operating funding (A)	15,745	16,480	17,378	18,283	19,053	19,996	20,900	21,816	22,765	23,646	24,644
Applications of Operating Funding											
Payments to staff and suppliers	4,055	4,405	4,554	4,735	4,907	5,147	5,213	5,379	5,545	5,710	5,985
Finance costs	2,668	2,479	2,614	2,760	2,827	2,911	3,041	3,219	3,466	3,639	3,692
Internal charges and overheads applied	2,892	3,114	3,203	3,329	3,441	3,478	3,585	3,577	3,606	3,724	3,720
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	9,615	9,997	10,371	10,824	11,175	11,537	11,838	12,176	12,617	13,072	13,397
Surplus (deficit) of operating funding (A-B)	6,130	6,482	7,007	7,459	7,878	8,459	9,061	9,641	10,148	10,574	11,247
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	590	521	534	547	561	575	589	604	0	0	0
Increase (decrease) in debt	5,583	1,935	7,519	3,232	858	421	642	2,282	5,242	3,535	1,402
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	6,173	2,455	8,053	3,779	1,418	995	1,231	2,885	5,242	3,535	1,402

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ PUNA WAI / WATER SUPPLY

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	400	447	243	0	0	0	0	0	0	0	0
- To improve the level of service	6,287	1,236	6,935	4,019	2,765	1,672	3,664	4,992	7,643	5,469	2,428
- To replace existing assets	4,735	9,275	8,402	8,265	7,290	6,904	7,288	8,614	7,576	7,398	7,862
Increase (decrease) in reserves	881	(2,020)	(520)	(1,046)	(759)	879	(659)	(1,080)	170	1,241	2,359
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	12,303	8,938	15,060	11,238	9,296	9,455	10,293	12,526	15,389	14,108	12,649
Surplus (deficit) of capital funding (C - D)	(6,130)	(6,482)	(7,007)	(7,459)	(7,878)	(8,459)	(9,061)	(9,641)	(10,148)	(10,574)	(11,247)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	7,246	7,699	8,357	8,563	8,694	9,478	9,526	9,640	10,617	10,866	11,021

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TE WAI ĀWHĀTANGA / STORMWATER

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	1,226	1,350	1,451	1,585	1,336	1,726	1,851	1,820	1,815	1,919	1,910
Targeted Rates	9	9	9	9	9	10	10	10	10	11	11
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	174	232	244	243	200	244	256	250	248	251	249
Total operating funding (A)	1,410	1,591	1,703	1,837	1,546	1,980	2,117	2,080	2,073	2,181	2,170
Applications of Operating Funding											
Payments to staff and suppliers	220	203	206	209	213	216	219	223	226	229	232
Finance costs	231	232	224	191	221	185	146	105	91	76	61
Internal charges and overheads applied	329	450	489	504	524	532	546	546	551	567	569
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	781	884	919	904	958	933	911	874	868	873	862
Surplus (deficit) of operating funding (A-B)	629	707	785	933	587	1,047	1,206	1,206	1,205	1,309	1,308
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	689	375	384	394	404	414	424	435	0	0	0
Increase (decrease) in debt	933	1,535	244	(723)	779	(787)	(738)	(683)	(248)	(248)	(248)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	1,622	1,910	628	(330)	1,183	(373)	(314)	(248)	(248)	(248)	(248)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TE WAI ĀWHĀTANGA / STORMWATER

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	1,000	1,720	934	0	0	0	0	0	0	0	0
- To improve the level of service	167	120	193	188	60	0	0	0	0	0	0
- To replace existing assets	394	776	276	168	2,410	177	181	185	189	193	197
Increase (decrease) in reserves	690	1	11	247	(700)	497	711	773	768	868	863
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	2,250	2,617	1,413	604	1,770	674	892	958	957	1,061	1,060
Surplus (deficit) of capital funding (C - D)	(629)	(707)	(785)	(933)	(587)	(1,047)	(1,206)	(1,206)	(1,205)	(1,309)	(1,308)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	886	942	1,068	1,092	1,096	1,201	1,201	1,201	1,312	1,312	1,312

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ WAIPARAPARA / WASTEWATER

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	5,795	6,376	6,934	7,500	8,162	8,834	9,604	10,387	11,095	11,814	12,545
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1,657	1,515	1,553	1,596	1,637	1,678	1,716	1,755	1,795	1,831	1,871
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	7,452	7,892	8,487	9,096	9,798	10,512	11,320	12,143	12,889	13,645	14,416
Applications of Operating Funding											
Payments to staff and suppliers	3,725	3,690	3,814	3,939	4,044	4,150	4,252	4,357	4,462	4,560	6,232
Finance costs	1,754	1,810	1,897	1,965	1,959	1,942	1,931	1,945	2,592	3,446	3,613
Internal charges and overheads applied	994	1,402	1,429	1,471	1,541	1,571	1,603	1,603	1,619	1,659	1,668
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	6,473	6,902	7,140	7,375	7,544	7,663	7,786	7,906	8,673	9,664	11,514
Surplus (deficit) of operating funding (A-B)	979	990	1,347	1,721	2,254	2,848	3,534	4,237	4,217	3,981	2,903
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	436	885	907	930	953	977	1,001	1,026	0	0	0
Increase (decrease) in debt	4,912	5,266	5,378	1,512	(572)	(1,349)	(1,644)	(526)	14,341	18,537	3,890
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	5,349	6,151	6,286	2,441	381	(372)	(643)	500	14,341	18,537	3,890

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ WAIPARAPARA / WASTEWATER

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	2,561	2,524	1,370	0	0	0	0	0	0	0	0
- To improve the level of service	846	586	1,987	31	102	34	35	1,304	15,451	20,573	5,798
- To replace existing assets	2,751	5,322	5,433	5,375	3,421	2,912	3,158	3,061	3,135	3,075	3,161
Increase (decrease) in reserves	169	(1,291)	(1,157)	(1,244)	(887)	(469)	(301)	373	(28)	(1,129)	(2,166)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	6,328	7,141	7,633	4,163	2,636	2,476	2,892	4,737	18,558	22,518	6,793
Surplus (deficit) of capital funding (C - D)	(979)	(990)	(1,347)	(1,721)	(2,254)	(2,848)	(3,534)	(4,237)	(4,217)	(3,981)	(2,903)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	2,860	3,042	3,378	3,461	3,462	3,789	3,790	3,791	4,170	4,542	5,038

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

PARA TOTOKA / SOLID WASTE

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	496	699	866	872	837	888	896	923	937	981	955
Targeted Rates	1,652	2,457	2,670	2,865	3,063	3,264	3,512	3,764	4,020	4,279	4,541
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	2,548	3,129	3,195	3,268	3,347	3,423	3,499	3,575	3,651	3,727	3,803
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	1,276	1,420	1,470	1,522	1,576	1,588	1,641	1,698	1,757	1,819	1,878
Total operating funding (A)	5,972	7,704	8,201	8,528	8,824	9,163	9,548	9,960	10,365	10,805	11,177
Applications of Operating Funding											
Payments to staff and suppliers	5,830	7,100	7,323	7,489	7,663	7,816	7,961	8,138	8,325	8,538	8,696
Finance costs	197	219	255	332	319	321	324	324	316	307	296
Internal charges and overheads applied	485	577	594	618	644	653	674	672	677	701	699
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	6,512	7,897	8,171	8,438	8,626	8,790	8,959	9,134	9,318	9,546	9,692
Surplus (deficit) of operating funding (A-B)	(541)	(193)	30	90	198	373	589	827	1,047	1,259	1,486
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	884	1,143	1,178	1,781	(270)	(323)	(344)	(344)	(344)	(344)	(344)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	884	1,143	1,178	1,781	(270)	(323)	(344)	(344)	(344)	(344)	(344)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

PARA TOTOKA / SOLID WASTE

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	1,062	103	631	2,152	0	0	0	0	0	0	0
- To replace existing assets	43	2,099	910	16	72	28	0	0	0	0	0
Increase (decrease) in reserves	(762)	(1,252)	(333)	(298)	(144)	22	245	483	703	915	1,141
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	343	950	1,208	1,870	(73)	50	245	483	703	915	1,141
Surplus (deficit) of capital funding (C - D)	541	193	(30)	(90)	(198)	(373)	(589)	(827)	(1,047)	(1,259)	(1,486)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	127	177	181	294	300	306	307	301	303	304	300

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ HUARAHI ARA RAU / ROADING AND FOOTPATHS (INCLUDING ROAD SAFETY AND PATHWAYS)

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	42	36	34	39	40	46	52	52	52	59	59
Targeted Rates	7,002	8,910	10,306	10,770	10,950	11,300	11,918	12,219	12,492	12,895	13,358
Subsidies and grants for operating purposes	6,090	8,465	8,711	8,964	9,770	9,990	10,194	10,397	10,600	10,811	11,015
Fees and charges	151	167	170	174	178	182	186	189	193	197	201
Internal charges and overheads recovered	853	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	1,747	797	739	823	815	900	986	963	949	1,029	1,016
Total operating funding (A)	15,885	18,375	19,960	20,771	21,753	22,417	23,335	23,819	24,287	24,991	25,649
Applications of Operating Funding											
Payments to staff and suppliers	12,745	13,837	14,244	14,607	15,842	16,229	16,513	16,836	17,158	17,494	17,819
Finance costs	569	545	559	545	529	516	504	482	522	563	599
Internal charges and overheads applied	326	431	438	463	505	521	539	532	536	555	553
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	13,640	14,813	15,241	15,615	16,876	17,265	17,556	17,851	18,216	18,612	18,971
Surplus (deficit) of operating funding (A-B)	2,245	3,562	4,719	5,155	4,877	5,152	5,779	5,969	6,071	6,379	6,678
Sources of Capital Funding											
Subsidies and grants for capital expenditure	5,201	10,402	11,043	11,244	10,641	10,982	11,311	11,639	11,989	12,350	12,707
Development and financial contributions	655	1,038	1,064	1,091	1,118	1,146	1,175	1,204	0	0	0
Increase (decrease) in debt	2,692	2,545	1,269	(249)	(269)	(304)	(342)	(381)	814	805	794
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	8,548	13,985	13,376	12,087	11,490	11,824	12,143	12,462	12,803	13,154	13,502

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ HUARAHI ARA RAU / ROADING AND FOOTPATHS (INCLUDING ROAD SAFETY AND PATHWAYS)

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	3,468	2,758	1,407	0	0	0	0	0	0	0	0
- To improve the level of service	5,395	6,332	7,046	7,076	5,122	5,367	5,611	5,853	6,128	6,407	6,690
- To replace existing assets	7,232	9,703	9,976	10,257	11,283	11,564	11,826	12,090	12,355	12,631	12,898
Increase (decrease) in reserves	(5,302)	(1,246)	(334)	(91)	(38)	45	485	488	392	495	591
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	10,793	17,547	18,095	17,242	16,367	16,976	17,922	18,431	18,874	19,533	20,180
Surplus (deficit) of capital funding (C - D)	(2,245)	(3,562)	(4,719)	(5,155)	(4,877)	(5,152)	(5,779)	(5,969)	(6,071)	(6,379)	(6,678)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	9,452	9,561	10,486	10,629	10,752	11,690	11,779	11,877	13,017	13,126	13,239

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ WHARE-Ā-HAPORI / COMMUNITY FACILITIES

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	6,829	6,924	7,477	8,322	8,927	9,257	9,102	9,262	9,603	9,862	9,986
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	20	17	18	7	7	7	8	8	8	8	8
Fees and charges	2,102	2,184	2,275	2,374	2,480	2,594	2,623	2,652	2,681	2,711	2,738
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	2,816	3,154	3,121	3,128	3,140	3,106	3,025	3,034	3,063	3,031	3,034
Total operating funding (A)	11,768	12,280	12,891	13,831	14,554	14,964	14,758	14,956	15,354	15,611	15,767
Applications of Operating Funding											
Payments to staff and suppliers	6,879	7,179	7,302	7,504	7,734	7,935	8,142	8,368	8,680	8,861	9,131
Finance costs	1,288	1,308	1,292	1,438	1,460	1,428	1,368	1,287	1,164	1,033	886
Internal charges and overheads applied	1,703	1,753	1,797	1,833	1,969	2,017	2,055	2,049	2,065	2,135	2,136
Operating funding applications	6	16	16	516	516	516	16	16	16	16	16
Total applications of operating funding (B)	9,876	10,255	10,407	11,291	11,679	11,896	11,580	11,719	11,925	12,045	12,168
Surplus (deficit) of operating funding (A-B)	1,892	2,025	2,484	2,540	2,876	3,069	3,178	3,236	3,430	3,566	3,598
Sources of Capital Funding											
Subsidies and grants for capital expenditure	335	335	93	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	1,012	1,047	284	(548)	(786)	(1,204)	(1,995)	(2,005)	(2,036)	(2,097)	(2,170)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	4	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	1,351	1,382	376	(548)	(786)	(1,204)	(1,995)	(2,005)	(2,036)	(2,097)	(2,170)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ WHARE-Ā-HAPORI / COMMUNITY FACILITIES

	Annual Plan For the years ended 30 June 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	1,963	1,398	1,056	1,133	1,103	9	9	9	9	10	10
- To replace existing assets	1,097	1,728	2,952	2,673	1,991	1,762	466	429	503	469	378
Increase (decrease) in reserves	183	281	(1,148)	(1,814)	(1,005)	94	708	793	881	991	1,041
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	3,243	3,407	2,860	1,993	2,089	1,865	1,182	1,231	1,393	1,469	1,429
Surplus (deficit) of capital funding (C - D)	(1,892)	(2,025)	(2,484)	(2,540)	(2,876)	(3,069)	(3,178)	(3,236)	(3,430)	(3,566)	(3,598)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	3,363	3,384	3,641	3,727	3,503	3,546	3,537	3,501	3,560	3,586	3,461

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ MAHI Ā-TOI ME RĒHIA / ARTS AND CULTURE

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	3,078	3,261	3,314	3,401	3,581	3,740	3,744	3,881	3,877	4,029	4,089
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	16	30	30	50	32	32	33	34	34	35	35
Fees and charges	38	47	48	49	50	51	52	53	54	55	56
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	599	728	728	697	715	712	704	722	723	724	733
Total operating funding (A)	3,731	4,066	4,121	4,197	4,378	4,536	4,533	4,690	4,688	4,843	4,914
Applications of Operating Funding											
Payments to staff and suppliers	2,238	2,532	2,536	2,590	2,637	2,774	2,718	2,842	2,798	2,868	2,899
Finance costs	36	35	32	34	35	38	46	51	56	63	67
Internal charges and overheads applied	1,166	1,085	1,106	1,117	1,241	1,254	1,282	1,279	1,289	1,334	1,336
Operating funding applications	25	25	25	25	25	25	25	25	25	25	25
Total applications of operating funding (B)	3,466	3,677	3,699	3,766	3,938	4,091	4,072	4,198	4,168	4,291	4,328
Surplus (deficit) of operating funding (A-B)	265	389	422	431	440	445	462	492	520	552	586
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(48)	24	(19)	43	24	72	132	75	76	138	(42)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(48)	24	(19)	43	24	72	132	75	76	138	(42)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ MAHI Ā-TOI ME RĒHIA / ARTS AND CULTURE

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	0	26	0	0	0	0	0	0	0	0	0
- To replace existing assets	324	522	363	412	379	404	476	439	455	537	494
Increase (decrease) in reserves	(107)	(134)	40	62	84	113	118	128	142	153	50
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	217	413	403	474	463	517	593	567	597	690	544
Surplus (deficit) of capital funding (C - D)	(265)	(389)	(422)	(431)	(440)	(445)	(462)	(492)	(520)	(552)	(586)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	460	828	1,158	1,120	1,084	1,042	1,057	1,076	1,091	1,112	1,134

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

ŌHANGA Ā-ROHE / DISTRICT ECONOMY

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	1,057	1,379	1,374	1,461	1,573	1,608	1,664	1,550	1,565	1,607	1,577
Targeted Rates	182	186	190	194	199	203	207	212	216	221	225
Subsidies and grants for operating purposes	76	18	19	19	20	20	21	21	21	22	22
Fees and charges	288	299	326	355	384	414	444	476	508	541	575
Internal charges and overheads recovered	40	20	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	862	1,161	1,117	1,123	1,137	1,134	1,025	1,013	1,010	1,002	990
Total operating funding (A)	2,505	3,063	3,026	3,152	3,312	3,379	3,361	3,271	3,320	3,392	3,390
Applications of Operating Funding											
Payments to staff and suppliers	1,346	1,575	1,589	1,663	1,718	1,748	1,801	1,681	1,703	1,734	1,752
Finance costs	379	450	431	426	422	422	426	426	415	403	388
Internal charges and overheads applied	428	482	494	506	542	548	563	561	565	586	585
Operating funding applications	302	306	310	314	319	323	207	212	216	221	225
Total applications of operating funding (B)	2,454	2,813	2,823	2,909	3,000	3,041	2,997	2,880	2,900	2,944	2,952
Surplus (deficit) of operating funding (A-B)	51	251	203	243	312	338	364	391	420	448	439
Sources of Capital Funding											
Subsidies and grants for capital expenditure	900	200	100	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	2,209	845	72	(290)	(296)	(296)	(292)	(292)	(292)	(292)	(292)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	3,109	1,045	172	(290)	(296)	(296)	(292)	(292)	(292)	(292)	(292)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

ŌHANGA Ā-ROHE / DISTRICT ECONOMY

	Annual Plan 2023/24 For the years ended 30 June (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	7,642	397	723	1,064	3,304	0	0	0	0	0	0
- To replace existing assets	0	77	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	475	1,732	683	420	16	42	72	99	128	156	147
Increase (decrease) in investments	(4,957)	(911)	(1,031)	(1,531)	(3,304)	0	0	0	0	0	0
Total applications of capital funding (D)	3,160	1,295	375	(47)	16	42	72	99	128	156	147
Surplus (deficit) of capital funding (C - D)	(51)	(251)	(203)	(243)	(312)	(338)	(364)	(391)	(420)	(448)	(439)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	91	140	505	831	1,250	1,283	1,316	1,349	1,227	1,098	675

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

WHAKAWHANAKE HAPORI / COMMUNITY DEVELOPMENT

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	1,188	1,158	1,179	1,219	1,267	1,293	1,318	1,328	1,339	1,367	1,384
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	832	335	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	259	285	283	272	274	268	267	267	268	263	265
Total operating funding (A)	2,278	1,778	1,462	1,491	1,541	1,561	1,585	1,595	1,607	1,631	1,649
Applications of Operating Funding											
Payments to staff and suppliers	1,192	646	331	339	344	349	353	358	363	368	379
Finance costs	59	58	53	55	54	53	53	51	49	46	42
Internal charges and overheads applied	351	334	342	348	383	388	396	396	399	411	413
Operating funding applications	676	707	700	710	720	730	741	747	753	759	765
Total applications of operating funding (B)	2,279	1,745	1,426	1,452	1,501	1,520	1,543	1,552	1,563	1,584	1,599
Surplus (deficit) of operating funding (A-B)	0	33	37	39	40	41	42	42	44	47	50
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(37)	(46)	(50)	(53)	(54)	(54)	(55)	(56)	(57)	(60)	(63)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(37)	(46)	(50)	(53)	(54)	(54)	(55)	(56)	(57)	(60)	(63)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

WHAKAWHANAKE HAPORI / COMMUNITY DEVELOPMENT

<i>For the years ended 30 June</i>	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- To replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(38)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	(38)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)
Surplus (deficit) of capital funding (C - D)	0	(33)	(37)	(39)	(40)	(41)	(42)	(42)	(44)	(47)	(50)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	0	0	0	0	0	0	0	0	0	0	0

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TIAKI TAI AO / ENVIRONMENTAL MANAGEMENT

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	419	1,119	1,406	1,364	1,405	1,344	1,362	1,585	1,496	1,516	1,596
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	863	326	338	358	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	59	192	236	213	219	207	217	262	268	285	208
Total operating funding (A)	1,341	1,638	1,980	1,936	1,624	1,551	1,579	1,847	1,764	1,801	1,805
Applications of Operating Funding											
Payments to staff and suppliers	1,114	1,077	1,206	1,247	860	775	787	807	823	845	857
Finance costs	8	12	13	14	17	20	22	24	25	26	27
Internal charges and overheads applied	158	283	292	305	323	327	340	337	339	354	351
Operating funding applications	65	65	65	65	65	65	65	65	65	65	65
Total applications of operating funding (B)	1,345	1,437	1,576	1,631	1,264	1,186	1,214	1,232	1,252	1,290	1,300
Surplus (deficit) of operating funding (A-B)	(4)	201	404	305	360	365	365	615	512	511	504
Sources of Capital Funding											
Subsidies and grants for capital expenditure	536	410	1,048	1,071	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(8)	29	29	36	56	52	29	30	30	31	32
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	12	12	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	528	451	1,089	1,107	56	52	29	30	30	31	32

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TIAKI TAI AO / ENVIRONMENTAL MANAGEMENT

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	606	452	1,090	1,110	65	67	34	35	35	36	37
- To replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(81)	200	402	302	350	350	360	610	507	506	499
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	525	652	1,492	1,412	416	417	394	645	542	542	536
Surplus (deficit) of capital funding (C - D)	4	(201)	(404)	(305)	(360)	(365)	(365)	(615)	(512)	(511)	(504)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	41	1	4	5	10	15	15	15	11	10	5

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

RATONGA WHAKATURE / REGULATORY SERVICES

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$'000)	Year 2 2025/26 (\$'000)	Year 3 2026/27 (\$'000)	Year 4 2027/28 (\$'000)	Year 5 2028/29 (\$'000)	Year 6 2029/30 (\$'000)	Year 7 2030/31 (\$'000)	Year 8 2031/32 (\$'000)	Year 9 2032/33 (\$'000)	Year 10 2033/34 (\$'000)
<i>For the years ended 30 June</i>											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	1,317	1,397	1,446	1,547	1,653	1,552	1,626	1,597	1,601	1,624	1,672
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	2,527	2,894	2,993	3,007	3,088	3,190	3,234	3,285	3,387	3,429	3,487
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	237	312	315	309	319	292	301	296	296	290	295
Total operating funding (A)	4,080	4,604	4,754	4,863	5,060	5,034	5,160	5,178	5,284	5,342	5,455
Applications of Operating Funding											
Payments to staff and suppliers	2,365	2,826	2,944	2,979	3,072	3,084	3,167	3,174	3,261	3,266	3,363
Finance costs	26	30	27	25	23	24	25	25	20	17	10
Internal charges and overheads applied	1,663	1,707	1,740	1,764	1,869	1,883	1,925	1,935	1,953	2,010	2,021
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	4,054	4,563	4,711	4,768	4,964	4,991	5,116	5,134	5,234	5,293	5,394
Surplus (deficit) of operating funding (A-B)	27	41	42	95	97	44	44	44	49	49	60
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	30	(820)	24	(39)	(39)	2	(7)	29	(49)	(49)	(58)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	30	(820)	24	(39)	(39)	2	(7)	29	(49)	(49)	(58)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

RATONGA WHAKATURE / REGULATORY SERVICES

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	52	4	63	4	4	47	5	5	5	5	5
- To replace existing assets	0	66	0	0	0	8	34	72	0	8	0
Increase (decrease) in reserves	5	(849)	3	52	53	(9)	(1)	(4)	(4)	(12)	(2)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	57	(779)	66	56	58	46	37	73	1	1	3
Surplus (deficit) of capital funding (C - D)	(27)	(41)	(42)	(95)	(97)	(44)	(44)	(44)	(49)	(49)	(60)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	24	30	32	28	29	34	30	28	29	29	29

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ MOMO HANGA KI TAI / COASTAL STRUCTURES

	Annual Plan 2023/24 (\$'000)	Year 1 2024/25 (\$'000)	Year 2 2025/26 (\$'000)	Year 3 2026/27 (\$'000)	Year 4 2027/28 (\$'000)	Year 5 2028/29 (\$'000)	Year 6 2029/30 (\$'000)	Year 7 2030/31 (\$'000)	Year 8 2031/32 (\$'000)	Year 9 2032/33 (\$'000)	Year 10 2033/34 (\$'000)
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	212	160	160	184	172	176	179	181	203	185	186
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	30	27	26	28	25	24	24	24	27	24	24
Total operating funding (A)	242	187	186	212	197	200	204	205	230	209	210
Applications of Operating Funding											
Payments to staff and suppliers	91	67	69	92	72	74	75	77	103	80	82
Finance costs	31	32	29	29	46	46	47	63	63	84	83
Internal charges and overheads applied	51	68	68	71	76	79	80	80	81	82	83
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	172	166	166	192	194	199	203	220	246	246	248
Surplus (deficit) of operating funding (A-B)	70	20	20	20	3	2	1	(15)	(16)	(37)	(38)
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	25	(20)	(20)	(20)	371	(20)	(20)	280	(20)	397	(20)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	25	(20)	(20)	(20)	371	(20)	(20)	280	(20)	397	(20)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ MOMO HANGA KI TAI / COASTAL STRUCTURES

	Annual Plan 2023/24 For the years ended 30 June (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	84	0	0	0	0	0	0	0	0	0	0
- To replace existing assets	11	0	0	0	392	0	0	312	0	438	0
Increase (decrease) in reserves	0	0	0	(1)	(18)	(18)	(19)	(47)	(36)	(79)	(58)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	95	0	0	(1)	374	(18)	(19)	265	(36)	359	(58)
Surplus (deficit) of capital funding (C - D)	(70)	(20)	(20)	(20)	(3)	(2)	(1)	15	16	37	38
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	764	776	781	781	769	769	765	765	766	766	766

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ KAWENGA TŌPŪRANGA / CORPORATE ACTIVITIES

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	97	60	429	585	855	734	870	988	1,139	951	934
Targeted Rates	275	260	251	223	188	144	109	26	22	0	0
Subsidies and grants for operating purposes	835	142	0	0	0	0	0	0	0	0	0
Fees and charges	655	623	602	604	605	606	608	609	610	612	613
Internal charges and overheads recovered	18,157	18,707	19,186	19,652	20,737	20,976	21,508	21,514	21,702	22,402	22,439
Local authorities fuel tax, fines, infringement fees and other receipts	6,042	4,277	3,910	4,214	4,421	4,481	4,903	5,228	5,573	5,938	6,329
Total operating funding (A)	26,061	24,070	24,379	25,278	26,806	26,941	27,998	28,366	29,046	29,902	30,314
Applications of Operating Funding											
Payments to staff and suppliers	15,149	17,100	17,148	17,473	17,122	17,272	17,720	17,845	17,971	18,507	18,703
Finance costs	485	559	597	654	599	543	486	412	372	350	308
Internal charges and overheads applied	4,157	4,638	4,731	4,796	5,091	5,104	5,231	5,252	5,299	5,479	5,496
Operating funding applications	65	60	60	60	60	60	60	60	60	60	60
Total applications of operating funding (B)	19,856	22,357	22,535	22,982	22,871	22,979	23,497	23,569	23,701	24,395	24,567
Surplus (deficit) of operating funding (A-B)	6,205	1,714	1,844	2,296	3,935	3,962	4,501	4,797	5,345	5,507	5,747
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(282)	2,183	2,550	2,612	(281)	(1,447)	(1,445)	(1,736)	(1,024)	(515)	(930)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(282)	2,183	2,550	2,612	(281)	(1,447)	(1,445)	(1,736)	(1,024)	(515)	(930)

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

NGĀ KAWENGA TŌPŪRANGA / CORPORATE ACTIVITIES

	Annual Plan 2023/24 For the years ended 30 June (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Applications of Capital Funding											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	499	465	115	128	76	0	0	0	0	0	0
- To replace existing assets	1,321	1,480	1,923	1,789	979	993	929	501	422	983	409
Increase (decrease) in reserves	4,103	1,952	2,356	2,991	2,599	1,522	2,127	2,561	3,900	4,008	4,409
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	5,923	3,897	4,394	4,908	3,654	2,515	3,056	3,061	4,321	4,992	4,818
Surplus (deficit) of capital funding (C - D)	(6,205)	(1,714)	(1,844)	(2,296)	(3,935)	(3,962)	(4,501)	(4,797)	(5,345)	(5,507)	(5,747)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	1,328	1,120	1,034	1,025	1,014	882	868	868	859	891	905

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

TE KAUNIHERA KATOA / WHOLE OF COUNCIL

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	18,906	20,468	22,129	23,675	24,881	25,685	26,031	26,627	27,147	27,692	28,040
Targeted Rates	29,577	33,421	36,455	38,532	40,281	42,377	44,859	47,004	49,159	51,376	53,807
Subsidies and grants for operating purposes	8,733	9,335	9,116	9,399	9,829	10,050	10,255	10,459	10,663	10,876	11,081
Fees and charges	10,029	11,101	11,412	11,681	12,031	12,406	12,636	12,875	13,166	13,395	13,644
Internal charges and overheads recovered	11,299	10,050	9,908	10,272	10,538	10,654	11,012	11,389	11,784	12,203	12,648
Local authorities fuel tax, fines, infringement fees and other receipts	2,488	2,429	2,323	2,337	2,417	2,498	2,546	2,641	2,782	2,850	2,850
Total operating funding (A)	81,032	86,804	91,343	95,895	99,978	103,670	107,338	110,994	114,701	118,392	122,070
Applications of Operating Funding											
Payments to staff and suppliers	55,038	62,384	63,444	64,997	66,427	67,824	69,097	70,339	71,731	73,292	76,451
Finance costs	6,899	7,006	7,365	7,872	7,981	7,974	7,998	8,048	8,842	9,808	9,894
Operating funding applications	1,139	1,179	1,176	1,690	1,705	1,720	1,114	1,125	1,135	1,146	1,157
Total applications of operating funding (B)	63,077	70,569	71,985	74,559	76,112	77,517	78,210	79,512	81,708	84,247	87,501
Surplus (deficit) of operating funding (A-B)	17,955	16,235	19,358	21,336	23,865	26,153	29,128	31,482	32,993	34,145	34,569
Sources of Capital Funding											
Subsidies and grants for capital expenditure	6,972	11,348	12,284	12,315	10,641	10,982	11,311	11,639	11,989	12,350	12,707
Development and financial contributions	2,370	2,819	2,889	2,961	3,035	3,111	3,189	3,269	0	0	0
Increase (decrease) in debt	19,242	17,002	19,796	8,617	743	(4,057)	(5,043)	(2,354)	17,405	20,809	2,722
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	4	12	12	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	28,588	31,180	34,981	23,894	14,419	10,037	9,457	12,553	29,395	33,159	15,430

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TE KAUNIHERA KATOA / WHOLE OF COUNCIL

	Annual Plan 2023/24 (\$000)	Year 1 2024/25 (\$,000)	Year 2 2025/26 (\$,000)	Year 3 2026/27 (\$,000)	Year 4 2027/28 (\$,000)	Year 5 2028/29 (\$,000)	Year 6 2029/30 (\$,000)	Year 7 2030/31 (\$,000)	Year 8 2031/32 (\$,000)	Year 9 2032/33 (\$,000)	Year 10 2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Applications of Capital Funding											
- To meet additional demand	7,429	7,450	3,954	0	0	0	0	0	0	0	0
- To improve the level of service	24,601	11,118	19,840	16,906	12,602	7,195	9,357	12,197	29,271	32,499	14,968
- To replace existing assets	17,908	31,047	30,235	28,955	28,218	24,752	24,357	25,703	24,634	25,732	25,398
Increase (decrease) in reserves	1,561	(1,288)	1,341	900	769	4,243	4,871	6,136	8,482	9,073	9,632
Increase (decrease) in investments	(4,957)	(911)	(1,031)	(1,531)	(3,304)	0	0	0	0	0	0
Total applications of capital funding (D)	46,542	47,415	54,338	45,230	38,284	36,190	38,585	44,036	62,388	67,304	49,999
Surplus (deficit) of capital funding (C - D)	(17,955)	(16,235)	(19,358)	(21,336)	(23,865)	(26,153)	(29,128)	(31,482)	(32,993)	(34,145)	(34,569)
Funding Balance ((A - B) + (C - D))	0	0	0	0	0	0	0	0	0	0	0
Excludes depreciation of:	26,648	27,714	30,639	31,563	31,971	34,042	34,193	34,412	36,963	37,643	37,885

Rating Mechanisms

Rates

Rates are a property tax to fund local government activities. Rates are assessed under the Local Government (Rating) Act 2002 (the Act) on rating units in the Rating Information Database. Where rates requirements are allocated based on a rating unit's value, the rateable value will be capital value as assessed by the Council's valuation services provider.

The latest district-wide revaluation was carried out as at 1st September 2021. This revaluation remains effective for the 2024/25 rating year, except where subsequent maintenance valuations have been required under valuations rules or the Council's rating policies. District-wide revaluations are performed every three years. The next district-wide revaluation will be carried out as at 1st September 2024 and will be effective for the 2025/26 rating year and the two consecutive rating years (subject again to subsequent maintenance valuations).

Objectives:

- To provide the Council with adequate income to carry out its mission and objectives.

- To support the Council's achievement of its strategic objectives.
- To be simply administered, easily understood, allow for consistent application and generate minimal compliance costs.
- To spread the incidence of rates as equitably as possible by balancing the level of service provided by the Council with ability to pay and the incidence of costs in relation to benefits received.
- To be neutral in that it does not encourage people to redirect activity in order to avoid its impact.
- To reflect the decisions of the Council's policies and rating reviews.

The rates set out in the Funding Impact Statements will apply for each year of the LTP.

General Rates

The Council will set a general rate under Section 13 of the Local Government (Rating) Act 2002, on all rateable rating units in the district, based on the capital value rating system. The capital value rating system for general rates was preferred by

the Council over land value and more targeted rates because of its greater tendency to match the "ability to pay". The amount per dollar of capital value (including GST) is set out in the table below. The general rate is not set on a differential basis.

2024/25	0.09353 cents
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Uniform Annual General Charge

The Council will set a uniform annual general charge (UAGC) under Section 15 of the Local Government (Rating) Act 2002, which is a fixed amount assessed on every separately used or inhabited part (SUIP) of a rating unit in the district. The amount per SUIP (including GST) is set in the table below.

2024/25	\$755.92
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Targeted Rates

The Council will charge the following targeted rates:

- Roading Rate
- Water supply (non-metered and metered)
- Wastewater

- Kerbside collection services
- Hāwera Business Rate for town promotion
- Eltham Drainage Rate
- Warmer Homes Scheme

Roading Rate

The Council has a roading rate based on the capital value, assessed on all rateable rating units in the district to fund the maintenance and development of the roading network. This is set under Section 16 of the Local Government (Rating) Act 2002. The amount per dollar of capital value (including GST) is set out in the table below.

2024/25	0.07527 cents
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Water Supply

The Council's water rates are targeted rates for water supply set under sections 16 and 19 of the Local Government (Rating) Act 2002 to fund treatment and distribution of water supply. The Council has the following mechanism of payment for water supply:

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Non-metered

A fixed charge being a uniform targeted rate for each SUIP that is connected or serviceable to an urban water supply and not metered, set under Section 16 of the Local Government (Rating) Act 2002.

Water differentials

The differential categories for the uniform water supply rate are:

- **Connected** – any SUIP connected to a Council operated water supply; and
- **Serviceable** – any SUIP not connected to a Council operated water supply but is within 100 metres of a water main. A half charge of the connected water supply is assessed for serviceable rating units.

The amount per SUIP (including GST) is set out in the table below.

2024/25	
Connected	\$684.25
Serviceable	\$342.13

Metered

- A rate per cubic metre of water supplied to each rating unit that is metered and connected to an urban or rural water supply, set under Section 19 of the Local Government (Rating) Act 2002; and
- An amount per connection, based on connection size and backflow

prevention availability, set under Section 16 of the Local Government (Rating) Act 2002.

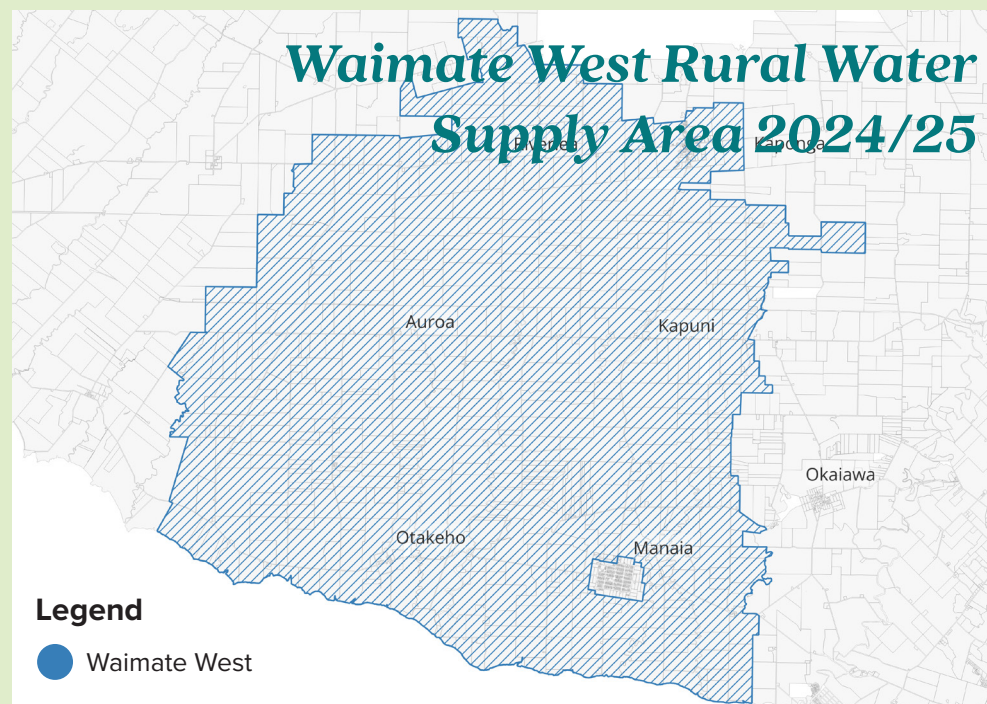
The amount per cubic metre (including GST) is set out in the table below.

2024/25	
Urban - Town	\$2.97
Urban - Extra High User	\$3.16
Waimate West Rural	\$1.16

The Urban – Town rate applies to all customers on water by meter rate except the District’s two largest consumers, Silver Fern Farms and ANZCO, who are charged an Urban – Extra High User rate.

The amount per connection (including GST) is set in the table below.

2024/25	
Water meter charge up to <= 32mm connection	\$150
Water meter charge up to <= 32mm connection with back-flow	\$260
Water meter charge up to <= 40mm connection	\$175
Water meter charge up to <= 40mm connection with backflow	\$325
Water meter charge up to <= 50mm connection with backflow	\$460
Water meter charge up to > 50mm connection with backflow	\$630



Wastewater

The wastewater rate funds treatment and disposal of wastewater as a fixed amount per separately used or inhabited part of a rating unit, set under Section 16 of the Local Government (Rating) Act 2002.

Wastewater differentials

The differential categories for the wastewater disposal rate are:

- **Connected** – any rating unit connected to a public wastewater

drain; and

- **Serviceable** – any rating unit not connected to a public wastewater drain but is within 30 metres of a drain. A half charge of the connected wastewater is assessed for serviceable rating units.

The amount per SUIP (including GST) is set out in the table below.

2024/25	
Connected	\$874.00
Serviceable	\$437.00

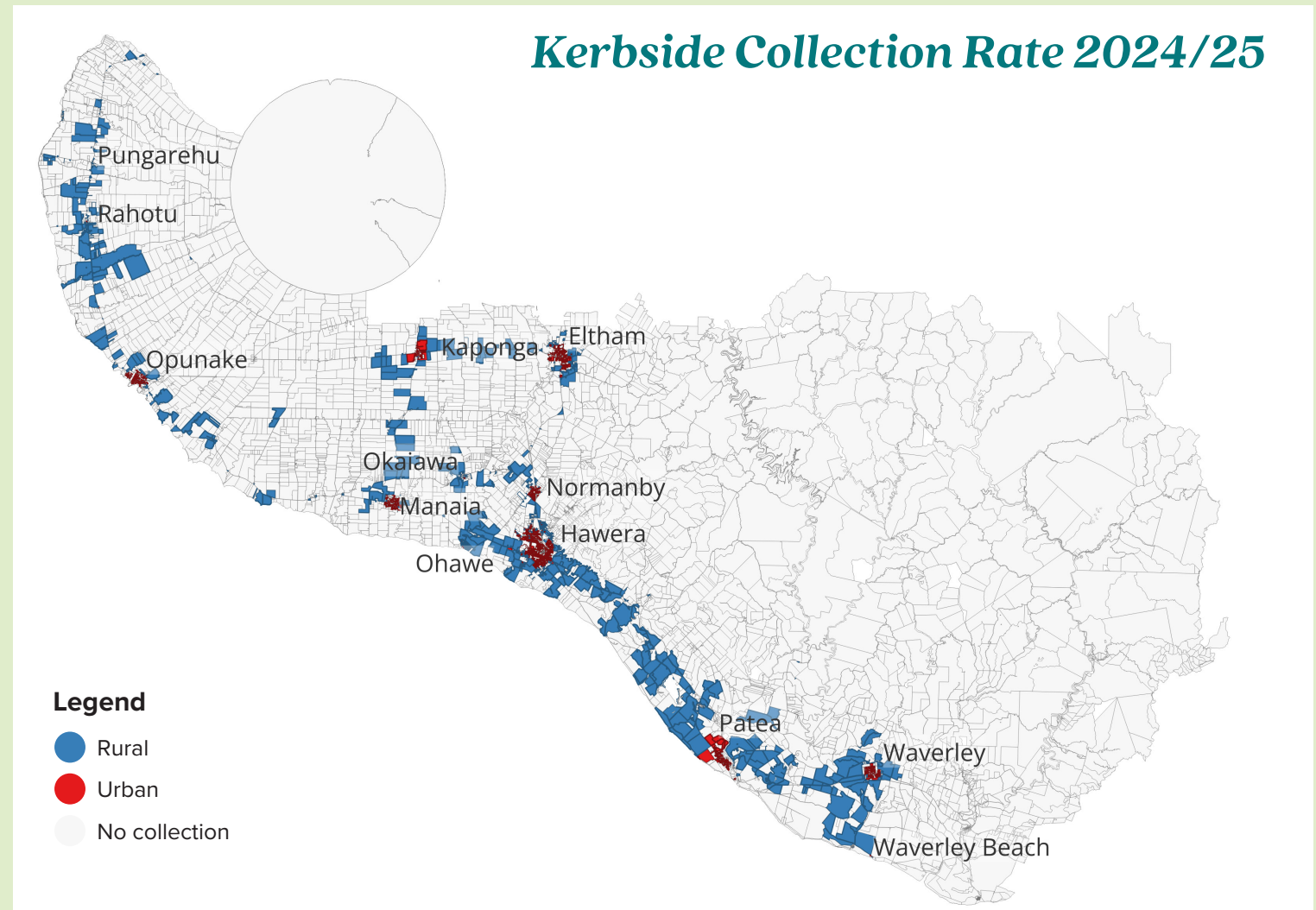
Kerbside Collection Services

The kerbside collection targeted rate is charged for the number of sets of bins each rating unit uses. For example, a property that has two sets of bins (for refuse and recycling) will be charged two targeted kerbside collection rates. Set under Section 16 of the Local Government (Rating) Act 2002.

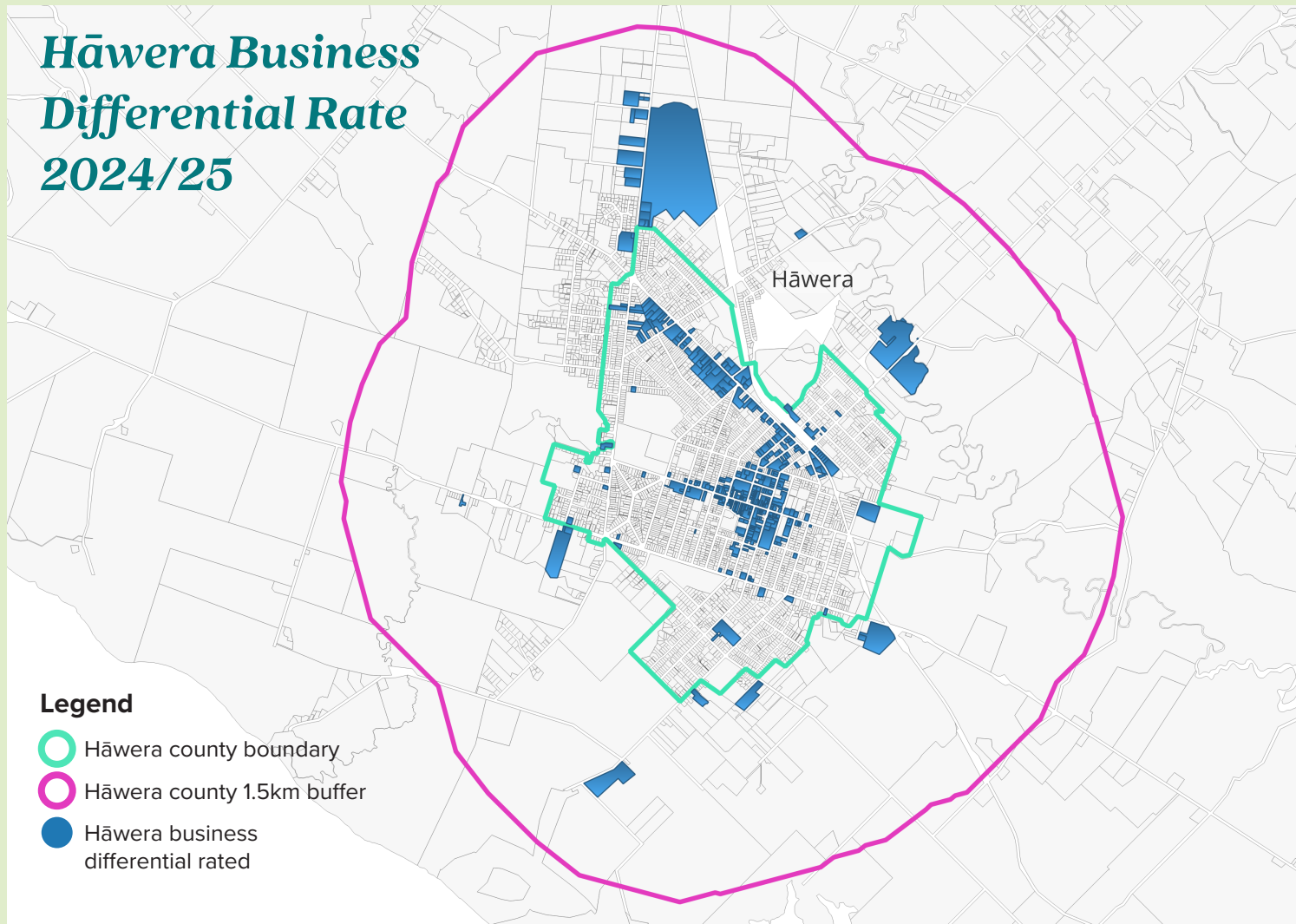
The targeted rates for kerbside collection are:

- **Urban** - \$325.00 for each set of bins (refuse and recycling) on every rating unit situated within the urban areas of Pungarehu, Rāhotu, Ōpunakē, Kaponga, Eltham, Manaia, Ōhawe, Hāwera, Normanby, Pātea, Waverley and Waverley Beach where the service is available.
- **Rural** - \$325.00 for each set of bins (refuse and recycling) on rating units that are situated within the rural area, where customers request the service and where the Council is prepared to provide the service.

Kerbside Collection Rate 2024/25



Hāwera Business Differential Rate 2024/25



Hāwera Business Rate

The Hāwera business differential is applied to properties used for commercial and industrial purposes within a defined area of Hāwera including areas of the former Hāwera County located within 1,500 metres of the former Hāwera Borough boundary. The rate is an amount per dollar of capital value, set under Section 16 of the Local Government (Rating) Act 2002.

The amount per dollar of capital value (including GST) is set out in the table below.

2024/25	0.07429 cents
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Eltham Drainage Rate

The Council has a targeted rate for drainage maintenance work in the Eltham drainage area, set under Section 16 of the Local Government (Rating) Act 2002, on differing classes of land as follows:

- **Class A Land** - Swamp land within 600m of an improved main drain
- **Class B Land** - Swamp land between 600m and 1000m of an improved main drain

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

- Swamp land within 400m of a main drain not improved in this scheme but maintained by the Eltham Drainage Board

- Where foreign waters (that is, from catchments outside the drainage district) are discharged into main drains via subsidiary drains, a strip 200m wide through the Class “C” land zone is to be placed in Class “B” land

- **Class C Land**

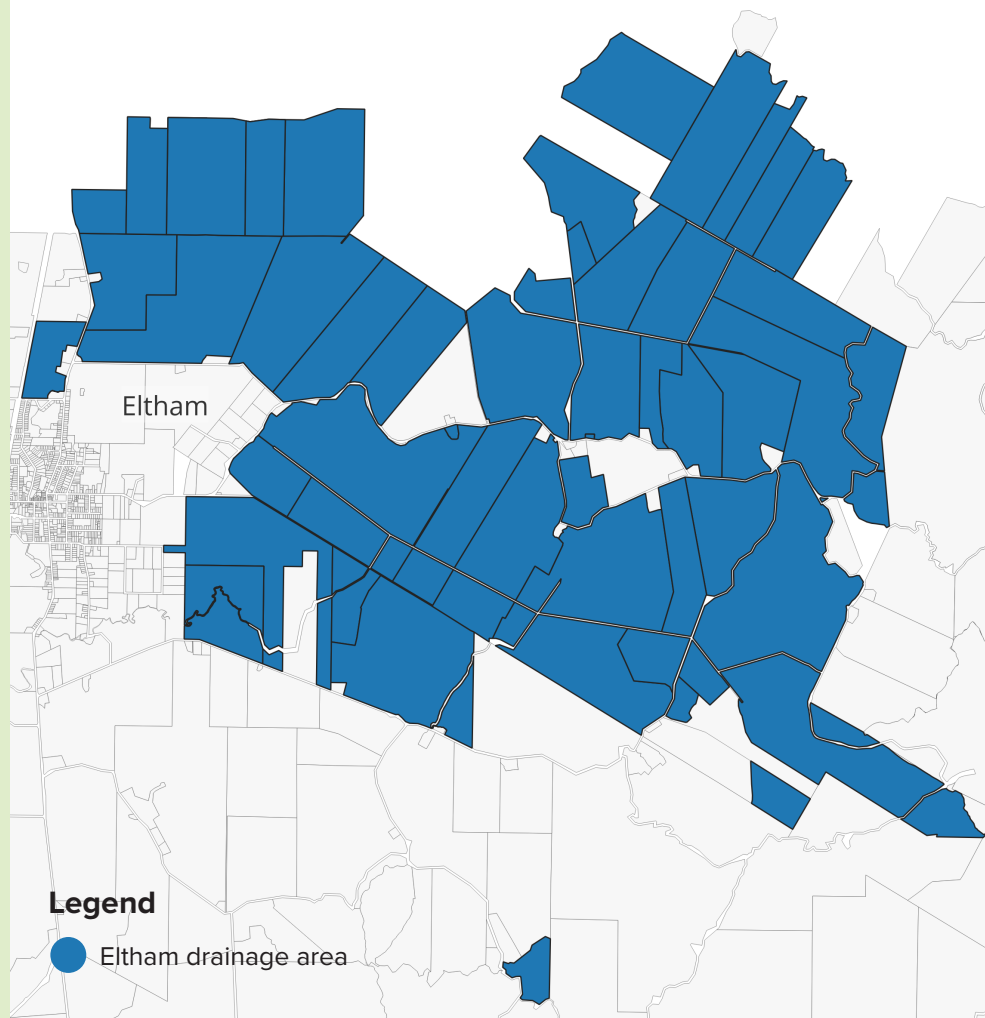
- Swamp land over 1000m from and draining into a main drain

- Hill country that drains into a main drain provided that the area of hill country in Class “C” does not exceed three times the area of swamp in classes “A”, “B” and “C” on the property.

The amount per dollar of land value (including GST) is set out in the table below.

2024/25	
Class A Land	0.01107 cents
Class B Land	0.00720 cents
Class C Land	0.00386 cents

Eltham Drainage Rate Area 2024/25



Voluntary Targeted Rate – Warmer Homes Scheme

The Warmer Homes Scheme rate is a targeted rate collected under Section 16 of the Local Government (Rating) Act 2002 on properties that have been granted funding assistance for the installation of insulation or approved heating products. The rate is calculated as a percentage of the service amount (the cost of the installation plus any accrued interest before added to the first year rates) until the service amount and the costs of servicing the service amount are recovered. The rate is payable for nine years.

The interest rate for the current year (2024/25) is 5.40%

First year rated*	Percentage paid this year
2016/17	14.20
2017/18	14.11
2018/19	14.02
2019/20	13.94
2020/21	13.88
2021/22	13.88
2022/23	13.96
2023/24	14.04

*this refers to the first year the targeted rate is added to the property

Te Tauāki Whakapānga Pūtea | Funding Impact Statements

Due dates and penalties

The Council's rates (except for water supply by meter and water meter connection rates) for the 2024/25 year (1 July 2024 to 30 June 2025) will be payable in four instalments, due on or by:

Due date for Payment of Rates	
1st instalment	28 August 2024
2nd instalment	27 November 2024
3rd instalment	26 February 2025
4th instalment	28 May 2025

Water by Meter (and Water Meter Connection) Rate Due Dates	
Invoice Month	Due Dates
July 2024	20 August 2024
August 2024	20 September 2024
September 2024	21 October 2024
October 2024	20 November 2024
November 2024	20 December 2024
December 2024	20 January 2025
January 2025	20 February 2025
February 2025	20 March 2025
March 2025	21 April 2025
April 2025	20 May 2025
May 2025	20 June 2025

June 2025	21 July 2025
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If an invoice includes consumption over the period spanning two financial years this will be pro-rated (ie per cubic meter rate will be charged at the relevant year's applicable rate).

The Council will charge a penalty of 10 percent on any part of each respective instalment for rates (excluding water supply by meter rates and water meter connection rates) that remains unpaid after the due date.

Dates when penalties will be applied	
1st instalment	3 September 2024
2nd instalment	3 December 2024
3rd instalment	4 March 2025
4th instalment	4 June 2025

Discount

In accordance with Section 55 of the Local Government (Rating) Act 2002, a discount of 2% of the total year's rates, excluding water supply by meter rates and water meter connection rates, will be allowed where they are paid in full on or before 28th August 2024.

	Projected number of rating units	Projected total capital value of rating units (\$m)	Projected total land value of rating units (\$m)
2024/25	14,420	13,602	9,105
2025/26	14,440	13,622	9,110
2026/27	14,460	13,642	9,115
2027/28	14,480	13,662	9,120
2028/29	14,500	13,682	9,125
2029/30	14,520	13,702	9,130
2030/31	14,540	13,722	9,135
2031/32	14,560	13,742	9,140
2032/33	14,580	13,762	9,145
2033/34	14,600	13,782	9,150

Definition of SUIP

A SUIP is defined as a separately used or inhabited part of a rating unit and includes any part that is used or inhabited by any person, other than the ratepayer or any part or parts of a rating unit that are used or inhabited by the ratepayer for more than one single use.

Lump sum contributions

The Council may accept lump sum contributions in respect of any targeted

rate.

Guidelines

Any part of a rating unit means:

- A residential property that contains two or more separately inhabited units/flats/houses that would each be separately assessed for uniform charges;
- A rural property/farm with multiple dwellings (for example, a house used by a farm worker) that would each be separately assessed for uniform charges; and
- Where a number of different businesses are located in one rating unit (for example, two retail shops), each separate business would be assessed for uniform charges.

An exception is made for motels/hotels as these are treated as one business even if each accommodation unit maybe capable of separate habitation.

Rating Examples (GST inclusive)

Urban \$380,000 Capital Value		
	2023/24	2024/25
General Rates	320.32	355.41
Roading	225.75	286.03
UAGC	727.10	755.92
Water	672.75	684.25
Wastewater	805.00	874.00
Kerbside	220.00	325.00
	2,970.92	3,280.61

Urban \$900,000 Capital Value		
	2023/24	2024/25
General Rates	758.65	841.77
Roading	534.68	677.44
UAGC	727.10	755.92
Water	672.75	684.25
Wastewater	805.00	874.00
Kerbside	220.00	325.00
	3,718.18	4,158.38

Hāwera Commerical \$850,000 Capital Value		
	2023/24	2024/25
General Rates	716.51	795.00
Roading	504.97	639.81
UAGC	727.10	755.92
Water	672.75	684.25
Wastewater	805.00	874.00
Hāwera Business Rate	614.16	631.50
	4,040.49	4,380.48

NGA REITI KATOA / TOTAL RATES		
	Annual Plan 2023/24 (\$'000)	LTP 2024/25 (\$'000)
General Rates	\$11,425	\$12,731
Uniform Annual General Charge (UAGC)	\$10,467	\$10,914
Sub-total	\$21,892	\$23,645
Roading Rate	\$8,052	\$10,246
Urban Water Targeted Rates – Connected & Serviceable	\$5,523	\$5,692
Urban Water – Water by meter charges	\$5,542	\$6,036
Waimate West Water Supply – Water by meter charges	\$6,420	\$6,449
Wastewater Targeted Rates	\$6,665	\$7,333
Kerbside Collection Rates – Urban and Rural	\$1,900	\$2,825
Eltham Drainage Rates	\$10	\$10
Hāwera Business Rates	\$209	\$214
Warmer Homes Scheme Rates	\$316	\$300
Sub-total Targeted Rates	\$34,637	\$39,105
Total	\$56,529	\$62,750

Urban \$600,000 Capital Value		
	2023/24	2024/25
General Rates	505.77	561.18
Roading	356.45	451.63
UAGC	727.10	755.92
Water	672.75	684.25
Wastewater	805.00	874.00
Kerbside	220.00	325.00
	3,287.07	3,651.98

Rural \$8,000,000 Capital Value		
	2023/24	2024/25
General Rates	6,743.58	7,482.38
Roading	4,752.68	6,021.72
UAGC	727.10	755.92
	12,223.36	14,260.02

The figures above are GST inclusive.

*The above figures include internal Rates the Council charges itself.



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FEATURING
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and
AINSLIE ALLEN

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Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE MAHI TAUĀKI HAURAPA PŪTEA TAWHITIROA / PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Revenue											
Revenue from exchange transactions											
- Water by meter rate	10,187	11,099	11,732	12,349	12,819	13,439	14,058	14,706	15,383	16,032	16,750
- LTIF Income	11,234	9,990	9,848	10,212	10,478	10,594	10,952	11,329	11,724	12,143	12,588
- Interest Income	65	60	60	60	60	60	60	60	60	60	60
Revenue from non-exchange transactions											
- Rates	38,296	42,790	46,852	49,858	52,344	54,624	56,832	58,924	60,923	63,035	65,097
- Fees and charges	10,029	11,101	11,412	11,681	12,031	12,406	12,636	12,875	13,166	13,395	13,644
- Sundry revenue	2,488	2,429	2,323	2,337	2,417	2,498	2,546	2,641	2,782	2,850	2,850
- Operational grants and subsidies	8,733	9,335	9,116	9,399	9,829	10,050	10,255	10,459	10,663	10,876	11,081
- Capital Contributions, grants and subsidies	9,346	14,178	15,185	15,277	13,676	14,093	14,500	14,908	11,989	12,350	12,707
Total Revenue	90,378	100,983	106,528	111,172	113,654	117,764	121,838	125,902	126,691	130,742	134,778
Expenditure											
Community Development	2,276	1,745	1,426	1,452	1,501	1,520	1,543	1,552	1,563	1,584	1,599
Arts and Culture	3,911	4,492	4,845	4,875	5,013	5,126	5,122	5,267	5,252	5,395	5,454
Democracy and Leadership	3,700	3,760	3,871	3,906	4,063	4,175	4,183	4,290	4,401	4,427	4,543
District Economy	2,489	2,917	3,293	3,704	4,213	4,287	4,276	4,192	4,089	4,005	3,588
Environmental Management	1,386	1,438	1,580	1,636	1,274	1,201	1,229	1,247	1,263	1,300	1,305
Regulatory Services	4,077	4,593	4,744	4,796	4,993	5,025	5,146	5,162	5,263	5,322	5,424
Community Facilities	12,826	13,189	13,589	14,550	14,705	14,954	14,620	14,711	14,963	15,097	15,082
Roading and Footpaths	22,121	24,257	25,621	26,142	27,529	28,860	29,241	29,637	31,148	31,659	32,137
Solid Waste	6,592	8,033	8,317	8,704	8,903	9,072	9,241	9,409	9,594	9,823	9,964
Stormwater	1,553	1,717	1,887	1,903	1,968	2,054	2,040	2,007	2,113	2,118	2,107

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE MAHI TAUĀKI HAURAPA PŪTEA TAWHITIROA / PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
<i>For the years ended 30 June</i>											
Wastewater	8,929	9,566	10,174	10,512	10,702	11,168	11,311	11,456	12,629	14,022	16,395
Water Supply Services	16,016	16,969	18,029	18,698	19,191	20,347	20,707	21,171	22,609	23,334	23,835
Coastal Structures	937	942	947	973	963	968	968	985	1,012	1,012	1,014
Corporate Activities	2,911	4,665	4,301	4,272	3,065	2,802	2,775	2,836	2,770	2,793	2,938
Total Expenditure	89,726	98,283	102,624	106,123	108,083	111,560	112,403	113,924	118,671	121,890	125,386
Net costs of services - Surplus/(Deficit) Taxation	652	2,700	3,904	5,049	5,571	6,204	9,435	11,978	8,020	8,852	9,392
Taxation	0	0	0	0	0	0	0	0	0	0	0
Surplus/(Deficit) after taxation	652	2,700	3,904	5,049	5,571	6,204	9,435	11,978	8,020	8,852	9,392
Disclosures											
Total expenditure includes:											
Direct Costs	56,179	63,563	64,620	66,687	68,132	69,544	70,212	71,463	72,866	74,438	77,608
Interest	6,899	7,006	7,365	7,872	7,981	7,974	7,998	8,048	8,842	9,808	9,894
Amortisation and Depreciation	26,648	27,714	30,639	31,563	31,971	34,042	34,193	34,412	36,963	37,643	37,885

The Council surplus represents the capital contributions, grants, roading subsidies and LTIF income and contributions towards loans and to pay for capital expenditure.

All other expenditure includes management fee on the LTIF and is funded by income from the LTIF

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE AROĀ MONI Ā-TAU ME TE WHAKAPAU UTU TAUĀKI HAURAPA PŪTEA TAWHITIROA / PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE

For the years ended 30 June	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Revenue											
Revenue from exchange transactions											
- Water by meter rate	10,187	11,099	11,732	12,349	12,819	13,439	14,058	14,706	15,383	16,032	16,750
- LTIF Income	11,234	9,990	9,848	10,212	10,478	10,594	10,952	11,329	11,724	12,143	12,588
- Interest Income	65	60	60	60	60	60	60	60	60	60	60
Revenue from non-exchange transactions											
- Rates	38,296	42,790	46,852	49,858	52,344	54,624	56,832	58,924	60,923	63,035	65,097
- Fees and charges	10,029	11,101	11,412	11,681	12,031	12,406	12,636	12,875	13,166	13,395	13,644
- Sundry revenue	2,488	2,429	2,323	2,337	2,417	2,498	2,546	2,641	2,782	2,850	2,850
- Operational grants and subsidies	8,733	9,335	9,116	9,399	9,829	10,050	10,255	10,459	10,663	10,876	11,081
- Capital Contributions, grants and subsidies	9,346	14,178	15,185	15,277	13,676	14,093	14,500	14,908	11,989	12,350	12,707
Total Revenue	90,378	100,983	106,528	111,172	113,654	117,764	121,838	125,902	126,691	130,742	134,778
Expenditure											
Other costs	56,179	63,563	64,620	66,687	68,132	69,544	70,212	71,463	72,866	74,438	77,608
Interest	6,899	7,006	7,365	7,872	7,981	7,974	7,998	8,048	8,842	9,808	9,894
Depreciation	26,648	27,714	30,639	31,563	31,971	34,042	34,193	34,412	36,963	37,643	37,885
Total Expenditure	89,726	98,283	102,624	106,123	108,083	111,560	112,403	113,924	118,671	121,890	125,386
Net cost of service - Surplus/(Deficit)	652	2,700	3,904	5,049	5,571	6,204	9,435	11,978	8,020	8,852	9,392
Gains on asset revaluations	0	90,762	0	0	103,589	0	0	118,834	0	0	129,238
Total comprehensive income for the year	652	93,462	3,904	5,049	109,160	6,204	9,435	130,812	8,020	8,852	138,630

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE TAUĀKI HAURAPA HURINGA PŪTEA / PROSPECTIVE STATEMENT OF CHANGES IN EQUITY

<i>For the years ended 30 June</i>	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Equity at the start of the year	1,301,390	1,302,959	1,396,421	1,400,325	1,405,375	1,514,535	1,520,740	1,530,176	1,660,989	1,669,009	1,677,860
Gain on asset revaluations	0	90,762	0	0	103,589	0	0	118,834	0	0	129,238
Surplus/(Deficit) for the year	652	2,700	3,904	5,049	5,571	6,204	9,435	11,978	8,021	8,852	9,392
Equity at the end of the year	1,302,042	1,396,421	1,400,325	1,405,375	1,514,535	1,520,740	1,530,176	1,660,989	1,669,009	1,677,860	1,816,490

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE TAUĀKI HAURAPA WHAKATAUNGA PŪTEA / PROSPECTIVE STATEMENT OF FINANCIAL POSITION

<i>For the years ended 30 June</i>	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Current Assets											
Cash and cash equivalents	4,986	3,667	3,572	1,086	886	2,668	1,050	705	1,421	1,533	3,163
Accounts Receivable	12,878	10,003	10,601	11,076	11,342	11,742	12,148	12,555	12,660	13,041	13,443
Stocks	81	53	53	58	58	63	63	68	68	73	73
Prepayments	616	1,114	1,164	1,084	1,174	1,094	1,194	1,124	1,044	1,144	1,074
Derivatives	2,222	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968
Long Term Investment Fund	96,275	108,965	111,755	114,360	115,620	119,526	123,643	127,955	132,531	137,389	142,387
Total Current Assets	117,058	126,771	130,113	130,632	132,049	138,061	141,066	145,374	150,692	156,148	163,108
Non Current Assets											
Long Term Investment Fund	31,861	27,241	27,939	28,590	28,905	29,881	30,911	31,989	33,133	34,347	35,597
Intangible Assets	2,020	1,460	1,309	1,158	1,007	856	705	554	403	252	101
Property, Plant and Equipment	1,307,225	1,415,589	1,439,130	1,453,579	1,566,168	1,564,224	1,563,896	1,686,368	1,703,462	1,724,201	1,856,072
Other Investments	5,081	5,081	5,081	5,081	5,081	5,081	5,081	5,081	5,081	5,081	5,081
Total Non Current Assets	1,346,187	1,449,371	1,473,459	1,488,408	1,601,161	1,600,042	1,600,592	1,723,992	1,742,079	1,763,881	1,896,850
Total Assets	1,463,245	1,576,142	1,603,572	1,619,040	1,733,210	1,738,103	1,741,657	1,869,366	1,892,771	1,920,029	2,059,958
Current Liabilities											
Other current liabilities	981	1,302	1,212	1,292	1,212	1,312	1,222	1,249	1,349	1,259	1,239
Accounts Payable	13,538	18,187	19,069	19,755	20,167	20,784	21,007	21,283	22,086	22,716	23,367
Income Received in Advance	1,014	1,582	1,542	1,602	1,562	1,612	1,642	1,562	1,612	1,642	1,562
Current Portion of term liabilities	13,000	18,976	18,976	18,976	18,976	18,976	18,976	18,976	18,976	18,976	18,976
Total Current Liabilities	28,533	40,047	40,799	41,625	41,917	42,684	42,847	43,070	44,023	44,593	45,144

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE TAUĀKI HAURAPA WHAKATAUNGA PŪTEA / PROSPECTIVE STATEMENT OF FINANCIAL POSITION

<i>For the years ended 30 June</i>	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Non Current Liabilities											
Term Liabilities	132,323	139,464	162,282	171,920	176,684	174,654	168,638	165,310	179,742	197,578	198,327
Landfill Aftercare Provision and Other Liabilities	347	209	166	121	74	26	0	0	0	0	0
Total Non Current Liabilities	132,670	139,673	162,448	172,041	176,758	174,680	168,638	165,310	179,742	197,578	198,327
Total Liabilities	161,203	179,721	203,247	213,666	218,674	217,365	211,484	208,380	223,764	242,171	243,472
Net Assets	1,302,042	1,396,421	1,400,325	1,405,374	1,514,535	1,520,738	1,530,174	1,660,986	1,669,007	1,677,857	1,816,487
Represented by:											
Accumulated Balances	491,792	495,678	497,669	500,253	504,959	506,068	508,613	512,794	511,813	510,602	508,930
Restricted and Statutory Reserves	4,103	4,326	4,668	5,025	5,353	5,699	6,058	6,402	6,760	7,085	7,451
Investment Revaluation Reserves	0	343	343	343	343	343	343	343	343	343	343
Separate Operating Reserves	2,824	1,618	710	185	89	85	238	775	2,220	4,132	5,984
Capital Replacement Reserves	1,321	(326)	(398)	(266)	(659)	(265)	874	2,220	3,619	5,236	7,545
Council Created Reserves	147,327	149,344	151,896	154,397	155,424	159,781	165,021	170,592	176,393	182,599	189,134
Asset Revaluation Reserves	654,675	745,437	745,437	745,437	849,027	849,027	849,027	967,861	967,861	967,861	1,097,099
Total Equity	1,302,042	1,396,421	1,400,325	1,405,374	1,514,535	1,520,738	1,530,174	1,660,986	1,669,007	1,677,857	1,816,487

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE TAUĀKI HAURAPA RERENGA PŪTEA / PROSPECTIVE STATEMENT OF CASH FLOWS

	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Cash Flow from operating activities											
Cash will be provided from:											
Rates	48,010	52,688	57,936	61,807	64,806	67,738	70,383	73,289	76,281	78,581	81,515
Dividends	0	26	26	27	28	28	29	29	30	31	31
Interest on Investments	2,533	2,558	2,522	2,613	2,680	2,708	2,798	2,892	2,991	3,096	3,207
Other Revenue	30,596	37,017	38,010	38,666	37,925	39,020	39,908	40,853	38,571	39,440	40,252
Regional Council Rates	3,878	4,183	4,233	4,283	4,333	4,383	4,433	4,483	4,533	4,583	4,633
	85,016	96,472	102,727	107,396	109,772	113,877	117,551	121,547	122,406	125,731	129,638
Cash will be applied to:											
Payments to Suppliers and Employees	55,933	62,148	63,911	66,504	68,420	69,301	70,499	71,609	72,222	74,114	77,056
Agency Rates paid over	3,878	4,183	4,233	4,283	4,333	4,383	4,433	4,483	4,533	4,583	4,633
Provision for landfill aftercare	0	0	0	0	0	0	0	0	0	0	0
Interest paid on Loans	6,899	7,006	7,365	7,872	7,981	7,974	7,998	8,048	8,842	9,808	9,894
	66,710	73,337	75,509	78,658	80,734	81,658	82,930	84,141	85,597	88,505	91,583
Net Cash from Operating Activities	18,306	23,135	27,218	28,738	29,038	32,219	34,621	37,406	36,808	37,226	38,055
Cash flow from investing activities											
Cash will be provided from:											
Net cash inflow from Investments	7,516	3,610	3,899	5,000	6,817	3,540	3,491	3,476	3,381	3,281	3,193
Total Investing cash provided	7,516	3,610	3,899	5,000	6,817	3,540	3,491	3,476	3,381	3,281	3,193
Cash will be applied to:											
Purchase and Development of Fixed Assets	49,939	48,558	54,029	45,861	40,819	31,947	33,714	37,900	53,905	58,231	40,367
Purchase of Investments	0	0	0	0	0	0	0	0	0	0	0
Total Investing Cash Applied	49,939	48,558	54,029	45,861	40,819	31,947	33,714	37,900	53,905	58,231	40,367
Net Cash From Investing Activities	(42,423)	(44,949)	(50,130)	(40,861)	(34,002)	(28,407)	(30,223)	(34,423)	(50,524)	(54,950)	(37,173)

Te Tauāki Pūtea Tawhitiroa | Prospective Financial Statements

TE TAUĀKI HAURAPA RERENGA PŪTEA / PROSPECTIVE STATEMENT OF CASH FLOWS

<i>For the years ended 30 June</i>	Annual Plan 2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Cash Flows from financing activities											
Cash will be provided from:											
Loans Raised	24,150	24,908	31,794	19,603	15,458	9,000	5,237	8,068	22,028	25,900	9,289
Loans Raised - Current Portion	13,000	13,000	14,000	17,000	16,000	33,000	22,000	14,000	10,000	10,000	10,000
Total Financing Cash Provided	37,150	37,908	45,794	36,603	31,458	42,000	27,237	22,068	32,028	35,900	19,289
Cash will be applied to:											
Repayment of Loans	4,909	8,702	8,977	9,965	10,694	11,030	11,253	11,396	7,596	8,064	8,540
Repayment of Loans - Current Portion	13,000	13,000	14,000	17,000	16,000	33,000	22,000	14,000	10,000	10,000	10,000
Total Financing Cash Applied	17,909	21,702	22,977	26,965	26,694	44,030	33,253	25,396	17,596	18,064	18,540
Net Cash from Financing Activities	19,242	16,206	22,818	9,638	4,764	(2,030)	(6,016)	(3,328)	14,432	17,836	749
Net Increase/(Decrease) in Cash Held	(4,875)	(5,607)	(95)	(2,486)	(200)	1,782	(1,618)	(345)	717	112	1,630
Total Cash Resources at 1 July	9,861	9,275	3,667	3,572	1,086	886	2,668	1,050	705	1,421	1,533
Total Cash Resources at 30 June	4,986	3,667	3,572	1,086	886	2,668	1,050	705	1,421	1,533	3,163

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TE TIROHANGA TĒKAU TAU WHAKAMUA MŌ NGĀ REITI TUTURU, WHĀNUI HOKI / TEN YEAR PROJECTIONS FOR GENERAL AND TARGETED RATES (INCLUDES AN ALLOWANCE FOR INFLATION) – INCLUDING GST

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate											
District Rate* (annual increase)	7.95%	13.19%	10.33%	6.18%	4.01%	3.21%	2.59%	2.35%	2.03%	2.38%	1.99%
General Rate – Cents per \$	0.08429	0.09353	0.10052	0.10841	0.11467	0.11765	0.11731	0.11918	0.12071	0.12227	0.12222
Roading Rate – Cents per \$	0.05941	0.07527	0.08707	0.09099	0.09251	0.09547	0.10068	0.10322	0.10553	0.10894	0.11285
UAGC	\$727	\$756	\$821	\$870	\$907	\$942	\$973	\$1,003	\$1,029	\$1,058	\$1,086
Targeted Rates**											
Water targeted rate	\$673	\$684	\$713	\$744	\$776	\$811	\$840	\$865	\$891	\$911	\$937
Wastewater targeted rate	\$805	\$874	\$943	\$1,012	\$1,093	\$1,173	\$1,265	\$1,357	\$1,438	\$1,518	\$1,599
Kerbside Collection rate	\$220	\$325	\$351	\$374	\$397	\$420	\$449	\$477	\$506	\$535	\$564
Water meter only charge <= 32mm	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Water meter and backflow charge <= 32mm	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260
Water meter only <= 40mm	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
Water meter and backflow charge <= 40mm	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325
Water meter and backflow charge <= 50mm	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460
Water meter and backflow charge >50mm	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630	\$630
Water by meter rates per cubic metre											
Town and Urban High User	\$2.94	\$2.97	\$3.11	\$3.28	\$3.42	\$3.57	\$3.70	\$3.82	\$3.93	\$4.03	\$4.14
Urban water Extra High User	\$3.11	\$3.16	\$3.28	\$3.36	\$3.42	\$3.57	\$3.70	\$3.82	\$3.93	\$4.03	\$4.14
Waimate West (includes Inaha)	\$1.13	\$1.16	\$1.21	\$1.27	\$1.30	\$1.35	\$1.39	\$1.45	\$1.51	\$1.56	\$1.62

*The district rate includes the UAGC, general rate and roading rate. The general and roading rates are calculated on the capital value of the property, so each property pays a different amount.

**Targeted rates are uniform charges (every property pays the same amount) with the exception of the water by meter charges which are volumetric (you pay for what you use).

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RATING EXAMPLE / URBAN \$380,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	320.32	355.41	381.96	411.94	435.75	447.06	445.76	452.87	458.68	464.63	464.45
Roading	225.75	286.03	330.86	345.77	351.55	362.77	382.61	392.27	401.05	413.98	428.84
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Kerbside	220.00	325.00	350.75	373.75	396.75	419.75	448.50	477.25	506.00	534.75	563.50
Total Rates	2,970.92	3,280.61	3,540.86	3,757.39	3,959.49	4,155.78	4,354.33	4,547.29	4,723.78	4,900.32	5,078.07
Increase each year		309.70	260.25	216.53	202.09	196.30	198.55	192.96	176.49	176.54	177.75
Percentage increase		10.42%	7.93%	6.12%	5.38%	4.96%	4.78%	4.43%	3.88%	3.74%	3.63%

RATING EXAMPLE / URBAN \$600,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	505.77	561.18	603.09	650.43	688.03	705.89	703.83	715.05	724.23	733.63	733.35
Roading	356.45	451.63	522.41	545.95	555.08	572.80	604.12	619.38	633.24	653.65	677.11
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Kerbside	220.00	325.00	350.75	373.75	396.75	419.75	448.50	477.25	506.00	534.75	563.50
Total Rates	3,287.06	3,651.98	3,953.55	4,196.07	4,415.29	4,624.63	4,833.91	5,036.58	5,221.52	5,408.99	5,595.24
Increase each year		364.91	301.57	242.52	219.23	209.34	209.28	202.67	184.94	187.47	186.25
Percentage increase		11.10%	8.26%	6.13%	5.22%	4.74%	4.53%	4.19%	3.67%	3.59%	3.44%

Mō ngā tāke Kaunihera Katoa | All About Rates

RATING EXAMPLE / URBAN \$900,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	758.65	841.77	904.64	975.65	1,032.05	1,058.83	1,055.75	1,072.58	1,086.36	1,100.45	1,100.02
Roading	534.68	677.44	783.61	818.92	832.62	859.20	906.18	929.07	949.86	980.47	1,015.66
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Kerbside	220.00	325.00	350.75	373.75	396.75	419.75	448.50	477.25	506.00	534.75	563.50
Total Rates	3,718.17	4,158.38	4,516.30	4,794.26	5,036.85	5,263.98	5,487.89	5,703.79	5,900.25	6,102.63	6,300.46
Increase each year		440.21	357.92	277.96	242.59	227.13	223.91	215.90	196.46	202.38	197.84
Percentage increase		11.84%	8.61%	6.15%	5.06%	4.51%	4.25%	3.93%	3.44%	3.43%	3.24%

RATING EXAMPLE / HAWERA COMMERCIAL/INDUSTRIAL \$850,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	716.51	795.00	854.38	921.45	974.71	1,000.00	997.10	1,012.99	1,026.00	1,039.31	1,038.91
Roading	504.97	639.81	740.08	773.43	786.36	811.47	855.84	877.45	897.09	926.00	959.24
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Water	672.75	684.25	713.00	744.05	776.25	810.75	839.50	865.38	891.25	911.38	937.25
Wastewater	805.00	874.00	943.00	1,012.00	1,092.50	1,173.00	1,265.00	1,357.00	1,437.50	1,518.00	1,598.50
Hawera Business Rate	614.16	631.50	645.77	660.04	674.43	689.00	703.81	718.87	734.18	749.82	765.72
Total Rates	4,040.48	4,380.47	4,717.53	4,980.85	5,210.93	5,426.67	5,634.20	5,834.21	6,015.31	6,202.09	6,385.14
Increase each year		339.99	337.05	263.32	230.09	215.73	207.54	200.01	181.10	186.78	183.05
Percentage increase		8.41%	7.69%	5.58%	4.62%	4.14%	3.82%	3.55%	3.10%	3.11%	2.95%

Mō ngā tāke Kaunihera Katoa | All About Rates

RATING EXAMPLE / RURAL \$8,000,000 CAPITAL VALUE PROPERTY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
General	6,743.58	7,482.38	8,041.25	8,672.45	9,173.74	9,411.80	9,384.44	9,534.01	9,656.43	9,781.75	9,777.94
Roading	4,752.68	6,021.72	6,965.46	7,279.31	7,401.05	7,637.36	8,054.96	8,258.39	8,443.16	8,715.30	9,028.13
UAGC	727.10	755.92	821.30	869.88	906.68	942.45	972.96	1,002.52	1,029.30	1,057.59	1,085.53
Total Rates	12,223.36	14,260.02	15,828.00	16,821.65	17,481.48	17,991.61	18,412.36	18,794.93	19,128.89	19,554.64	19,891.61
Increase each year		2,036.66	1,567.98	993.65	659.83	510.13	420.75	382.57	333.96	425.75	336.97
Percentage increase		16.66%	11.00%	6.28%	3.92%	2.92%	2.34%	2.08%	1.78%	2.23%	1.72%

Long Term Plan Disclosure Statement for period Commencing 1 July 2024

What is the purpose of the Statement?

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenue, expenses, assets, liabilities and general financial dealings.

The Council is required to include this statement in its long term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

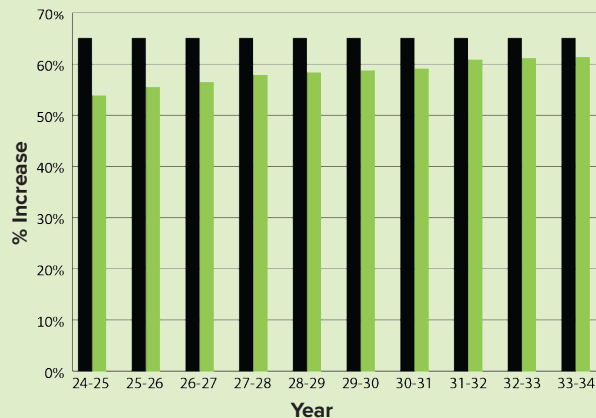
Rates Affordability Benchmark

The Council meets the Rates Affordability Benchmark if:

- Its planned rates income equals or is less than each quantified limit on rates; and
- Its planned rate increases equal or are less than each quantified limit on rates increases.

Rates (Income) Affordability Benchmark

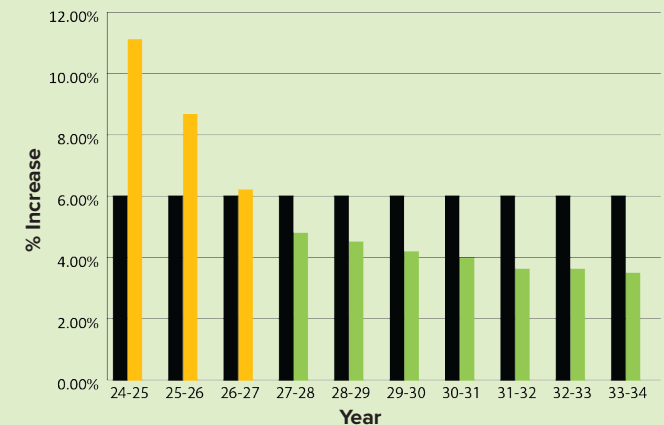
The following graph compares the Council's planned rates with a quantified limit on rates contained in the Financial Strategy included in this Long Term Plan. The quantified limit for rates income is 65% of total projected revenue.



- Quantified limit on rates income
- Proposed rate income (at or within limit)
- Proposed rates income (exceed limit)

Rates (Increases) Affordability Benchmark

The following graph compares the Council's planned rates with a quantified limit on rates increases contained in the financial strategy included in this Long Term Plan. The quantified limit is the Local Government Cost Index (4%) plus 2% for growth if applicable.



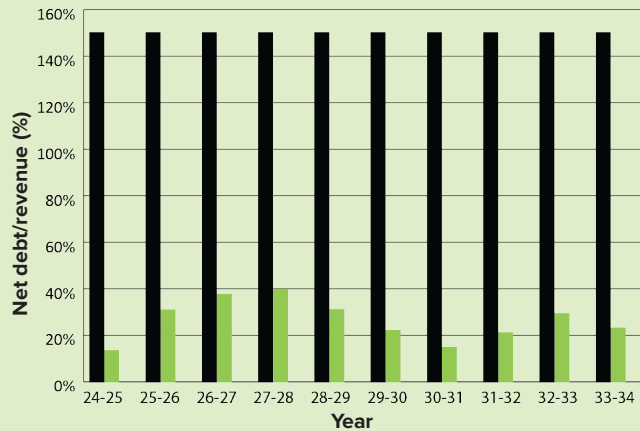
- Quantified limit on rates income
- Proposed rate income (at or within limit)
- Proposed rates income (exceed limit)

Te Pūtea Pae Matawhāiti | Financial Prudence Benchmarks

Debt Affordability

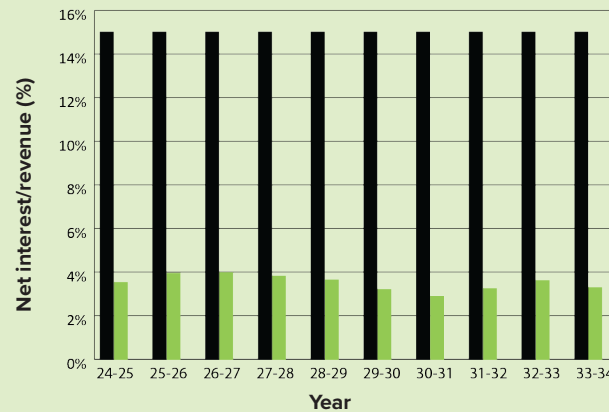
The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit of borrowing. The following four graphs compare the Council's proposed borrowing stated in the Financial Strategy included in the Council's Long Term Plan. These four graphs are based on Council's definitions and not the legislation.

1. The quantified limit is net debt less than 150% of revenue



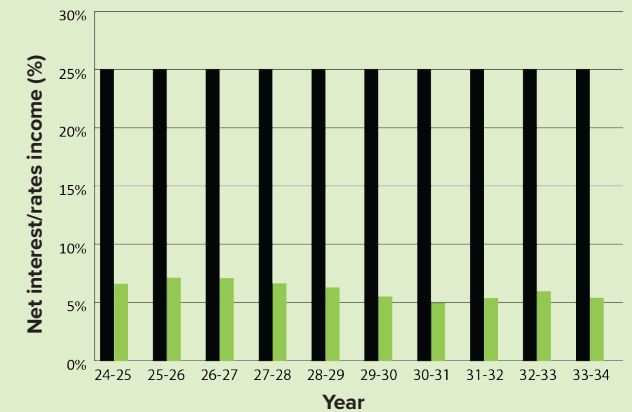
- Quantified limit on debt
- Proposed net debt/revenue (at or within limit)
- Proposed net debt/revenue (over limit)

2. Net interest expense as a percentage of total annual income of not more than 15%



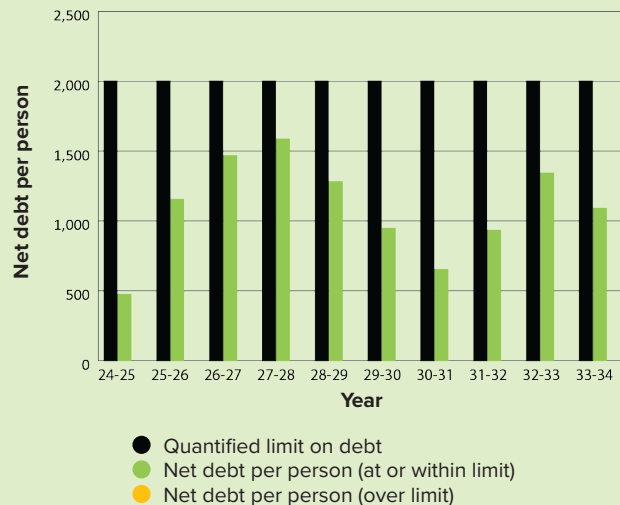
- Quantified limit on debt
- Proposed net interest/revenue (at or within limit)
- Proposed net interest/revenue (over limit)

3. Net interest expense as a percentage of total annual rates of not more than 25%



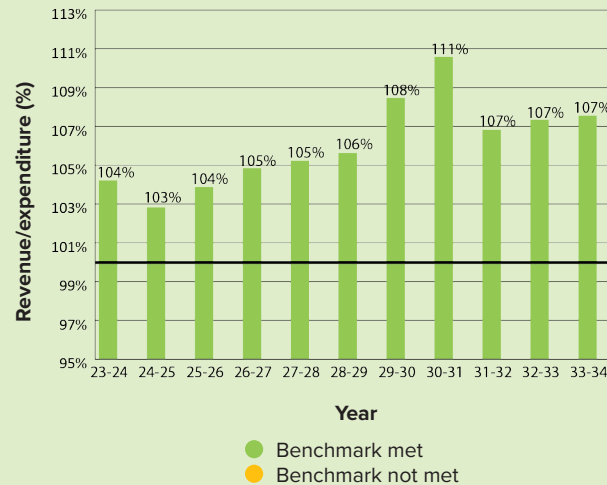
- Quantified limit on debt
- Proposed net interest/rates revenue (at or within limit)

4. Net debt per capita is less than \$2,000 per person



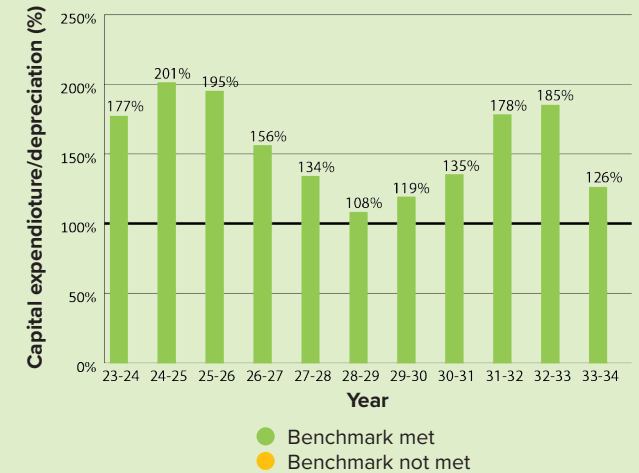
Balanced Budget Benchmark

The following graphs displays the Council’s planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant or equipment). The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



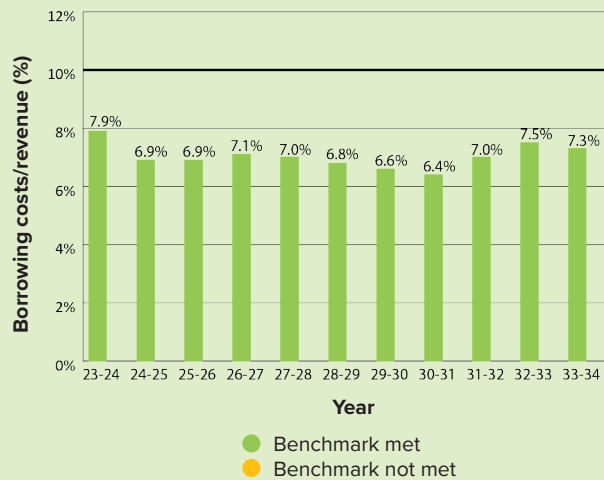
Essential Services Benchmark

The following graph displays the Council’s planned capital expenditure on network services as a proportion of expected depreciation on network services. The Council meets the essential benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.



Debt Servicing Benchmark

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excludes development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment). Because Statistics New Zealand projects the Council's population will grow more slowly than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs are equal or less than 10% of its planned revenue.



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Arts and Culture											
LibraryPlus											
Ōpunakē Library - replace veranda roof	13273	0	28,126	0	0	0	0	0	0	0	0
LibraryPlus Furniture - District Wide	19448	10,270	10,480	10,710	10,940	11,170	11,390	11,610	11,830	12,060	12,270
Self-checkout and Smart returns shelving for Libraries	23012	25,675	0	0	0	0	0	0	0	0	0
Old Hāwera LibraryPlus and Isite Buildings - Internal Refurb	25018	102,700	0	0	0	0	0	0	0	0	0
District Libraries - Renew Carpet and Vinyl	25041	0	0	53,550	0	0	56,950	0	0	60,300	0
Kaponga Library upgrade	25072	102,700	0	0	0	0	0	0	0	0	0
Adults Non Fiction	62201	71,507	72,969	78,300	79,981	85,745	87,434	93,579	95,352	102,067	103,845
Adults Fiction	62202	99,646	106,767	114,566	122,878	131,735	141,046	150,958	161,510	172,883	184,688
Large Print	62203	41,807	44,793	48,068	51,555	55,270	56,359	57,447	58,536	59,674	60,713
Childrens	62204	62,568	67,040	71,937	77,155	82,716	84,345	85,974	87,604	89,307	90,862
Graphics	62205	5,881	6,181	6,633	6,775	6,918	7,054	7,190	7,326	7,469	7,599
E-books	62211	24,984	26,514	28,180	29,937	30,567	31,169	31,771	32,373	33,002	33,577
Total - Arts and Culture		547,737	362,870	411,943	379,222	404,121	475,747	438,529	454,531	536,762	493,553
Coastal Structures											
Pātea Moles Renewals	15341	0	0	0	391,650	0	0	312,000	0	438,200	0
Total - Coastal Structures		0	0	0	391,650	0	0	312,000	0	438,200	0
Community Facilities											
Aquatic Centre											
Aquatic Centre - Plant Renewals	22125	53,404	54,496	55,692	56,888	58,084	59,228	60,372	61,516	62,712	63,804
Campgrounds											
Hāwera Holiday Park - furniture and chattels renewals	19272	3,654	3,729	3,811	3,892	3,974	4,053	4,131	4,209	4,291	4,366
Ōpunakē Beach Holiday Park Plant Replacement	22077	4,573	4,667	4,769	4,872	4,974	5,072	5,170	5,268	5,370	5,464

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Ōpunakē Beach Holiday Park Hard Surface Resealing	22078	0	0	0	15,714	0	0	0	0	0	0
Hāwera Holiday Park - replace large fridge/freezers in kitchen	22119	0	2,987	0	0	3,183	0	0	0	0	0
Pātea Beach Campground - Amenities Block	25012	0	0	396,270	404,780	0	0	0	0	0	0
Hāwera Holiday Park - Security Gate	25028	20,540	0	0	0	0	0	0	0	0	0
Ōpunakē Beach Holiday Park - Gas Infinity Units x5	25029	4,108	0	8,568	0	0	9,112	0	0	0	0
Cemeteries											
Hāwera cemetery - design extension, roadworks and drainage	13223	210,810	0	0	0	0	0	0	0	0	0
Cemetery mats renewals	22090	0	0	3,213	0	0	3,417	0	0	3,618	0
New concrete berms	22091	8,216	8,384	8,568	8,752	8,936	9,112	9,288	9,464	9,648	9,816
Halls											
Manaia Hall - Refurbishment	15190	102,700	896,761	0	0	0	0	0	0	0	0
Hāwera Community Centre - Replace dishwashers	19412	0	0	3,753	0	0	0	0	0	0	0
Hāwera Memorial Theatre - Outdoor lighting LED upgrade	19413	11,420	0	0	0	0	0	0	0	0	0
Community Centre - replace tables	22099	0	4,779	0	0	0	0	0	0	0	0
Memorial Theatre Air Conditioning Upgrade	23006	419,016	0	0	0	0	0	0	0	0	0
Hāwera Community Centre - Driveway	25006	0	0	0	273,500	0	0	0	0	0	0
Normanby Hall - Driveway and Carpark	25007	0	0	0	0	223,400	0	0	0	0	0
Eltham Town Hall - Design and Construction	25008	102,700	943,200	899,640	0	0	0	0	0	0	0
Hāwera Community Centre Heating replacement	25020	0	0	65,331	0	0	0	0	0	0	0
Hāwera Community Centre Hall Lighting - upgrade to LED	25025	0	11,528	0	0	0	0	0	0	0	0
Waverley Community Centre Fridge	25030	2,568	0	0	0	0	0	0	0	0	0
Hāwera Community Centre Memorial Theatre and Backstage Lighting LED	25034	5,135	0	0	0	0	0	0	0	0	0

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Hāwera Memorial Theatre - exterior cladding by backstage loading zone	25064	0	0	21,420	0	0	0	0	0	0	0
Housing for the Elderly											
Housing for the Elderly - renewals	13401	78,052	79,648	81,396	83,144	84,892	86,564	88,236	89,908	91,656	93,252
Housing for the Elderly - Tauhuri St, Manaia New Roof	25021	0	49,493	0	0	0	0	0	0	0	0
202 Princes Street, Hāwera	25022	123,240	0	0	0	0	0	0	0	0	0
Parks, Reserves, Sportsgrounds and Public Spaces											
King Edward Park Gates Renewal	15110	0	0	26,775	0	0	0	0	0	0	0
All Playgrounds - Softfall	15112	0	131,000	0	0	139,625	0	0	147,875	0	0
Water Blaster Trailer - Replacement	15151	0	0	0	0	0	0	0	14,196	0	0
Horticultural Renewals	15189	4,622	4,716	4,820	4,923	5,027	5,126	5,225	5,324	5,427	5,522
Parks Furniture - District Wide	19440	4,416	4,506	4,605	4,704	4,803	4,898	4,992	5,087	5,186	5,276
Playground Upgrades - District Wide	19470	125,294	0	130,662	0	136,274	0	141,642	0	147,132	0
Fence Replacement - District Wide	19480	9,243	9,432	9,639	9,846	10,053	10,251	10,449	10,647	10,854	11,043
Replace ride-on mower	22102	0	0	0	0	33,510	0	0	0	0	36,810
Replace Kubota Tractor	22103	0	0	0	16,410	0	0	0	0	0	0
Replace Chipper/Shredder	22104	16,432	0	0	0	0	0	0	0	19,296	0
KEP High Street entrance angle parking	22112	0	0	53,550	0	0	0	0	0	0	0
Bin Replacements District-wide	22114	4,108	4,192	4,284	4,376	4,468	4,556	4,644	4,732	4,824	4,908
KEP - Refurbish Observatory	25004	0	0	0	164,100	0	0	0	0	0	0
KEP - Staffroom area	25005	30,810	0	0	0	0	0	0	0	0	0
Ōpunakē Playground - Recreation Grounds	25014	0	0	0	0	446,800	0	0	0	0	0
Dallison Park - Driveway Resurfacing	25026	0	0	0	47,108	0	0	0	0	0	0
Waverley Beach access/boat ramp	24021	616,200	0	0	0	0	0	0	0	0	0
CCTV for Council Facilities	25002	154,050	157,200	160,650	0	0	0	0	0	0	0

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Te Hāwera CBD - Street Lighting, Bollards, Bins, Seating	25003	0	1,048,000	1,071,000	0	0	0	0	0	0	0
Waverley Grandstand	25011	0	0	428,400	0	0	0	0	0	0	0
Pātea Wharf renewals	25071	0	96,940	0	0	0	0	0	0	0	0
Te Hāwera CBD - Napier St carpark/Union St access-way	25074	0	0	0	1,094,000	0	0	0	0	0	0
Toilet Replacement - Pātea Egmont Street	15244	0	0	59,548	328,200	0	0	0	0	0	0
Ohawe Beach - replace Toilets	19585	205,400	0	0	0	0	0	0	0	0	0
Mana Bay Septic Tank and Effluent Bed	24018	308,100	0	0	0	0	0	0	0	0	0
Ōpunakē Lake - Replace Toilets	25010	20,540	209,600	0	0	0	0	0	0	0	0
Rāhotu - Public Toilet	25013	0	0	0	273,500	0	0	0	0	0	0
Rural Swimming Pools											
Rural Pools Waverley - Renew water treatment plant and upgrade plant room	15068	154,050	0	0	0	0	0	0	0	0	0
Rural Pools - Plant Renewals	22127	35,945	36,680	37,485	38,290	39,095	39,865	40,635	41,405	42,210	42,945
Kaponga Pool - Plant Replacement	25009	0	0	0	0	335,100	0	0	0	0	0
TSB Hub											
Reseal Indoor Courts	22011	164,320	0	0	0	0	0	0	0	0	0
TSB Hub Capital Renewals	22012	56,485	57,640	58,905	60,170	61,435	62,645	63,855	65,065	66,330	67,485
TSB Hub Carpet Renewals	22014	0	0	42,840	0	0	0	0	47,320	0	0
Replacement of Air Conditioning Units	22016	0	31,440	0	32,820	0	0	0	0	0	36,810
Replacement of High Jump Turf	22024	65,728	0	0	0	0	0	0	0	0	0
TSB Hub Courts Roof Lounge Air Con Lights	25001	0	157,200	160,650	164,100	167,550	170,850	0	0	0	0
Total - Community Facilities		3,125,879	4,008,217	3,806,243	3,094,089	1,771,183	474,748	438,639	512,015	478,554	387,500

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Corporate Activities											
Corporate Property											
Council Owned Property - EPB Remedial Work	16200	308,100	345,840	0	0	0	0	0	0	0	0
Testing and Removal of Asbestos	17010	5,983	2,620	2,678	2,735	0	0	0	0	0	0
District Wide Fencing Replacement	19558	45,599	23,056	21,420	19,145	16,755	15,946	16,254	16,562	16,884	17,178
Earthquake Prone Buildings - DSA	19563	61,620	0	0	0	0	0	0	0	0	0
Hāwera Water Tower - Structural Assessment and Refurbishment	25017	102,700	1,048,000	1,071,000	0	0	0	0	0	0	0
Manaia Rotunda Roof Replacement	25024	0	28,296	0	0	0	0	0	0	0	0
Support Services											
IT Hardware	13556	266,240	219,660	288,630	447,310	333,900	408,240	242,550	341,040	550,620	255,990
Fleet Vehicles	15034	274,432	131,796	292,906	402,579	510,867	492,156	228,690	54,096	345,933	48,760
Aerial Photos	19376	0	0	0	0	66,780	0	0	0	0	73,140
Headquarters Airconditioning Replacement	19560	92,160	94,140	96,210	98,190	0	0	0	0	0	0
Fleet Vehicles-New	19764	260,096	0	0	0	0	0	0	0	0	0
Hāwera HQ Renewals	22007	11,162	10,983	13,363	9,274	9,461	12,361	9,818	9,996	10,175	10,362
Automatic Door replacement - Hāwera HQ	22010	11,776	0	0	0	0	0	0	0	0	0
Minute Book Scanning	22088	102,400	104,600	106,900	54,550	0	0	0	0	0	0
Hāwera HQ - EPB Remedial Work	24010	307,200	0	0	0	0	0	0	0	0	0
Records Management & Compliance	25019	3,072	0	3,207	0	0	0	3,465	0	0	3,657
Hāwera Admin Building Heat Pumps for new offices	25023	30,720	0	0	0	0	0	0	0	0	0
Hāwera Admin Building - Carpet Tiles - south end	25027	0	18,828	0	0	0	0	0	0	0	0
Website Enhancements	25035	10,240	10,460	21,380	21,820	0	0	0	0	0	0
CCTV for CBD	25066	51,200	0	0	0	55,650	0	0	0	59,850	0
Total - Corporate Activities		1,944,700	2,038,279	1,917,693	1,055,603	993,413	928,703	500,777	421,694	983,462	409,087

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District Economy											
Economic Development											
Ōpunakē Beach Master Plan - Improved access for 'Goat Track'	15156	76,800	0	0	0	0	0	0	0	0	0
Waverley Town Master Plan projects	22027	194,560	199,281	0	458,220	0	0	0	0	0	0
Pātea Town Master Plan projects	22032	20,480	62,760	801,290	817,781	0	0	0	0	0	0
Pātea Town Master Plan - Public Art	22033	76,800	78,450	0	0	0	0	0	0	0	0
Eltham Town Master Plan projects	22038	0	0	0	675,951	0	0	0	0	0	0
Manaia Town Master Plan - Mainstreet Public Safety and Amenity	22044	0	0	0	1,352,322	0	0	0	0	0	0
Ōpunakē Town Master Plan projects	22049	0	257,084	262,738	0	0	0	0	0	0	0
Enterprise Hub - rear door security camera	25067	2,560	0	0	0	0	0	0	0	0	0
Waverley Town Master Plan - Pou	25068	102,400	0	0	0	0	0	0	0	0	0
Pump Track at Aotea Park, Waverley	25070	0	125,520	0	0	0	0	0	0	0	0
Total - District Economy		473,600	723,095	1,064,028	3,304,274	0	0	0	0	0	0
Environmental Management											
Emergency Management											
Water Resilience for Emergency Management	25037	0	0	0	32,730	33,390	0	0	0	0	0
Generator Plugs	25065	11,738	12,824	8,729	0	0	0	0	0	0	0
Environment and Sustainability											
Biodiversity Restoration - Council Parks and Reserves	22004	30,720	31,380	32,070	32,730	33,390	34,020	34,650	35,280	35,910	36,570
Reforestation - Better Off Funding	24005	409,600	1,046,000	1,069,000	0	0	0	0	0	0	0
Total - Environmental Management		452,058	1,090,204	1,109,799	65,460	66,780	34,020	34,650	35,280	35,910	36,570

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Regulatory Services											
Animal Services											
Signage - Animal Control	18000	2,560	2,615	2,673	2,728	33,390	2,835	2,888	2,940	2,993	3,048
Animal Services - Fencing	19123	30,720	0	0	0	0	34,020	0	0	0	0
Hāwera Pound upgrade re Animal Welfare Act changes	21001	0	58,838	0	0	0	0	0	0	0	0
Hāwera Pound building renewals	22134	22,528	0	0	0	0	0	72,419	0	0	0
Animal Services - Fencing	25044	5,120	0	0	0	0	0	0	0	0	0
Licensing											
Signage - Licensing (Skate Parks & Liquor)	18001	1,536	1,569	1,604	1,637	13,356	1,701	1,733	1,764	1,796	1,829
Parking											
Parking Ticket Machine	19213	7,168	0	0	0	7,791	0	0	0	8,379	0
Total - Regulatory Services		69,632	63,022	4,276	4,364	54,537	38,556	77,039	4,704	13,167	4,876
Roading											
Sealed Road Resurfacing	5212	3,049,800	3,141,294	3,235,533	3,552,615	3,633,503	3,707,921	3,782,338	3,856,755	3,934,408	4,008,825
Drainage Renewals	5213	788,378	812,030	836,391	918,357	939,267	958,504	977,741	996,978	1,017,051	1,036,288
Pavement Rehabilitation	5214	3,116,100	3,209,583	3,305,870	3,629,846	3,712,493	3,788,528	3,864,563	3,940,598	4,019,939	4,095,974
Structures Component Replacement	5215	625,000	625,000	625,000	693,113	715,983	737,953	760,291	783,002	806,755	830,235
Bridge Renewal	5216	1,450,000	1,493,500	1,538,305	1,705,949	1,762,239	1,816,315	1,871,296	1,927,195	1,985,657	2,043,447
Environmental Renewal	5221	300,000	309,000	318,270	349,460	357,417	364,737	372,058	379,378	387,016	394,337
Traffic Services Renewal	5222	342,720	353,002	363,592	399,224	408,313	416,676	425,039	433,401	442,127	450,490
Subsidised Footpath Renewal	5225	827,424	852,247	877,814	963,840	985,785	1,005,975	1,026,165	1,046,354	1,067,422	1,087,612
Minor Improvements	5341	5,504,146	6,193,967	6,198,325	4,158,126	4,380,823	4,604,628	4,826,801	5,081,496	5,339,456	5,602,758
South Taranaki Business Park Roading	6013	2,757,856	1,407,069	0	0	0	0	0	0	0	0
Street Lighting Renewals	6111	31,238	32,800	33,550	34,299	35,080	35,799	36,517	37,236	37,985	38,704
Total - Roading		18,792,662	18,429,491	17,332,649	16,404,829	16,930,904	17,437,035	17,942,808	18,482,393	19,037,817	19,588,669

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Solid Waste											
Solid Waste Collection											
Waste collection changes - new bins	25073	2,060,000	0	0	0	0	0	0	0	0	0
Solid Waste Disposal											
Wastewater Pump Station - Hāwera Transfer Station	19243	0	42,080	0	0	0	0	0	0	0	0
Rotokare Farm - Hayshed renewals	22068	39,292	0	0	0	0	0	0	0	0	0
Rotokare Farm - Kitchen Renewal	25031	0	26,300	0	0	0	0	0	0	0	0
Rotokare Farm - Bathroom Renewal	25032	0	0	16,140	0	0	0	0	0	0	0
Rotokare Farm - Floor Covering Renewal	25033	0	0	0	16,530	0	0	0	0	0	0
Rotokare Farm - Milking Shed Roof - Renewal	25038	0	0	0	55,100	0	0	0	0	0	0
Rotokare Farm - Milking Shed Wall Linings - Upgrade	25039	0	0	0	0	28,175	0	0	0	0	0
Organics Materials Processing Facility	25040	0	526,000	2,152,000	0	0	0	0	0	0	0
Resource Recovery Centre/ ReUse Shop - Hāwera Transfer Station	25042	103,000	105,200	0	0	0	0	0	0	0	0
Transfer Station - Surface and Drainage - renewals and upgrade	25043	0	841,600	0	0	0	0	0	0	0	0
Total - Solid Waste		2,202,292	1,541,180	2,168,140	71,630	28,175	0	0	0	0	0
Stormwater											
Stormwater Reticulation CCTV	15340	119,762	127,440	130,920	0	0	0	0	0	0	0
Stormwater Renewals	90010	299,404	163,701	168,171	172,487	176,803	180,811	184,973	189,135	192,989	197,151
King Edward St Stormwater Pipe - Renewal	90018	476,560	0	0	0	0	0	0	0	0	0
Resolve Matangara landfill drainage culvert issues	92012	0	112,466	0	2,238,000	0	0	0	0	0	0
Stormwater modelling when LIDAR available	92014	0	65,067	57,125	60,216	0	0	0	0	0	0
South Taranaki Business Park stormwater	92015	1,720,494	933,864	0	0	0	0	0	0	0	0
Total - Stormwater		2,616,219	1,402,538	356,216	2,470,703	176,803	180,811	184,973	189,135	192,989	197,151

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Wastewater											
Hāwera WWTP - Desludge Anerobic Lagoon	10074	2,072,000	2,124,000	2,182,000	0	0	0	0	0	0	0
Hāwera WWTP track renewals	13102	0	10,620	10,910	11,190	11,470	11,730	12,000	12,270	12,520	12,790
WWTP screen replacement	15362	0	0	0	0	0	0	0	0	0	213,337
Wastewater treatment plant renewals	15410	0	0	0	0	0	0	0	0	100,661	266,672
Consent Renewals	15420	0	84,960	206,745	621,605	49,206	51,612	55,440	0	0	0
Hāwera WWTP Transformer Upgrade	15425	0	308,405	0	0	0	0	0	0	0	0
Wastewater Reticulation Rehabilitation	80003	899,083	2,025,367	2,080,673	2,134,073	2,187,472	2,237,058	2,288,550	2,340,042	2,387,720	2,082,105
Hāwera - WW - Mason Rd rising main renewal	80019	777,000	0	0	0	0	0	0	0	0	0
WWPS I&E Renewals	80032	81,499	200,188	43,640	100,710	149,110	211,140	156,000	220,860	0	0
CCTV Programme	80034	518,000	159,300	163,650	167,850	172,050	175,950	180,000	184,050	187,800	191,850
District - WW - Pipe relining	82002	0	265,500	272,750	0	0	0	0	0	0	0
Wastewater Network Model Development	84003	25,900	0	0	69,197	0	0	0	0	0	0
South Taranaki Business Park wastewater	85010	2,524,263	1,370,141	0	0	0	0	0	0	0	0
Oxidation Pond Desludging and Sludge Survey	86001	72,520	126,378	133,429	141,218	149,569	158,120	166,800	171,780	175,280	179,060
District - WWTP - Renew Waveband	86006	0	0	0	0	0	114,766	0	0	0	0
Wastewater Treatment renewals	86010	265,579	178,585	183,462	188,171	192,879	197,251	201,791	206,332	210,536	215,076
WWTP Civil/Structural Items renewals	86021	42,217	257,836	98,190	55,950	0	0	0	0	0	0
Hāwera WWTP Security fencing renewals	86024	414,918	0	0	0	0	0	0	0	0	0
Kaponga WWTP Security fencing renewals	86025	178,710	0	0	0	0	0	0	0	0	0
Wastewater Health and Safety Improvements	87003	13,174	13,902	14,677	15,534	16,453	17,393	18,348	19,632	20,032	20,464
Wastewater pump station upgrades	87006	51,800	0	0	0	0	0	0	0	0	0
Waverley tertiary WWTP	87012	0	1,321,473	0	0	0	0	0	0	0	0
Ōpunakē wetland soakage field enhancements	87013	495,208	0	0	0	0	0	0	0	0	0

Te Ihirangi Take Whairawa | Capital Projects Programme

TE IHIRANGI TAKE WHAIRAWA / CAPITAL PROJECTS PROGRAMME

	Code	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Hāwera tertiary WWTP	87014	0	343,021	0	0	0	0	1,285,200	14,631,055	15,405,234	0
Pātea tertiary WWTP	87015	0	0	0	0	0	0	0	800,004	3,375,392	3,555,620
Kaponga tertiary WWTP	87016	0	0	0	0	0	0	0	0	886,040	933,350
Manaia tertiary WWTP	87017	0	0	0	0	0	0	0	0	886,040	933,350
Mechanical aeration at Ōpunakē WWTP	87018	0	0	0	0	0	0	0	0	0	355,562
Generator switchover points	87027	0	0	16,365	16,785	17,205	17,595	0	0	0	0
Total - Wastewater		8,431,870	8,789,675	5,406,491	3,522,281	2,945,414	3,192,616	4,364,129	18,586,025	23,647,256	8,959,236
Water Supply											
Urban Water Supply											
Resource Consent Renewals - Urban	13125	77,700	84,349	180,015	492,808	189,255	208,794	214,800	512,395	206,580	211,035
Urban Water Supply Reticulation Renewals	70010	1,073,296	2,203,952	2,264,135	2,322,243	2,380,351	2,434,309	2,490,341	2,546,374	2,598,256	2,654,289
Pipework capital upgrades	71010	0	70,092	74,406	0	0	0	0	0	0	0
Demand management	71015	59,881	70,092	73,206	77,547	82,011	86,450	92,400	94,479	96,404	98,483
Water filling stations	71016	0	87,615	1,091	1,119	1,147	1,173	1,200	1,227	1,252	1,279
Scott Street generator & pump	71017	103,600	584,100	0	0	0	0	0	0	0	0
Normanby resilience	71020	0	0	0	0	0	0	166,320	2,699,400	2,754,400	0
Eltham flushing enhancements	71022	0	157,973	0	0	0	0	0	0	0	0
Universal water metering	71024	0	0	0	0	0	0	0	0	2,140,920	2,187,090
Water Supply Agreements-Urban	71034	0	4,297	4,414	4,527	4,777	5,021	5,300	5,600	5,907	6,222
Pipe bridge structural assessments - Water Supply	71035	0	70,092	74,406	0	0	0	0	0	0	0
Reservoir structural assessments	71036	0	0	0	0	0	28,692	0	0	0	0
South Taranaki Business Park - WS - Water main	72002	446,916	242,581	0	0	0	0	0	0	0	0
Urban Water Treatment Renewals	73010	299,404	2,498,266	2,566,486	2,632,354	2,698,221	2,759,384	2,822,899	2,886,414	2,945,225	3,008,740
Kāpuni - WTP - Replace membranes	73011	1,800,000	0	0	0	0	0	0	0	0	0
Kāpuni - WS - WTP VSD Renewals	73012	0	153,990	10,910	0	0	0	0	0	0	0

Te Ihirangi Take Whairawa | Capital Projects Programme

TE IHIRANGI TAKE WHAIRAWA / CAPITAL PROJECTS PROGRAMME

	Code	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Eltham - WS - WTP VSD Renewals	73013	0	233,640	65,460	89,520	63,085	82,110	60,000	0	0	0
Ōpunakē - WS - I&E renewals	73014	0	42,480	0	0	0	0	0	0	0	0
Intake condition assessments	73015	0	18,957	20,014	21,183	22,435	23,718	25,020	25,583	26,104	26,667
Urban Water Treatment Capital	74010	77,700	121,068	144,012	84,596	53,680	56,304	80,640	48,000	50,631	71,112
Pātea WTP treatment enhancement WSP action	74014	0	0	654,600	0	0	0	0	0	0	0
Ōpunakē reservoir 2	74016	0	1,955,620	0	0	0	0	0	0	0	0
Kāpuni borehole 2	74018	0	0	0	0	1,432,030	1,464,491	0	0	0	0
Waverley reservoir 2	74019	0	1,686,987	0	0	0	0	0	0	0	0
Waverley replacement bore	74020	1,480,024	0	0	0	0	0	0	0	0	0
Replacement Rāhotu reservoir	74021	0	0	0	0	0	0	960,000	0	0	0
Ōpunakē Coag Optimisation	74022	621,600	884,561	0	0	0	0	0	0	0	0
Kāpuni inlet screen replacement	74023	0	0	0	0	0	85,864	455,040	0	0	0
Replace Rāhotu treatment building	74024	0	0	0	0	0	0	0	0	0	255,800
Reservoir ladders - Urban	74025	0	0	0	167,850	0	0	0	0	0	0
Urban - WS - Treatment - Waverley Beach bore 2 tie-in	74033	0	212,400	0	0	0	0	0	0	0	0
Eltham Taste & Odour Plant required for DWS Aesthetic	74035	0	0	0	0	0	527,850	0	0	0	0
Eltham Reservoir	74036	372,960	832,247	873,542	0	0	0	0	0	0	0
Waimate West/Inaha Water Supply											
Waimate West WTP - Resource Consent - Renewals	15335	0	191,160	196,380	201,420	0	0	0	0	0	0
Waimate West/Inaha Retic Renewals	76010	0	742,792	742,131	740,843	740,264	739,081	738,567	738,675	737,016	737,151
Taikatu Rd sections 3 & 4	76011	1,606,318	0	0	0	0	0	0	0	0	0
Auroa Road watermain renewal	76012	1,606,318	0	0	0	0	0	0	0	0	0
District - WW - Waimate/Inaha water meter renewals	76017	51,800	58,410	60,005	61,545	63,085	64,515	66,000	67,485	68,860	70,345
Water Supply Agreements-Kaponga & Manaia	76021	0	11,682	12,001	12,309	12,617	12,903	13,200	13,497	13,772	14,069

Te Ihirangi Take Whairawa | Capital Projects Programme

TE IHIRANGI TAKE WHAIRAWA / CAPITAL PROJECTS PROGRAMME

	Code	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Trunk main duplication	76512	0	64,668	2,100,175	2,154,075	0	0	0	0	0	0
Pipe bridge structural condition assessments	76513	0	0	0	0	0	93,207	0	0	0	70,345
Replace WW reservoir 1	76514	0	0	0	0	0	1,434,579	4,543,200	4,800,024	0	0
Waimate West Ttmt Plant Renewals	77010	82,880	536,651	551,305	565,454	579,603	592,741	606,385	620,029	632,662	646,305
Intake & Raw Water Pipe Condition Assessments	77012	0	0	0	0	0	97,359	0	0	0	63,950
Rural - WS - Treatment - I&E renewals	77013	0	0	65,460	0	0	0	0	0	0	0
Backwash pond sludge disposal as per WSP	77510	0	95,580	98,190	279,750	103,230	0	108,000	0	425,680	0
Process resilience improvements	77514	0	112,466	0	0	0	0	0	0	0	0
Inaha Water Ttmt Plant Renewals	79010	0	277,177	142,373	146,152	149,809	153,205	156,731	160,258	163,523	167,050
Backwash recycling & filter renewal	79511	1,197,616	1,274,400	1,309,200	0	0	0	0	0	0	0
Total - Water Supply		10,958,013	15,580,343	12,283,918	10,055,295	8,575,600	10,951,748	13,606,045	15,219,441	12,867,192	10,289,933
Grand Total		49,614,663	54,028,914	45,861,397	40,819,399	31,946,930	33,713,983	37,899,588	53,905,218	58,231,307	40,366,575

Te Pae Moni Taurewa o te Āwhata Moni Tārewa | Debt Ratios for Borrowing Limits

TE ĀWHATA PAE TONO MONI TAUREWA: KI TE KAUPAPA HERE WHAKAHAERE WAUMAHATANGA / DEBT RATIOS FOR BORROWING LIMITS - AS PER THE LIABILITY MANAGEMENT POLICY

<i>For the years ended 30 June</i>	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)	2031/32 (\$,000)	2032/33 (\$,000)	2033/34 (\$,000)
Term Liability	139,464	162,282	171,920	176,684	174,654	168,638	165,310	179,742	197,578	198,327
Current portion of term liabilities	18,976	18,976	18,976	18,976	18,976	18,976	18,976	18,976	18,976	18,976
Total Debt (External and Interest)	158,440	181,258	190,896	195,660	193,630	187,614	184,286	198,718	216,554	217,303
LTIF and Other Investments	141,288	144,775	148,031	149,606	154,488	159,634	165,024	170,745	176,817	183,064
Cash/Near Cash	3,667	3,572	1,086	886	2,668	1,050	705	1,421	1,533	3,163
Net Debt	13,485	32,911	41,779	45,168	36,474	26,930	18,557	26,552	38,205	31,075
Total Income per Comprehensive Income Statement	100,983	106,528	111,172	113,654	117,764	121,838	125,902	126,691	130,742	134,778
Less: LTIF Surplus Income available or offset to net interest expense	2,690	2,521	2,867	3,123	3,225	3,685	4,049	4,440	4,855	5,299
Total Income per Comprehensive Income Statement	98,292	104,007	108,305	110,531	114,539	118,153	121,853	122,251	125,887	129,479
Net Debt as percentage of total income <150%	14%	32%	39%	41%	32%	23%	15%	22%	30%	24%
Interest on External Debt	7,006	7,365	7,872	7,981	7,974	7,998	8,048	8,842	9,808	9,894
Less: LTIF Surplus Income available for offset	2,690	2,521	2,867	3,123	3,225	3,685	4,049	4,440	4,855	5,299
Net Interest Expenses	4,316	4,844	5,005	4,858	4,749	4,313	3,999	4,402	4,954	4,595
Net Interest Expense as a percentage of total annual income <15%	4%	5%	5%	4%	4%	4%	3%	4%	4%	4%
Total Rates Income	53,889	58,584	62,207	65,162	68,062	70,890	73,631	76,306	79,067	81,847
Net Interest Expense as a percentage of total annual rates income <25%	8%	8%	8%	7%	7%	6%	5%	6%	6%	6%
Net Debt per Capita (includes internal borrowings) <\$,2000	\$465	\$1,135	\$1,441	\$1,558	\$1,258	\$929	\$640	\$916	\$1,317	\$1,072

Te Penapena Pūtea Motuhake | Statement of Special Reserves Funds

The following Statement of Special Reserves Funds concerns the Council's created reserves component of its equity.

The Council has an obligation to manage its revenue, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current

and future interests of the community, and to act in the best interest of its ratepayer as a whole and in part. We have several types of Council-created reserves, which are monies set aside for a specific purpose, and these are in the following categories:

- Separate Rate Reserves
- Statutory Reserves; and
- Restricted Reserves.

Separate Rate Reserves

Separate Rate Reserves are maintained for targeted rates charged for specific purpose. A Separate Rate Reserves is maintained for each targeted rate to ensure that the funds are held and used for the specific purpose intended.

MONI WHAKAHAERE MOTUHAKE / SEPARATE OPERATING RESERVES

Separate Operating Reserves	Opening Balance (\$,000)	Income (\$,000)	Expenditure (\$,000)	Other Adj. (\$,000)	Closing Balance (\$,000)	Purpose of Funds
Roading	708	338,964	(279,329)	(59,898)	444	To keep surpluses/deficits in each activity separate from other activities.
Water Supply Urban	424	138,905	(137,572)	636	2,393	
Wastewater	952	119,114	(120,987)	335	(585)	
Eltham Drainage	40	99	(90)	0	48	
Water Supply Waimate West/Inaha	3,166	69,984	(74,310)	1,762	603	
Solid Waste Collection	253	40,264	(39,548)	1,449	2,418	
Hāwera Town Coordinator	9	2,053	(1,400)	0	662	
	5,552	709,383	(653,235)	(55,716)	5,984	

Te Penapena Pūtea Motuhake | Statement of Special Reserves Funds

MONI WHAIHUA Ā-KAUNIHERA / COUNCIL CREATED RESERVES

Separate Operating Reserves	Opening Balance (\$000)	Income (\$,000)	Expenditure (\$,000)	Other Adj. (\$,000)	Closing Balance (\$,000)	Purpose of Funds
Safer Communities	3	1	0	0	5	To manage the balance of funds from Safer Community grants to be used on youth programmes.
Economic Development Fund	(15)	850	(800)	0	35	The purpose of the reserve is to enable the Council to strategically intervene when required by practically supporting new business.
Forestry	145	64	(25)	0	184	To manage income and expenditure relating to the joint venture forestry investment.
Okotuku Domain	32	0	(38)	50	45	To manage revenue from the leasing of Crown land which has been vested in the Council on behalf of the Okotuku Domain committee.
Nukumarū Domain	230	768	0	0	998	To manage revenue from the leasing of Nukumarū Domain which has been vested in the Council, to be used for development of the Domain.
Long Term Investment Fund	132,324	0	0	45,660	177,984	To manage funds derived from the sale of the Council's shareholding in Egmont Electricity and to provide a rates subsidy.
LTIF Internally Invested	12,900	0	0	(11,124)	1,776	Debt funding from LTIF
Tourism Reserve	340	600	0	0	940	To fund various tourism related projects
Tangata Whenua Reserve	16	500	(500)	0	16	To manage funding from Tangata Whenua grants
Community Board Funding	3	797	(797)	0	3	To manage funding from Community Board grants
Painting Reserve	667	927	(1,227)	0	367	To fund various painting jobs
Riperian/Indigenous	71	266	(238)	0	99	To fund Riperian planting throughout the District.
District Plan Reserve	0	2,558	0	0	2,558	To fund District Plan costs
Insurance Reserve/Disaster Recovery Fund	125	4,000	0	0	4,125	To fund claims below deductibles, and to cover for self insurance.

MONI WHAKAHUA Ā-PŪTEA TUTURU / CAPITAL REPLACEMENT RESERVES

Capital Replacement Reserves	Opening Balance (\$000)	Income (\$,000)	Expenditure (\$,000)	Other Adj. (\$,000)	Closing Balance (\$,000)	Purpose of Funds
	338	0	0	10,297	10,635	

Te Penapena Pūtea Motuhake | Statement of Special Reserves Funds

MONI RĀHUI / RESTRICTED RESERVES

Restricted Reserves	Opening Balance (\$,000)	Income (\$,000)	Expendi- ture (\$,000)	Other Adj. (\$,000)	Closing Balance (\$,000)	Purpose of Funds
Eltham Property	4	2	0	0	6	To hold funds from property sold in the Eltham ward for funding of various projects in the Eltham ward.
Larcom Bequest - Turuturu Mokai	26	13	0	0	39	To manage a bequest from Samuel Larcom for Turuturu Mokai Reserve.
Pātea Property	183	88	0	0	270	To hold funds from property sold in the Pātea ward for funding of various projects in the Pātea ward.
Wairoa Recreation Reserve	802	217	(680)	540	880	To manage revenue from the leasing of Crown land which has been vested in the Council and fees/charges from the campground for capital works on the Wairoa recreation reserve.
Harbour Endowment	643	363	(181)	236	1,061	To manage lease income from land formerly owned by the Pātea Harbour Board to be used for the following; (a) maintenance and improvement of endowment properties (b) maintenance and improvement of Harbour facilities, including harbour walls, and (c) on recreational and cultural facilities with the Pātea ward.
Centennial Bursary	66	26	(25)	0	67	To provide grants of up to \$400 towards tertiary education for eligible applicants. Only interest income from the fund may be used.
Kaupokonui Beach	26	249	(220)	0	55	To manage lease income from Crown land vested in the Council for capital works requested by the Kaupokonui Beach Society.
	1,750	957	(1,106)	776	2,377	

Te Penapena Pūtea Motuhake | Statement of Special Reserves Funds

WHENUA RĀHUI Ā-TURE / STATUTORY RESERVES

Statutory Reserves	Opening Balance (\$,000)	Income (\$,000)	Expendi- ture (\$,000)	Other Adj. (\$,000)	Closing Balance (\$,000)	Purpose of Funds
Eltham Reserve Contributions	88	42	0	0	130	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Eltham ward.
Hāwera Reserve Contributions	1,182	280	(680)	0	782	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Hāwera ward.
District Reserve Contributions	458	220	0	0	679	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the District.
Waimate Development Levy	307	148	0	0	455	To hold funds derived from a levy on Kāpuni Petrochemical Development for the funding of projects on public assets which are located on council owed property or reserves located within the boundaries of the old Waimate Plains County Council. The principle fund to remain at no less than \$260,000.
Ōpunakē Reserve Contributions	167	224	0	0	391	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Ōpunakē ward.
Manaia Reserve Contributions	50	24	0	0	74	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Manaia ward.
	2,253	938	(680)	0	2,511	

Te Kaupapa Here o Ngā Tauāki Pūtea | Statement of Accounting Policies

Reporting Entity

The Council is a territorial local authority governed by the Local Government Act 2002. Its primary objective is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, it has designated itself a public benefit entity. The prospective financial statements are for the Council as a separate legal entity. Consolidated prospective statements comprising the Council and its subsidiaries have not been prepared.

Basis of Preparation

The Council adopted the prospective financial statements in the Long Term Plan on 8 July 2024. It is authorised to do so and believes the underlying assumptions are appropriate. The Councillors and Management accept responsibility for the preparation of the prospective financial statements, including the appropriateness of the underlying assumptions and all other required disclosures. No actual financial results have been incorporated within the prospective financial statements. The financial information contained

in this LTP may not be appropriate for purposes other than those described.

Statement of Compliance and Basis of Preparation

The prospective financial statements have been prepared in accordance with the requirements of Section 95 of the Local Government Act 2002 and Financial Reporting Standards 42 (PBE FRS 42). The Council is a public benefit entity (PBE) and complies with the Accounting Standards Tier 1 issued by the New Zealand Accounting Standards Board of the External Reporting Board pursuant to section 24(1)(a) of the Financial Reporting Act 1993.

There are no pending updates to standards, amendments or interpretations to be adopted by the Council for the purpose of this LTP.

Measurement Base

The financial statements have been prepared on an historical cost basis, modified by the revaluation of certain infrastructure assets, investment

property, biological assets and certain financial instruments (including derivative instruments). These financial statements are rounded to the nearest thousand dollars (\$000) and as a result some rounding errors may occur. The financial statements are presented in New Zealand dollars.

Changes in Accounting Policies

There have been no change in accounting policies other than noted here.

Significant Accounting Policies

1. Subsidiary Entity

The Council has a subsidiary company, Novus Contracting Limited (100% owned). The company is inactive and the impact of any transactions with this entity on the Council's financial position is minimal. For the purposes of this LTP, only the operations of the parent entity, the Council, have been presented in these financial

forecasts.

2. Revenue

Revenue comprises rates, revenue from operating activities (fees and charges), investment revenue, grants and subsidies, capital contributions, gains, bequests and other revenue and is measured at the fair value of consideration received or receivable. Revenue may be derived from exchange and non-exchange transactions.

Exchange Transactions

An exchange transaction occurs when the Council receives assets or services, or has liabilities extinguished, and directly gives approximately equal value to the other party in exchange.

Non-Exchange Transactions

A non-exchange transaction occurs when the Council receives value from another party without giving approximately equal value in exchange.

An inflow of resources from a non-exchange transaction recognised

Te Kaupapa Here o Ngā Tauāki Pūtea | Statement of Accounting Policies

as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

a. Rates

Rates are set annually by a Council resolution and relate to a financial year. All ratepayers are invoiced within the financial year to which the rates have been set. Rates revenue is recognised when payable. Rates revenue collected on behalf of the Taranaki Regional Council is not recognised in the financial statements, apart from the statement of cash flows, as the South Taranaki District Council is an agent for the Regional Council. Rates arising from late payment penalties are recognised as revenue when rates become overdue. Rate remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.

b. Government Grants and Subsidies

Government grants and subsidies are recognised upon entitlement

at their fair value, which is when conditions pertaining to eligible expenditure have been fulfilled. We receive Government grants from Waka Kotahi New Zealand Transport Agency, which subsidises part of the costs of maintaining our local roading infrastructure. Grants and subsidies are classified as non-exchange revenue.

c. Fees and Charges and Sale of Goods

Revenue from fees and charges is recognised from the rendering of services (for example, building consent fees) where the transaction is based on the actual service provided as a percentage of the total services to be provided. Under this method, revenue is recognised in the accounting periods in which the services are provided. Within rendering of services most activities are partially funded by rates and therefore classified as non-exchange revenue.

Sale of goods is recognised when goods are delivered and is classified as exchange revenue.

d. Investment Income

Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable. Interest income is classified as exchange revenue. Dividends are recognised when the shareholders' rights to receive payment have been established and are recognised, net of imputation credits. Dividends are classified as exchange revenue.

e. Other Grants, Bequests and Vested Assets

Other grants, bequests and assets vested in the Council are recognised when control over the asset is obtained. Vested assets are recognised as revenue at the fair value of the assets at the time of vesting. This revenue is classified as non-exchange revenue.

f. Capital Contributions

Capital contributions for assets are recognised as revenue when received and are classified as non-exchange revenue.

g. Gains

Gains include additional earnings on the disposal of property, plant and equipment and movements in the fair value of financial assets and liabilities. Gains are classified as exchange revenue.

h. Foreign Currency - Exchange Differences

Foreign currency transactions have been converted into New Zealand dollars at the rate of exchange at the date of the transaction. Gains or losses on exchange have been recognised in the Surplus/ Deficit. Gains on foreign currency exchange are classified as exchange revenue.

3. Expenses

Specific accounting policies for major categories of expenditures are outlined below:

a. Grants and Sponsorships

Expenditure is classified as a grant or sponsorship if it results in a transfer of resources to another party in return for compliance with certain conditions relating to the operating activities of that

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party. It includes any expenditure arising from a funding arrangement with another party that has been entered into to achieve the Council's objectives. Grants and sponsorships are distinct from donations, which are discretionary or charitable gifts. Where grants and sponsorships are discretionary until payment, the expense is recognised when the payment is made. Otherwise, it is recognised when the specific criteria have been fulfilled.

b. Finance Expenses – Interest

Interest expense is recognised using the effective interest rate method. All borrowing costs are expensed in the period in which they are incurred. The Council has not capitalised borrowing costs associated with funding capital works in progress, which represents a departure from the treatment required under PBE IPSAS 5: Borrowing Costs.

c. Depreciation and Amortisation

Depreciation of property, plant and equipment and amortisation of intangible assets are charged

on a straight-line basis over the estimated useful life of the associated assets.

4. Taxation

a. Goods and Services Tax (GST)

GST has been excluded from all items in the financial statements except accounts receivable and accounts payable. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

b. Income Tax

Income tax expense includes components relating to current tax and deferred tax. Current tax is the amount of income tax payable based on the taxable profit for the current year and any adjustments in respect of prior years.

c. Deferred tax

Deferred taxation is the amount of taxes payable (or receivable) in future years in respect of temporary differences (that is, where the accounting treatment differs from the Inland Revenue Department's requirements). Deferred taxation is determined using the full provision

method. Deferred tax assets are only recognised when recovery is probable.

5. Financial Instruments

We undertake financial instrument arrangements as part of normal operations. These include cash and bank balances, investments, receivables, payables and borrowings. All financial instruments are recognised in the Statement of Financial Position and all related revenues and expenses are recognised in the Surplus/Deficit. Interest rate swaps are entered into to hedge against and manage our exposure to risk on debt.

a. Financial Assets

Financial assets are initially measured at fair value plus transaction costs unless they are carried at fair value through profit or loss, in which case the transaction costs are recognised in the Surplus/Deficit. Purchases and sales of investments are recognised on trade date, the date on which there is a commitment to purchase or sell

the asset. Financial assets are de-recognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the transfer of substantial risks and rewards is completed. Fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used is the current bid price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Various methods and assumptions are used, based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long term debt instruments held. Other techniques, such as discounted cash flows, are used to determine fair value for the remaining financial instruments.

Other Financial Assets

Other financial states (other than shares in subsidiaries) are initially recognised at fair value.

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They are then classified as, and subsequently measured under, the following categories:

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in the Surplus/Deficit. The classification of a financial asset depends on its cash flow characteristic and the Council and group's management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding, and is held within a management model whose objective is to collect the contractual cash flows of the

asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets. Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council and group may elect at initial recognition to designate an equity investment not held for trading a subsequently measured at FVTOCRE.

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates.

Subsequent measurement of financial assets at FVTOCRE

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognised in the Surplus/Deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to the Surplus/Deficit. The Council and group do not hold any debt instruments in this category.

Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain

or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council and group designate into this category all equity investments that are not included in their investment fund portfolio, and if they are intended to be held for the medium to long-term.

Subsequent measurement of financial assets at FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in the Surplus/Deficit.

Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

Instruments in this category include the Council and group's investment fund portfolio (comprising listed shares, bonds and units in investment funds) and LGFA borrower notes.

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Expected credit loss allowance (ECL)

The Council and group recognise an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to the Council and group in accordance with the contract and the cash flows they expect to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. They are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since

initial recognition, the Council and group consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council and group's historical experience and informed credit assessment and including forward-looking information.

The Council and group consider a financial asset to be in default when it is more than 90 days past due. The Council and group may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

Financial Liabilities

Financial liabilities comprise trade and other payables and borrowings. Financial liabilities (creditors, income in advance, loans, bonds and deposits) are initially recognised at fair value. Short-term payables are recorded

at the amounts payable. Financial liabilities with duration of more than 12 months are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method. Amortisation is recognised within surplus or deficit. Financial liabilities of less than 12 months' duration are recognised at their nominal value. On disposal, any gains or losses are recognised in the Surplus/Deficit.

a. Impairment of Financial Assets

At each balance date the Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the Surplus/Deficit.

b. Derivative Financial Instruments and Hedging Activities

The Council uses derivative financial instruments to hedge

its exposure to interest rate risks arising from operational, financing and investment activities. In accordance with the treasury policies of the respective group entities, we do not hold or issue derivative financial instruments for trading purposes, but derivatives are accounted for as trading instruments. Derivative financial instruments are recognised initially at fair value on the date a derivative contract is entered into and are subsequently re-measured at fair value. The gain or loss on re-measurement to fair value is recognised immediately in the Surplus/Deficit. The fair value of interest rate swaps is the estimated amount that would be received or we would pay to terminate the swap at the balance sheet date, taking into account current interest rates and the current creditworthiness of the swap counterparties.

c. Financial Guarantee Contracts

A financial guarantee contract requires the Council or group

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to make specified payments to reimburse the holder of the contract for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value. If a financial guarantee contract was issued in a stand-alone arm's-length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received, the fair value of the liability is initially measured using a valuation technique, such as considering the credit enhancement arising from the guarantee or the probability that the Council will be required to reimburse a holder for a loss incurred discounted to present value. If the fair value of a financial guarantee cannot be reliably determined, a liability is recognised at the amount of the loss allowance determined in accordance with the ECL model described in section 5 under the "Other Financial Assets".

Financial guarantees are subsequently measured at the higher of:

- The amount determined in accordance with the ECL model as described in Note 5; and
- The amount initially recognised less, when appropriate, cumulative as revenue.

7. Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less. They include all funds held for day-to-day management and do not include funds set aside for specific purposes (for example, Reserve Funds).

8. Accounts Receivable

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

We apply the simplified ECL model of recognising lifetime ECL for receivables. In measuring ECLs, receivables have been grouped into rates receivables and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Rates are "written-off":

- When remitted in accordance with the Council's rates remission policy; and
- In accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written off when there is no reasonable

expectation of recovery.

9. Inventories

Inventories are valued at the lower of cost (determined on a first-in, first-out basis) and net realisable value. This valuation includes allowances for slow moving and obsolete inventories.

10. Investments

Investments in bank deposits are recognised at cost plus accrued interest. This is considered fair value. Long term receivables and advances are recognised at cost plus accrued interest. Investments in associates are recognised at cost.

Investments and other shares are valued at fair value. Where there is an active market, fair value is determined by reference to published prices. Otherwise, fair value is determined by using a variety of valuation techniques. Movements in fair value will be taken through equity.

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11. Property, Plant and Equipment

Property, plant and equipment consist of operational assets, restricted assets and infrastructure assets.

All assets are recorded at cost/valuation less accumulated depreciation (with the exception of land, which is not depreciated).

For assets that are re-valued, the change in valuation is credited or debited to the asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the Statement of Financial Performance. Any subsequent increase on revaluation that offsets a previous decrease in value recognised in the Statement of Financial Performance will be recognised first in the Statement of Financial Performance up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset. Additions subsequent to revaluations are recorded at cost.

Disposals

An item of property, plant and equipment is de-recognised upon disposal or when no further future economic benefits or service potential are expected from its use or disposal.

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the Surplus/Deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Operational Assets

These include land, buildings, motor vehicles, plant and equipment and library books. Land and buildings are valued at fair value, as determined from market based evidence, by AON New Zealand, Registered Valuers, as at 31 March 2022. Valuations are generally carried out on a

three-yearly cycle unless market conditions require otherwise. Motor vehicles, library books and plant and equipment are valued at cost less accumulated depreciation.

Restricted Assets

These are Council assets that cannot be disposed of because of legal or other restrictions and provide a benefit or service to the community. Land and buildings are valued at fair value, as determined from market based evidence, by AON New Zealand, Registered Valuers, as at 31 March 2022. Valuations are generally carried out on a three-yearly cycle unless market conditions require otherwise.

Parks and Recreation Assets were valued at fair value by AON New Zealand, as at 31 March 2022. Valuations are carried out on a three-yearly cycle.

Heritage and Cultural Assets were valued at fair value by Ian Burgess, Registered Valuer, Quotable Value New Zealand Limited, as at 1 July

2001. This is considered deemed cost.

Infrastructural Assets

These are the fixed utility systems owned by the Council. Each asset type includes all items that are required for the network to function. Infrastructural assets (excluding land) have all been valued at optimised depreciated replacement cost by Beca Projects NZ Limited as at 30 June 2022. Valuations are generally carried out on a three-yearly cycle unless market conditions require otherwise.

Roading assets (excluding land under road) have all been valued at optimised depreciated replacement cost by WSP Limited as at 30 June 2022.

Land under roads was valued based on fair value provided by previous valuations in 2017. The valuation was carried out by Beca Projects NZ Limited. The Council has elected to use fair value of land under roads as at 30 June

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2017 as the deemed cost. Land under roads is no longer revalued.

Vested infrastructural assets values have been based on the actual quantities of infrastructural components vested and current “in the ground” cost of providing identical services.

All other assets are valued at historical cost less accumulated depreciation.

12. Depreciation

Depreciation rates for fixed assets are as follows:

Operational Assets

Operational assets are depreciated on a straight line basis.

Infrastructural Assets

Roading infrastructural assets are valued using the depreciated replacement cost method. There are a number of estimates and assumptions exercised when valuing infrastructural assets using the depreciated replacement cost

method. These include:

- Estimating any obsolescence or surplus capacity of the asset.
- Estimating the replacement cost of the asset, derived from recent construction contracts in the region for similar assets.
- Estimates of the remaining useful life over which the asset will be depreciated. These estimates can be affected by the local conditions such as weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, the Council could be over-or-underestimating the annual depreciation charge recognised as an expense in the statement of comprehensive revenue and expense. To minimise this risk, infrastructural assets’ useful lives have been determined with reference to the New Zealand Infrastructural Asset Valuation and Depreciation Guidelines published by the

National Asset Management Steering Group and have been adjusted for local conditions based on past experience. Asset inspections, deterioration, and condition modelling are also carried out regularly as part of asset management planning activities, to provide further assurance for useful life estimates.

Infrastructural assets (excluding land and roading assets) have all been valued at optimised depreciated replacement cost by Beca Projects NZ Limited, Registered Valuers as at 30 June 2022 and Roothing assets (excluding land under roads) have all been valued at optimised depreciated cost by WSP Limited, Registered Valuers as at 30 June 2022. Valuations are generally carried out on a three-yearly cycle unless market conditions require otherwise. Infrastructural land under roads is no longer revalued.

Certain infrastructural assets and land have been vested in the Council as part of the subdivisional consent process. The vested asset has been valued at the latest appropriately certified government valuation or at a mutually agreed market value or at a value determined through arbitration. Vested infrastructural assets have been based on the actual quantities of infrastructural components vested and current “in the ground” cost of providing identical services. All other assets are valued at historical cost less accumulated depreciation.

Depreciation

Depreciation rates for fixed assets are as follows:

Operational assets

Depreciation rates for operational assets are based on a straight line basis.

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Buildings	1.37% - 33.33%
Motor vehicles	4.00% - 15.60%
Plant and equipment	3.33% - 33.33%
Information systems equipment	10.00% - 50.00%
Library books	10.00% - 20.00%
Furniture and fittings	5.00% - 20.00%
Office equipment	4.00% - 20.00%

Infrastructure assets

Roading

Provision has been made for depreciation of significant components of the roading asset, based on their remaining lives.

These rates are:

Provision has been made for depreciation of those significant components of the roading asset, based on their remaining lives.

The significant component depreciation rates are as follows:

Traffic facilities, signs and markings	10-50 years	2.00 - 10.00%
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Bridges	50-100 years	1.00% - 2.00%
Footpaths	25-60 years	1.67% - 4.00%
Pavement surfacing	2-16 years	6.25% - 50.00%
Drainage and culverts	60-80 years	10.25% - 1.67%
Roading base-course	40-100 years	1.00% - 2.50%
Berms, markings, shoulder and formation	Not depreciated	

Water, Sewerage and Stormwater Reticulation Systems

Provision has been made for depreciation of components of the assets based on their remaining life.

Water reticulation	8-170 years	0.59% - 12.5%
Water treatment plants	5-100 years	1.00% - 20.00%
Water point	15-123 years	0.81% - 6.67%
Sewerage reticulation	50-200 years	0.50% - 2.00%

Sewerage treatment plants	14-130 years	0.77% - 7.14%
Wastewater point	10-124 years	0.81% - 10.00%
Wastewater station	10-100 years	1.00% - 10.00%
Stormwater pipes	40-150 years	0.67% - 2.50%
Stormwater point	20-110 years	0.91% - 5.00%

Restricted Assets

Heritage and Cultural Assets

Provision has been made for depreciation of components of the assets based on their remaining life.

23 - 250 years	0.40% - 4.35%
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Parks and recreation assets

Provision has been made for depreciation of components of the assets based on their remaining life.

6 - 15 years	6.67% - 16.67%
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Assets under Construction

Assets under construction are not depreciated. All costs are initially capitalised as work in progress. On completion, the cost is transferred to the relevant asset class and then depreciated.

13. Intangible Assets

Software licences are recognised at cost and amortised on a straight line basis over the life of the licence (three to ten years). A range from 10.00% to 33.33% per year is applied.

14. Impairment of Assets

At each balance date the Council assesses whether there is any objective evidence that any asset has been impaired. Any impairment losses are recognised in the Surplus/Deficit.

15. Employee Entitlements

Provision is made for employee benefits accumulating as a result of services rendered. This includes

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the Council's liability for annual leave and sick leave. Annual leave has been calculated on an actual entitlement basis at current rates of pay, while other provisions have been calculated on an actuarial basis at current rates of pay.

16. Landfill Post-Closure Costs

As operator of the District landfills, the Council has a legal obligation to provide on-going maintenance and monitoring services at landfill sites after closure. Post-closure costs are recognised as a liability when the obligation for post-closure arises. The provision is measured based on the present value of future cash flows expected to be incurred, taking into account future events including legal requirements, known improvements in technology and all other costs associated with landfills post-closure.

Amounts provided for landfill post-disclosure are capitalised to the landfill asset where they give rise to future economic benefits

to be obtained. Components of the capitalised landfill asset are depreciated over their useful lives.

The time needed for post-closure care is as per the resource consents issued by the TRC.

The discount rate used reflects current market assessments of the time value of money and the risks specific to the Council.

17. Community Loans

The Council has acted as guarantor for a number of sports clubs. These are valued in our financial statements at fair value, taking into account the likelihood of the Council being required to make payment on these loans.

18. Public Equity

Public equity is the community's interest in the Council, as measured by the value of total assets less total liabilities. Equity is dis-aggregated and classified to enable a clearer identification of the various components. Accumulated balances comprise

accumulated surpluses over the years.

Restricted and Statutory Reserves are funds subject to external restrictions accepted as binding by the Council, which may not be revised by the Council without reference to the courts or a third party. Investment Revaluation Reserves comprise accumulated valuation increments.

19. Leases

Leases where the Council substantially retains all of the risks and benefits of ownership of the leased items are classified as operating leases. Payments under these leases are charged as expenses in the periods in which they are incurred.

Leases that effectively transfer to the lessee substantially all of the risks and benefits incidental to ownership of the leased item are classified as finance leases. These are capitalised at the lower of the fair value of the asset or the present value of the minimum

lease payments. The leased assets and corresponding lease liabilities are recognised in the Statement of Financial Position. The leased assets are depreciated over the period the Council expects to benefit from their use.

20. Statement of Cash Flows

Cash means cash balances on hand, held in bank accounts, deposits on demand and other highly liquid investments in which the Council invests as part of its day-to-day cash management.

Operating Activities include cash received from all income sources and record payments made for the supply of goods and services. Agency transactions (for example, the collection of Regional Council rates) are recognised as receipts and payments in the Statement of Cash Flows given that they flow through the Council's main bank account.

Investing activities relate to the acquisition and disposal of non-current assets, while financing

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activities change the Council's equity and debt capital structure.

21. Allocation of Overheads

All support centre costs are passed onto activity centres as overheads. The basis of recovery is usage based on the step method.

22. Critical accounting estimates and assumptions

In preparing these financial statements we have made estimates and assumptions concerning the future that may differ from the actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are detailed below.

Infrastructural assets

A number of assumptions and estimates are used when performing the depreciated replacement cost valuation. These include:

- The physical deterioration and condition of an asset. This is mainly for the assets that are not visible (for example, underground utilities). There are on-going physical inspections and condition modelling assessments to improve information on these assets.
- Estimating any obsolescence or surplus capacity of any asset. Estimates are made of the remaining useful lives over which the assets will be depreciated. Published guidelines, component design lives and local conditions have been used to assist with the estimation of the remaining useful lives.

Critical judgements in applying accounting policies

Management has consistently applied the Council's accounting policies for the period ended 30 June 2024 and has not been required to exercise critical judgement in implementing these policies beyond what would be expected on a normal day to day basis.

23. Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred.