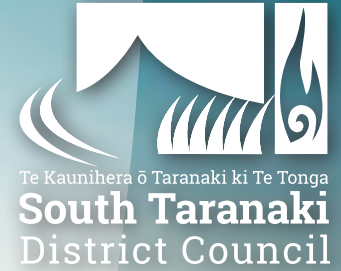


SOUTH TARANAKI

THE MOST

# LIVEABLE

DISTRICT



**2021 - 2031**

Hōtaka Anga Whakamua  
Long Term Plan

[www.southtaranaki.com/longtermplan](http://www.southtaranaki.com/longtermplan)

# Introduction

## Mihi

Ko Taranaki kei runga.  
Ko Aotea, ko Kurahaupō 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!

# Ihirangi

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# Te reo maioha ā te Koromatua me te Tumu Whakahaere

## Mayor and Chief Executive's Message

**We live in one of the best places in the world and our vision is to continue to build on our many strengths to make South Taranaki the most liveable District.**

In 2019 we asked you what you wanted to see for the future of South Taranaki. You told us you wanted us to encourage growth and vibrancy in our towns, take good care of our natural environment, develop our relationship with Māori and ensure our infrastructure continues to meet the community's needs. Over the past decade we've focussed on upgrading the District's water infrastructure, key community facilities and implementing projects to make South Taranaki a desirable place to live and do business. We now have a much-improved water network and, since our last Long Term Plan three years ago, we have progressed the Hāwera Town Centre redevelopment, Te Ramanui o Ruapūtahanga and the Nukumarū Station Road extension projects. The key challenges we face over the next ten years are how we:

- Support economic growth, especially

- after COVID-19
- Minimise the impacts of climate change
- Manage our environmental sustainability requirements, including how we pay for the rising costs related to meeting new environmental legislation
- Manage our debt while ensuring we complete our planned capital works programme

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
- Carry out our environment and sustainability strategy
- Create the conditions that encourage sustainable economic growth in the right places, with development of the South Taranaki Business Park, the

Western Hāwera Structure Plan and town centre upgrades for Manaia, Eltham, Ōpunakē, Pātea and Waverley.

At the same time we know we **need to keep rates at an affordable level**, so we are proposing to fund our key projects with a combination of loans, existing reserves, external funding sources and earnings from the Long Term Investment Fund, rather than through rates.

With an average rate increase of 3.99% over the next ten years, we believe our proposed Long Term Plan strikes the right balance between progress, affordability and providing the services and facilities our communities expect.



**Phil Nixon**

Koromatua o Taranaki ki te Tonga  
South Taranaki Mayor



**Waid Crockett**

Tumu Whakahaere  
South Taranaki District Council  
Chief Executive



SOUTH TARANAKI

THE MOST

# LIVEABLE

DISTRICT



Te Kaunihera o Taranaki ki Te Tonga  
**South Taranaki**  
District Council

## Section 1

Rautaki Anga Whakamua  
Strategic Direction

[www.southtaranaki.com/longtermplan](http://www.southtaranaki.com/longtermplan)



# Ngā Kaikōwhiri

## Elected Members

### Ō koutou Kaikaunihera Your Councillors



Andy Beccard



Mark Bellringer



Gary Brown



Celine Filbee



Aaron Langton



Steffy Mackay



Mayor Phil Nixon



Robert Northcott



Jack Rangiwahia



Diana Reid



Bryan Roach



Brian Rook



Chris Young

### Ō koutou Poari Hapori Your Community Boards



#### Eltham-Kaponga

Lindsay Maindonald, Sonya Douds, Karen Cave and Alan Hawkes



#### Pātea

Maria Ferris, Jacq Dwyer, Dianne Lance and Joanne Peacock



#### Taranaki Coastal

Sharlee Mareikura, Liz Sinclair, Andy Whitehead and Bonita Bigham.



#### Te Hāwera

Raymond Buckland, Nikki Watson, Wayne Bigham and Russell Hockley.

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

**SOUTH TARANAKI**  
**THE MOST**  
**LIVEABLE**  
**DISTRICT**



# Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

## Our Vision and Community Priorities

The purpose of local government as outlined in the Local Government Act 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, 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:

### **VIBRANT** **SOUTH TARANAKI**

(Cultural well-being)



A vibrant and creative District that celebrates diversity and has strong relationships with Iwi/Hapū.

### **TOGETHER** **SOUTH TARANAKI**

(Social well-being)



A District with healthy, safe, resilient, informed and connected people.

### **PROSPEROUS** **SUSTAINABLE** **SOUTH TARANAKI**

(Economic well-being)

(Environmental Well-being)



A prosperous District with a sustainable economy, innovative businesses and high quality infrastructure.



A sustainable District that manages its resources in a way that preserves the environment for future generations.

# Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

## Our Vision and Community Priorities

In 2018 and 2019 we undertook an extensive visioning exercise with our communities, asking our residents what they wanted to see for the future of South Taranaki. The feedback we received from this exercise was the basis for developing ten **Community Priorities**. You told us you wanted us to encourage growth and vibrancy in our towns, take good care of our natural environment, develop our relationship with Māori and ensure our infrastructure continues to meet the needs of the community.

### Our ten Community Priorities



Innovative and updated community facilities and services across the District



Community and Cultural activities, entertainment and events, particularly for youth



Cycleways and pathways for residents and visitors



Revitalise town centres



Stronger economic growth with more innovation, ideas, training opportunities and jobs



Improve and maintain roads and footpaths



Reliable and safe water supply, wastewater and stormwater



Strong relationships with Iwi and Hapū



Actively engage with the community particularly the youth



Our environment and most valued landscape features are protected

# Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

## Our Vision and Community Priorities

### Key Projects and Priorities to Support Our Vision

## VIBRANT COMMUNITIES

### Vibrant South Taranaki Cultural Well-being Community priorities

- Develop and implement Iwi-Council Partnership Strategy.
- 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.
- Complete Te Ramanui o Ruapūtahanga, South Taranaki's new Library, Culture and Arts Centre.
- Provide more resources in the Parks Team. From year 2 funding will be provided for a resource to co-ordinate volunteers and volunteer groups (\$100,000 pa). In Year 4 this will increase by a further \$224,000 pa to support an increase in the level of service we provide for the maintenance of parks and gardens across the District.
- Provide more resources in the Parks Team in

Year 4 so we can increase the level of service we provide for the maintenance of parks and gardens across the District (\$324,000 pa).

- Budget \$1.4 million to upgrade Council owned earthquake prone buildings.
- Continue to hold community events across the District such as Arts in the Park, Sounds on the Sand, Movies in the Park, Elektra.





# Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

## Our Vision and Community Priorities

### Key Projects and Priorities to Support Our Vision

## TOGETHER COMMUNITIES

### Together South Taranaki Social Well-being Community priorities

- Complete water treatment enhancement and water pressure improvements in Pātea (\$3.2 million).
- Spend an average of \$32.4 million pa on the road network, including average annual expenditure of \$920,000 on footpaths and \$750,000 each year for upgrading our bridges.
- Upgrade Waverley Swimming Pool (\$224,000) in 2023/24.
- Complete the District Pathways Programme including any pathways identified through the Town Centre Master Plans.
- Replace Ōhawe toilets in 2022 to 2024 (\$130,000) and Pātea toilets in 2024 to 2026 (\$360,000).
- Replace the Ōpunakē Beach retaining wall in 2021/22 (\$212,000).
- Undertake a **digital transformation** programme to replace our ageing digital infrastructure with more modern and efficient systems, so we can work more efficiently and our customers can connect and do business with us easily (\$3 million over five years).



# Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

## Our Vision and Community Priorities

### Key Projects and Priorities to Support Our Vision

## PROSPEROUS COMMUNITIES

### Prosperous South Taranaki Economic Well-being Community priorities

- Develop the **South Taranaki Business Park**
- Undertake **town centre upgrades in Pātea, Waverley, Manaia, Ōpunakē and Eltham.**
- Complete the **Nukumarū Station Road** extension project.
- Install water, wastewater and stormwater infrastructure for residential growth in the western Hāwera zone.
- Provide assistance to owners of commercial earthquake prone buildings.
- Collaborate with key organisations to develop a District Business Innovation and Enterprise Hub. Based initially in Hāwera, with the potential to expand to other towns, this initiative aims to support social and economic growth by providing a range of services such as co-working spaces, enterprise incubation, seed funding, training and

events. The aim is to grow entrepreneurial activity and create a vibrant and connected business start-up community in South Taranaki.

- **Subsidise rates** on average by \$6.5 million pa 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, rather than through rates.
- Collaborate with other Taranaki councils where appropriate to achieve efficiencies and cost savings.
- Continue work on the Hāwera town centre upgrades.



# Tō Mātou Aronga me ngā Whakaarotau-ā-Hapori

## Our Vision and Community Priorities

### Key Projects and Priorities to Support Our Vision

## SUSTAINABLE COMMUNITIES

### Sustainable South Taranaki Environmental Well-being Community priorities

- Implement our **Environment and Sustainability Strategy** which includes projects such as planting and restoring native species on Council owned properties, mapping and protecting the District's indigenous vegetation, developing an energy and **carbon reduction plan** and a **District climate change adaptation plan** to minimise the impact climate related events will have on South Taranaki.
- **Reduce the total amount of waste going to landfill by 5%** by 2023 through waste minimisation activities.
- **Improve our water and wastewater infrastructure** by reducing water loss (leakage) within our water networks and reducing water entering our wastewater networks (sewers).
- **Build new reservoirs** for the Waimate West, Ōpunakē, Waverley and Rāhotu water supplies.
- Find and **develop new water sources** for the Kāpuni, Eltham and Waverley water supplies.
- **Upgrade our wastewater network** and build new tertiary wastewater treatment plants for Waverley, Hāwera, Pātea, Kaponga and Manaia wastewater treatment plants.
- Maintain **Pātea Moles**.





# Te Hōtaka Anga Whakamua, Te Hōtaka ā-Tau me te Wātaka Pūrongo -Tau

## The LTP, Annual Plan and Annual Report Cycle

Section 93 clause 3 of the Local Government Act 2002 requires all councils to adopt their long term plan every three years, before the beginning of the financial year, which for this plan is 1 July 2021.

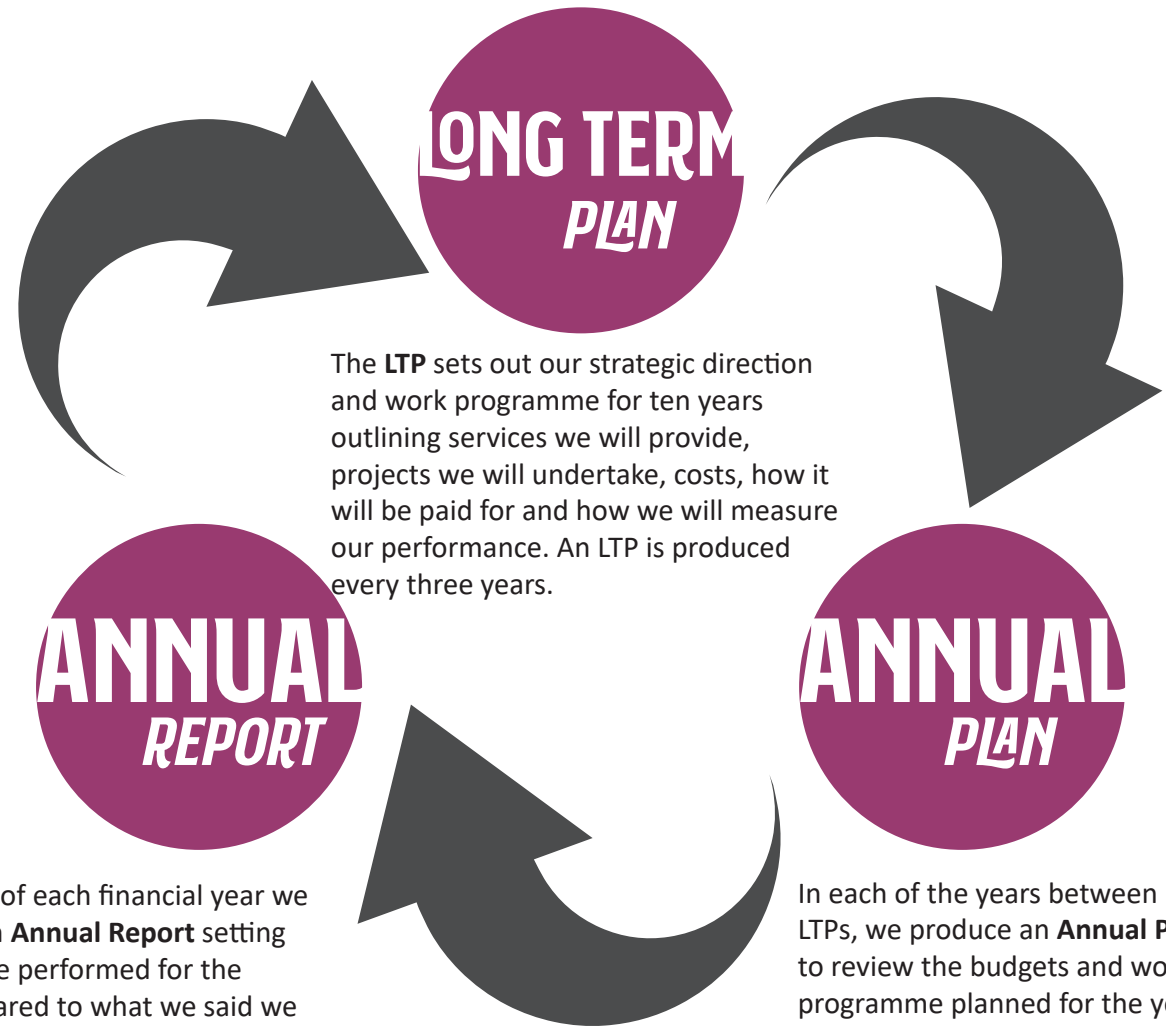
This Long Term Plan sets our long term vision for the services we deliver. In developing this Plan we firstly considered the likely future economic situation for South Taranaki, as well as projected population levels, our current strategies and the community's expectations towards services and our progress in achieving the community outcomes. Next we considered the service levels for each of the activities, matching them with appropriate customer-focused performance targets. We also reviewed the projects identified for each of the activities that were either needed to maintain agreed service levels or to enhance our current services.

The Consultation Document was audited by Audit NZ to ensure that 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.

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.

The **LTP** sets out our strategic direction and work programme for ten years outlining services we will provide, projects we will undertake, costs, how it will be paid for and how we will measure our performance. An LTP is produced every three years.

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



# Tirohanga Hōtaka Matua

## LTP Overview

### 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
- The ten key priorities identified by the community through the Community Visioning Exercise
- Upcoming projects, highlights and key issues for the District
- A commentary on the our financial health, the impacts on our debt profile, revenue sources and the significant differences
- About your rates – the impact of changes and increases in costs are represented by five examples of different property values
- 30 Year Infrastructure Strategy
- Financial Strategy

### 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

### C Tukanga Whakataunga Whakaaro Decision Making Process

- Significance and Engagement Policy – how we determine significance for decisions and consultation
- Policy on Building Māori Capacity to Contribute to Council Decision Making – our intended steps to build Māori capacity
- Significant Forecasting Assumptions

### 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 capital projects
- Debt ratios for borrowing limits
- Statement of Special Reserves Funds
- The Statement of Accounting Policies

Me pēwhea ngā tono e arahina mai te Hōtaka

# How submissions shaped the Plan

## Your feedback has helped shape this Plan

As part of the development of our LTP we asked the community about our key issues and proposals. Public consultation was open from 31 March to 7 May 2021. As part of this process our Consultation Document was distributed throughout the District accompanied by an awareness campaign involving radio, newspaper and social media. We listened to your feedback at our public meetings, coffee mornings, school events, clubs and associations and at the hearings we read through every submission that was received. In total 215 submissions

were made with 33 submitters speaking to their submissions at the hearings.

Through this process you told us what you liked and did not like about the proposals we were looking to include in our LTP and you provided insight into the things you consider are important for the future of our District. We would like to thank everyone for their time and effort taken to engage with us in this process.

The feedback you provided has been valuable in finalising the plan that reflects and balances various priorities in our communities.

## Environment and Sustainability Strategy



The draft Environment and Sustainability Strategy was one of the key proposals consulted on as part of the 2021-2031 LTP. The public were asked if they supported the Council fully funding the issues and actions in the Strategy or partially funding the Strategy. We received 144 responses on this proposal with 122 supporting option 1, to fully fund the Strategy and 22 supporting option 2, to partially fund it. Of the 22 responses

that partially supported option 2, 18 recommended that more funding be allocated.

Given the support received to implement the Strategy, the Council will be able to carry out a Biodiversity Restoration Project; identify, map and protect the District's remaining indigenous vegetation and ecosystems; develop and implement an energy and carbon reduction plan; plant more trees on Council-owned land; develop a District Climate Change Adaption Plan; and in partnership with the Stratford and New Plymouth District Councils, investigate building a commercial composting facility in South Taranaki.

### Support for the proposed Environment and Sustainability Strategy



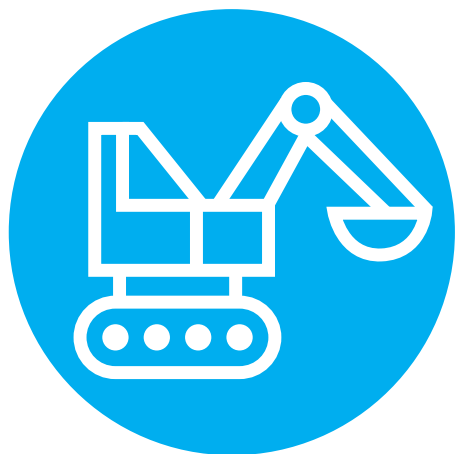
**WE WENT OUT WITH THREE  
BIG QUESTIONS.  
HERE'S WHAT YOU TOLD US.**



# Me pēwhea ngā tono e arahina mai te Hōtaka

## How submissions shaped the Plan

### South Taranaki Business Park



One of the Council's key themes for the 2021-2031 LTP is to encourage sustainable growth. The proposed business park would meet the demand from new and existing businesses to establish and grow. Three proposals were presented to the public: Option 1 was to complete all three stages of the business park; Option 2 was to complete stages one and two only; and Option 3 was to not progress beyond stage one.

We received 134 responses in relation to the South Taranaki Business Park with 106 supporting Option 1, to complete all three stages, 13 supporting Option 2, to complete stages one and two only, and 15 to not progress beyond stage one.

Given our commitment to encourage sustainable growth and the support we received to complete stages 1 through to 3, will be able to provide infrastructure for businesses to establish in the business park.

#### Support to complete stages 1 to 3 of the South Taranaki Business Park



### Town Centre Upgrades



Town centre upgrades for Pātea, Waverley, Ōpunakē, Manaia and Eltham were identified as part of the 2018-2028 Long Term Plan. In this LTP the community was asked to consider 3 options: Option 1, to complete upgrades for each of the five towns identified over ten years at a cost of \$10.6 million; Option 2, to reduce the budget and shorten the timeframes, for example complete the upgrades over five years at a cost of \$1 million per plan; or Option 3, to not undertake

any of the town centre upgrades. There were 136 responses in relation to town centre upgrades with 107 supporting Option 1, 17 supported Option 2, and 12 supported Option 3.

Each of the five communities identified for the town centre upgrades will be included in the development of the plans and identifying key projects.

We also received nine submissions requesting that Kaponga be considered for a town centre upgrade. This will be presented to the Council for consideration during development of the 2024-2034 Long Term Plan.

#### Support for the proposed Town Centre Upgrades



Me pēwhea ngā tono e arahina mai te Hōtaka

# How submissions shaped the Plan

## Parks and Gardens

The Consultation Document proposed an increase in resources from Year 4 (\$324,000pa) for parks and gardens. We received a number of submissions requesting that funding be brought forward earlier in the Plan. Based on these submissions and feedback from the public on the maintenance of some gardens around the District it was decided to increase the budget. Funding of \$100,000 has been included in Years 2 and 3 for a resource to co-ordinate volunteers and volunteer groups that would like to participate in the maintenance of gardens. In Year 4 this will increase by a further \$224,000pa to a total of \$324,000pa as proposed.

## Community Initiatives Fund

A new process for allocating funding to community groups and projects was introduced for this Plan. Funding requests would be considered outside of the Long Term Plan consultation process and a funding round would be co-ordinated from 1 July where community groups and organisations could apply to the Council.

Several submissions were received in support of funding for the Lake Rotokare Trust. It was agreed to increase the Community Initiatives Fund by \$60,000pa to ensure that Lake Rotokare Trust received an annual grant of \$60,000 to continue their work within the Reserve.

Te Kaupapa Here Whakawhanake Rahinga Iwi Māori kia  
Whakatakoto Whakataunga ā-Kaunihera

# Building Maori capacity to contribute to Council Decision-making Policy

## Whakarāpopoto Kāhui Kahika Executive Summary

We are committed to upholding the mana of Māori by building strong relationships with Iwi and providing opportunities for Māori to contribute effectively and actively in decision-making processes that will affect the wider community.

## Iwi

There are four recognised Iwi in South Taranaki – Taranaki, Ngāruahine, Ngāti Ruanui and Ngāa Rauru Kītahi. Their rohe are shown on the map.



## Ngā Kawenga Kaunihera Council's Role And Responsibility

To build and maintain opportunities for Māori to contribute to decision-making processes within the South Taranaki District.

To consider ways in which we will develop this process in the future.

## Te Koronga ā Te Kaupapa Here Purpose of the Policy

To provide opportunities for Māori to contribute to the Council's decision-making. The Council and Iwi will work collaboratively together to meet the needs of Māori, by developing strong relationships and decision-making partnerships including co-governance opportunities where these are identified by Iwi and/or the Council. The Council will actively promote te

# Te Kaupapa Here Whakawhanake Rahinga Iwi Māori kia Whakatakoto Whakataunga ā-Kaunihera

## Building Maori capacity to contribute to Council Decision-making Policy

reo Māori including the development of a Bilingual Policy and ensure Māori representation on Committees and decision-making groups.

### Ngā Whaingā Paetae Objectives

- To have direct appointments of Māori delegates to Committees and Portfolio Groups that allow Māori to have a voice in Committee decisions.
- To identify and investigate co-governance opportunities and relationships with Iwi.
- To employ a Pouherenga-a-Iwi / Iwi Liaison Advisor who will assist the liaison between Iwi and the Council.
- To implement the Te Reo Māori Policy that ensures the Council acknowledges and promotes the use of te reo Māori in everyday use throughout the organisation.

- To introduce a Bi-lingual Policy.
- To provide Te Reo Māori and Cultural workshops for all Councillors about the local rohe and the importance of Iwi engagement with the Council.
- To actively promote and participate in Māori activities within the District.
- To develop Mana Whakahono-ā-Rohe Agreements with local Iwi.
- To have quarterly Iwi forums to present and discuss upcoming activities of importance to Iwi.
- To work with Iwi on developing Council policy, strategies and statutory plans.
- To develop better communication by working with Iwi to produce articles and information to inform the Māori community.

### Kaupapa Here Policy

The Policy will look at building capacity for Māori to contribute to decision-making with the introduction of the following policies and initiatives:

#### 1. Herenga Tūturu Direct Appointments

1.1 Appointment of Māori representatives to Committees and Portfolio Groups. For example, Audit and Risk Committee, Environment and Hearings Committee, Policy and Strategy Committee and the Community Services and Infrastructure Services Portfolio Groups.

#### 2. Pouherenga-ā-Iwi Appoint an Iwi Liaison Advisor

2.1 Provide direction, advice and support to the Council, Chief Executive and staff on issues of

significance to Iwi/Māori.

2.2 Develop and maintain good relationships with Iwi/hapū.

2.3 Provide advice and support for the development of Council policy and strategic partnerships with Iwi/hapū.

2.4 Encourage Iwi/hapū participation by providing a point of contact, support and advice for the Iwi Liaison Committee members.

#### 3. Iwi-Council Partnership Strategy and Iwi Partnership Agreements

3.1 The four Iwi and the Council have agreed to develop an Iwi-Council Partnership Strategy and an agreement with each Iwi. The intention is to have the Strategy in place by the time the Council's 2021-2031 Long Term Plan takes effect and will identify and investigate co-governance opportunities and relationships with Iwi.

# Te Kaupapa Here Whakawhanake Rahinga Iwi Māori kia Whakatakoto Whakataunga ā-Kaunihera

## Building Maori capacity to contribute to Council Decision-making Policy

### 4. Te Kaupapa Here o Te Reo Māori – Te Reo Māori Policy

4.1 The introduction of a Te Reo Māori Policy to encourage and promote te reo Māori within the Council organisation and over time the District. The use of te reo Māori within Council owned buildings. To promote active use of te reo Māori in conversations and acknowledgements.

### 5. Te Tohu Reorua Bi-Lingual Signs

5.1 The development of bilingual signage around the community and the Council organisation to promote and encourage use of the language in South Taranaki.

5.2 This will be a long-term programme that will involve utilising Kaumatua and language experts of Taranaki to provide appropriate signage for the Iwi location.

5.3 Replacement of old signs with new bilingual signs.

### 6. Mahi-a-Iwi Active Participation In Māori Events

6.1 Assist Iwi activities with Council support by providing advice and/or resources.

6.2 To encourage the Council to actively participate in Iwi-led activities. To promote positive relationships at Iwi events and give support.

### 7. Awheawhe-a-Iwi Kaikaunihera Elected Members' Cultural Workshop

7.1 Hold a workshop to provide elected members with a basic and informative introduction to working and engaging with Iwi in a positive environment. A workshop will be held on an annual basis and will focus on assisting elected

members with pronunciation, local history, Iwi information and tikanga.

### 8. Mana Whakahono-Ā-Rohe

8.1 To develop Mana Whakahono-ā-Rohe (MWR) agreements with local Iwi under the Resource Management Act 1991.

### 9. Hui Tōpū-a-Māramarua Biannual Iwi Forums

9.1 Meet biannually with Iwi leaders for the discussion and recommendation of current issues pertinent to Māori, for example, the Iwi Chairs Forum. Presentation at Rūnanga hui by the Pouherenga-a-Iwi/Iwi Liaison Advisor on current Council activities that involve or affect Iwi.

9.2 Parihaka 18th and 19th Forum – the Pouherenga-a-Iwi/Iwi Liaison Advisor will attend biannually to give feedback and information

on Council activities relevant to Taranaki Iwi.

9.3 Kaumatua Kaunihera Hui – the Pouherenga-a-Iwi/Iwi Liaison Advisor will deliver information to Kaumatua on current Council activities that affect Iwi, for example, Kaumatua Kaunihera o Ngāruahine.

### 10. Pari Karangaranga Iwi Communications

10.1 The Council will continue with quarterly Huinga-ā-Iwi where Council activities and matters of interest to the Council and Iwi are discussed in an informal setting.



Te Kaupapa Here Whakawhanake Rahinga Iwi Māori kia  
Whakatakoto Whakataunga ā-Kaunihera

# Building Maori capacity to contribute to Council Decision-making Policy

## Kupu Whakamārama Definitions

**Council** means the South Taranaki District Council.

**Mana Whakahono-ā-Rohe** is an amendment under the Resource Management Act for an Iwi Participation Agreement.

## Mata Whakapānga Contacts

Taranaki Iwi  
<https://taranaki.iwi.nz/>

Te Korowai o Ngāruahine  
<https://ngaruahine.iwi.nz/>

Ngāti Ruanui Taranaki  
<https://www.ruanui.co.nz/>

Te Kaahui o Ngaa Rauru  
<http://www.rauru.iwi.nz/>

Te Kaunihera o Taranaki ki te Tonga /  
South Taranaki District Council  
<https://www.southtaranaki.com/>  
06 278 0555 or 0800 111 323

## Aromatawai a Te Kaupapa Here Review of Policy

This Policy shall be reviewed every three years as part of the Long Term Plan to ensure the Policy is effective and efficient in achieving the long-term goals in conjunction with the Iwi Liaison Committee.



SOUTH TARANAKI

# THE MOST LIVEABLE DISTRICT



Rautaki Pūtea  
Financial Strategy



# Rautaki Pūtea

# Financial Strategy

## About the Strategy

The purpose of this Financial Strategy is to help us prudently manage our finances as we work towards our vision of South Taranaki, the most liveable District. The Strategy guides us to consider proposals for funding and expenditure. It sets out our financial targets, explains how we will manage our resources and highlights areas where there will be a significant financial impact. The Strategy describes what we are aiming to achieve over the next ten years and states the effects of our proposals on our services, rates, debt and investments.

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 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 that help to make South Taranaki the most liveable District, such as town centre master plans, Te Ramanui o Ruapūtahanga civic centre and the South Taranaki Business Park. In this Plan we have capped debt levels at \$168m and we aim to limit rates increases to 4.75%.

This Strategy focuses on five themes:

### Encouraging sustainable growth

Population growth predictions for South Taranaki are low but we know the District has the space and the community appetite for sustainable growth. This LTP includes plans to create the conditions that encourage sustainable growth in key areas and reduce ad hoc development in areas without appropriate infrastructure. Encouraging sustainable growth is expected to benefit the District by providing new jobs, diversifying the

local economy and strengthening the rates base. Priority projects to encourage sustainable growth include the South Taranaki Business Park, the western Hāwera structure plan and town centre master plans for Ōpunakē, Manaia, Eltham, Pātea and Waverley.

### Ensuring environmental sustainability

A healthy environment is an important part of being a liveable District and our community has highlighted this as a priority. We have many services that directly affect the environment and New Zealand's environmental legislation is undergoing rapid change. This LTP includes plans to implement our Environmental Sustainability Strategy, with significant budgets and workplans covering climate change, biodiversity, air, waste, water, wastewater and stormwater, conservation, development and industry. We are working on how we can conserve the District's natural environment, increase biodiversity and develop an income stream from carbon credits.

### Managing our resources effectively

New Government standards, for water supply and wastewater, along with several of our resource consents coming up for renewal, requires significant new investment in infrastructure over the next ten years. Our ability to complete all the work in our capital works programme is always a challenge and COVID-19 has made this even more difficult by limiting access to resources; however, in 2020 we purchased a significant amount of pipe to complete key pipe renewals. We have also taken a more proactive approach to our capital works programme and split the funding allocated to a given project to better reflect the timeframes for completing work. This includes adding a design phase to the front end of capital projects, where appropriate. We need to balance the requirement for higher compliance standards with the community's ability to pay and we do this by spreading the cost of our infrastructure over the generations it will serve. Meeting new freshwater and wastewater compliance standards

# Rautaki Pūtea

# Financial Strategy

set by the Government is a priority in this Plan.

## **Keeping rates affordable**

*South Taranaki - the most liveable District* includes being an affordable place to live and do business. In every LTP, 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. We did not raise rates in the 2020/21 Annual Plan, as we knew many of our residents and businesses were facing a loss of income due to the COVID-19 lockdowns. We have spread the increased costs (\$722,000 in total) faced during this time over the first five years of the Plan, to lessen the burden on ratepayers. We aim to achieve the projects in this Plan without raising our rates above the cap of 4.75% per year (the Local Government Cost Index ten-year average of 2.75% plus 2% for 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 year four mainly to

allow for increased levels of service in that particular year. The projected rate increase in year four is 4.94%. The breach is not considered to be significant. The average rates increase for 2021/22 is 4.73% and the average for the next ten years is projected to be 3.99%. We will continue to seek external funds to help our community to pay for key projects.

## **Effective management of debt**

We always aim to find alternative ways to pay for infrastructure, including securing Government funding, where possible. We recognise that the infrastructure we build, maintain and operate serves the community over many generations. We use debt to fund new infrastructure, reflecting the intergenerational value of our water, wastewater, stormwater, roads and community facilities. We also fund the depreciation of our assets, so renewals are largely funded through depreciation. Gross debt levels are high and are capped at \$168m in this Plan. The debt is used to pay for vital infrastructure, to meet critical resource

consent conditions, to improve the performance of our assets and to meet new standards. Managing our debt effectively is a priority and this is why we are proposing to use funds from the Long Term Investment Fund fluctuation reserve to pay for town centre master plans and Hāwera town centre development (\$15.2m).

# Financial Strategy

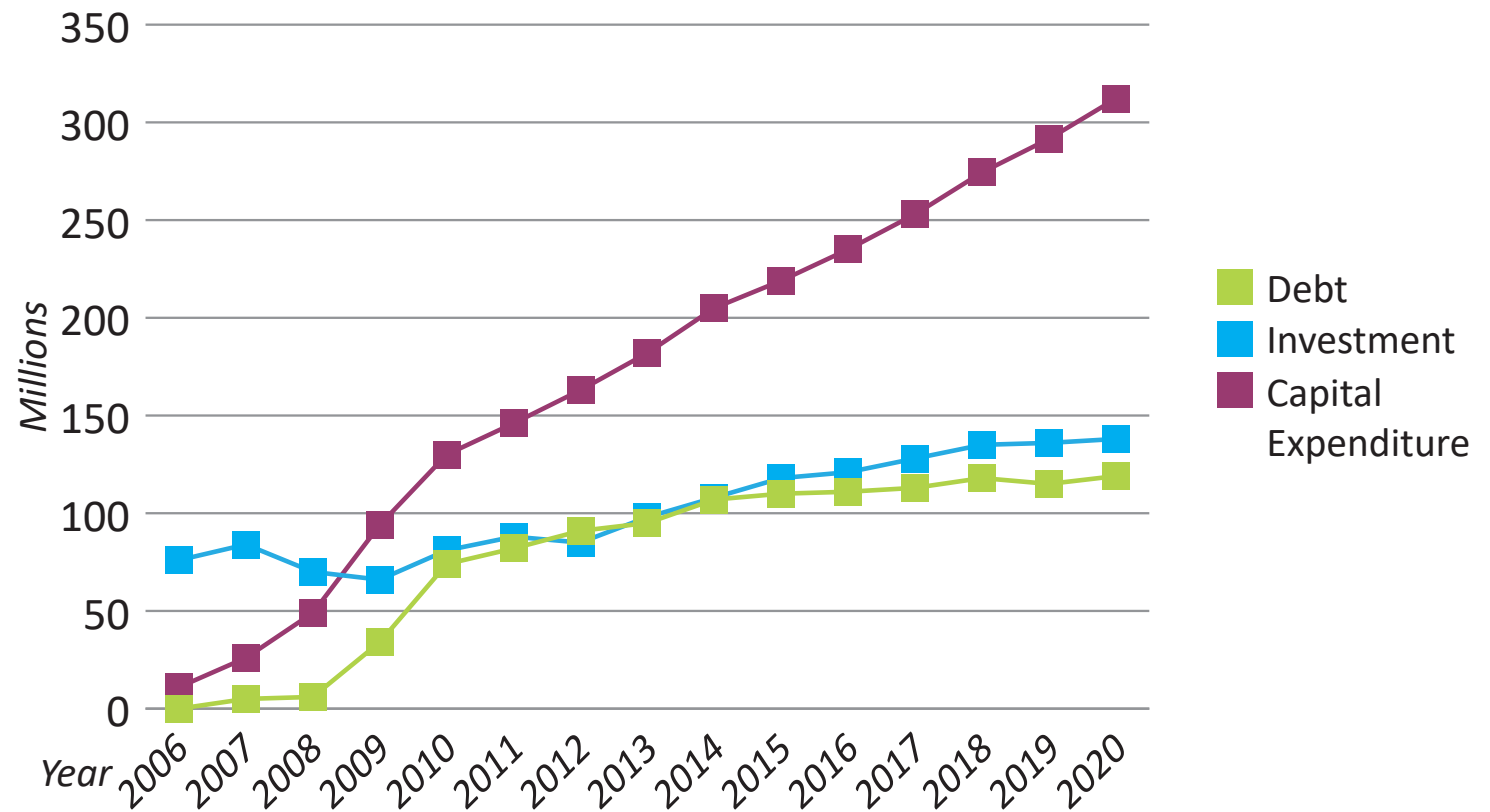
The following sections of this Financial Strategy provide the detail of how the priorities will be achieved.

## Our Current Financial Position

### Where Are We Now

Our financial position remains reasonably strong, in terms of continued increased investment income and total net assets and, as at 30 June 2020, our net debt was zero. However, our gross debt is high and increasing compliance costs mean that debt is expected to increase in the first seven years of this Plan. Our priority has been to consolidate and pay off debt up to now, but the priority has changed in this Plan to allow for the need to meet legislative compliance and sustainable growth. Despite this change, paying off debt remains a priority. The following two graphs demonstrate this.

Current Financial Position (\$m)

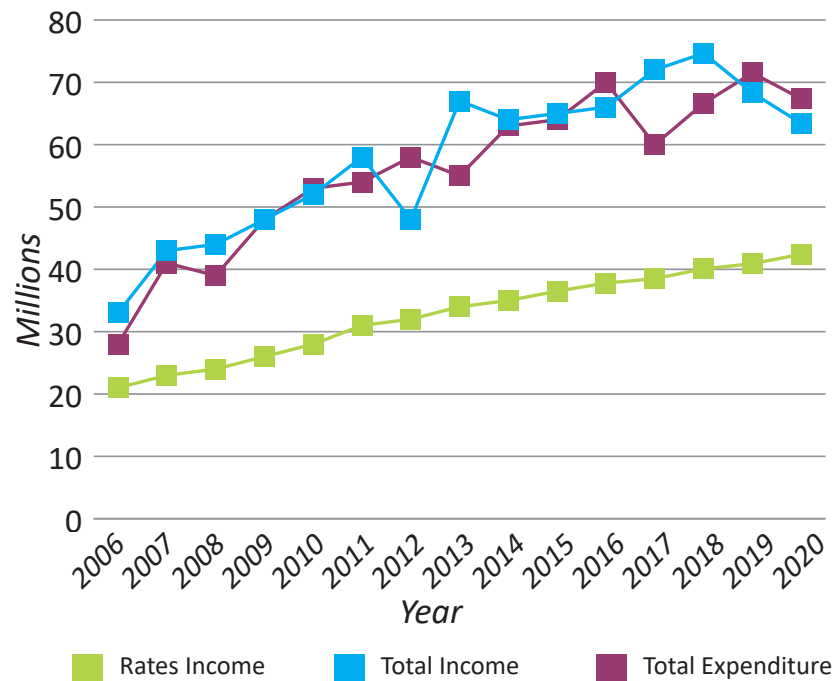




# Rautaki Pūtea

## Financial Strategy

### Income and Expenditure (\$m)



### Capital Works

Over the past two decades, we have implemented a capital works programme to bring our core infrastructure up to standard. The implementation of the New Zealand

Drinking Water Standards for potable water affected 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 renewals on the roading network and community facilities such as TSB Hub, Aotea Utanganui District Museum, Waverley and Normanby Community Centres, Public Toilets and Swimming Pool upgrades at Eltham, Kaponga, Waverley, Pātea and the Hāwera Aquatic Centre.

### Three Waters Reform

The Taumata Arowai – Water Services Regulator Act 2020 established a new Crown entity, Taumata Arowai – the Water Services Regulator. The new entity is responsible for administering and enforcing a new drinking water regulatory system. We will continue to manage our three waters services in the meantime until we have further information from the Government. We have budgeted for the significantly increased costs associated with the new regulations and 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.

As part of the Three Waters Reform, we have entered into a Memorandum of Understanding with the Government that will provide us with up to \$5.4m for infrastructure improvements. The first part of that funding (\$2.7m) has been received.

### 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 \$166.2m (includes internal borrowings) in 2027/28.

# Rautaki Pūtea

# Financial Strategy

## Effects of COVID-19

The Long Term Investment Fund (the LTIF) has performed very well over the past ten years with an average return of 7.50% on a target of 4% after inflation and fees. The effect of COVID-19 on our investment was considerable and the Fund was reduced by \$12m to \$137m in March 2020. In April and May 2020, the markets recovered as governments around the world introduced significant programmes to address the effects of the pandemic. This saw the LTIF fully recover by December 2020 and it is currently performing above expectations. We did not raise rates in 2020, as a measure to assist businesses and households who lost income during the Government enforced lockdowns. To achieve a 0% rate increase for that year we made a one-off payment of \$722,000 from the LTIF. The expenditure for 2020/21 was not reduced and the shortfall in rates income for that year has been spread over the next five years.

## Long Term Investment Fund

In 1997 the Council sold its shares in the power company, Egmont Electricity. The net proceeds from the sale (\$88m) were transferred to a Long Term Investment Fund. The LTIF remains our only long term investment fund and since that time the money held in the LTIF has grown to \$153m (January 2021, note, this includes internal borrowing.)

We contribute \$3.87m for a rates subsidy from returns on the LTIF on an annual basis, another \$1.73m for servicing the interest and loan repayments for specific community facilities and projects and \$860,000 for servicing the interest and loan repayments for the Hāwera Town Centre Strategy and projects associated with Earthquake Prone Buildings. In this way the LTIF has returned \$115m back to the community since 1997.

Since it began in 1997 to 30 June 2020, the LTIF has achieved an average gross return (before subsidy and inflation) of 7.02%.

## 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 mitigate the risk we employ investment advisors, Mercer to advise on the LTIF. We also have a Statement of Investment Policy and Objectives (SIPO), which outlines our preferred approach to portfolio diversification. Currently 60% of the LTIF is in growth investments and 40% is held in conservative investments. Mercer monitors the LTIF's performance on a daily basis and the Audit and Risk Committee meets quarterly to review the LTIF's performance and make any required decisions.

The impact of not receiving investment returns great enough to fund the annual rates subsidy, the servicing of repayments for specific community projects and facilities and the Hāwera Town Centre Strategy and projects associated with Earthquake Prone

Buildings would be \$6.5 million per year.

## Our Challenges

### Demographics

As with most rural councils the geographic land area of the District is large (362,000 ha) and includes several distinct urban settlements (seven main ones) connected by a sizeable network of roads. Each of the seven urban settlements has its own facilities (for example, LibraryPlus, hall, swimming pool, transfer station, parks, cemetery) and services (for example, kerbside rubbish and recycling collection). With only 14,800 rateable properties this is inherently a higher cost model than a city or large urban area, which can provide the same facilities in a more compact area. However, this relative higher cost model is considerably offset by the annual rates subsidy the LTIF provides to the ratepayers.

# Rautaki Pūtea

# Financial Strategy

Our services:

- 10 water treatment facilities
- 37 reservoirs
- 8 wastewater treatment facilities
- 1634 kms of roads, 229 bridges, 2,252 streetlights, 163 km footpaths and more than 96km of stormwater pipes.
- 7 transfer stations
- 7 libraries
- 7 campgrounds
- 7 swimming pools
- 9 urban halls and support to 34 privately owned halls
- 38 playgrounds
- 10 cemeteries
- 36 public toilets
- 65 pensioner housing units
- 220ha of parks and reserves
- TSB Hub , Aotea Utanganui Museum, Cinema 2 and the i-SITE

Due to the nature of our District, we face a number of challenges that will have an impact on our finances over the next 10 years:

- Increasing costs related to health and environmental compliance requirements;

- How we manage our debt levels;
- Supporting economic growth in the aftermath of COVID-19;
- Minimising the impacts of climate change; and
- Ensuring environmental sustainability.

To meet these challenges our focus for the next ten years is to:

- Complete key projects identified and started from our previous Long Term Plan;
- Continue to upgrade our water, wastewater and stormwater infrastructure with a focus on wastewater;
- Implement our Environment and Sustainability Strategy;
- Encourage sustainable economic growth with development of the South Taranaki Business Park, the Western Hāwera Structure Plan and town centre upgrades for Manaia, Eltham, Ōpunakē, Pātea and Waverley.

In 2010 we proposed some rationalisation of duplicated facilities and consulted the public on the

possibility of reducing the level of service or discontinuing some services. However, during the consultation process the public soundly rejected the proposals, preferring to retain the current model and levels of service and therefore pay a bit more for the services they received.

Our ongoing challenge is how 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.

## 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.

During the Long Term Plan process we considered total expenditure (including capital expenditure) in maintaining current levels of service (factoring in inflation 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.

# Rautaki Pūtea

# Financial Strategy

## Encouraging Sustainable Growth

Projected population growth for South Taranaki is low but there is significant interest in land development across the District and particularly in Hāwera. We want to encourage strategic, sustainable growth so we can maximise the benefits of new infrastructure. Historically, ad hoc development across the District has resulted in residential development sprawling into semi-rural areas and making infrastructure costs prohibitive.

In order to encourage strategic, sustainable growth, two urban growth areas have been identified in Hāwera. The first structure plan covers Hāwera West and is focused on residential development. The second is focused on industrial and business development through the South Taranaki Business Park, a strategic initiative designed to support the COVID-19 recovery and help drive investment, resilience, jobs and economic growth in the District.

The structure plans indicate where we support growth and where growth

is sustainable. In 2020, \$3m was allocated to stage one of the South Taranaki Business Park from the LTIF for water, stormwater and roading infrastructure. This funding will be largely recovered over time, through financial contributions. Funding of \$12.2m for stages two and three is included in this Plan and was a key proposal we asked the community to provide feedback on.

In 2015, we adopted the Hāwera Town Centre Strategy, which includes a series of specific actions that enable positive change to continue to take place in the Hāwera Town Centre. The realignment of roading networks in the centre, along with the creation of lanes and other connections have started to lift the visual and functional amenity of the town centre. We purchased the building on the corner of High and Regent Streets for the development of Te Ramanui o Ruapūtahanga civic centre. Demolition is underway and construction is expected to be finished by the end of 2022. We allocated an additional \$4.6m to Hāwera Town Centre Strategy projects in this Plan,

which will be funded through the LTIF's fluctuation reserve.

We worked with the community to develop town centre plans for Eltham, Manaia, Ōpunakē, Pātea and Waverley. We have included \$10.6m to implement the plans over the next 10 years. This work will be funded through the LTIF's fluctuation reserve.

## Ensuring environmental sustainability

Environmental sustainability and climate change are important issues that affect 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 have developed an Environment and Sustainability Strategy that identifies the impact we have on our environment and looks at changes we can make in order 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 that we sought the community's feedback on.

## Managing our resources effectively

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 it's affordability for the community.

The projections for all infrastructure activities are driven by our Asset

# Rautaki Pūtea

# Financial Strategy

Management Plans (AMPs) and the Infrastructure Strategy.

## Water Supply

We plan to spend \$147.1m 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 and other income.

We have included funding of \$96.8m in this Plan for capital expenditure on water supply. This expenditure is funded through depreciation, financial contributions, capital contributions and loans.

Based on the information in the asset database there will be a significant apparent spike in renewals of \$19.8m in 2023/24 and \$17.3m in 2025/26.

The impact of spending an additional \$15m in 2023/24 and \$11m in 2025/26 would be an additional average rate increase of 5.80% in 2023/24 and 3.5% in water rates. This would also require additional borrowings of that amount. 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 largely align with 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 \$82.1m on wastewater operational costs over the next ten years. Operational expenditure is funded through targeted rates, trade waste charges and other income. We have included \$64.8m in this Plan for capital expenditure on wastewater over the next ten years, funded from depreciation, financial contributions, capital contributions and loans.

The asset database indicates a significant apparent spike in renewals of \$11m in 2023/24. Spending a further \$9.4m would increase rates by an additional average of 7.9% in 2023/24. 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 renewals 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 over a number of years.

## Stormwater

We have included \$15.9m of operational expenditure for the stormwater activity over the next ten years, funded from the general rate. We have planned \$10.2m of capital

expenditure in the next ten years, which is funded from depreciation, financial contributions, capital contributions and loans.

Using the information in the database, there will be a significant apparent spike in renewal expenditure of \$5.7m in 2023/24. The impact of an extra \$5.4m would be an additional average rate increase of 1.1% and would also result in additional borrowings of that amount. The likelihood of this scenario is low as we have allowed for this expenditure to be spread over a number of years. The Infrastructure Strategy further explains the risk and reasons for spreading the renewal programme over a longer period.

## Roading

We are planning to spend \$212.9m in the next ten years on operational expenditure for the Roothing activity. This expenditure is funded from the Roothing Rate, Waka Kotahi New Zealand Transport Agency (Waka Kotahi) subsidy, financial contributions, grants and other income. We plan to spend \$111.2m in the next ten years on capital expenditure for the Roothing



# Rautaki Pūtea

## Financial Strategy

activity, funded by depreciation, capital contributions, Waka Kotahi Subsidy and the Rooding Rate.

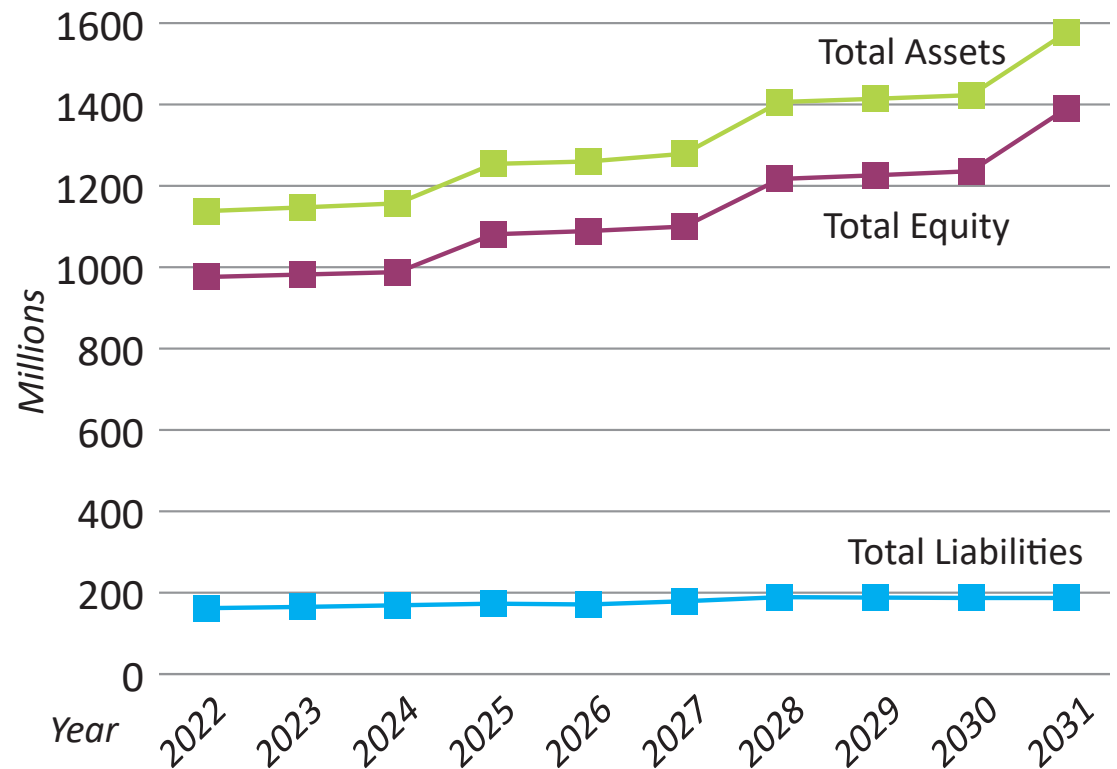
Using the database, there is a significant apparent spike in renewal expenditure of \$60m in 2021/22. The renewals consist largely of roading basecourse that is beyond its expected remaining life as per the database. We use asset condition to determine our forward renewal programme. While the roading 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 to be revised to match actual condition.

### Forecast Financial Position – so what will happen to our 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 \$979.8 million to \$1.4 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 (\$m)

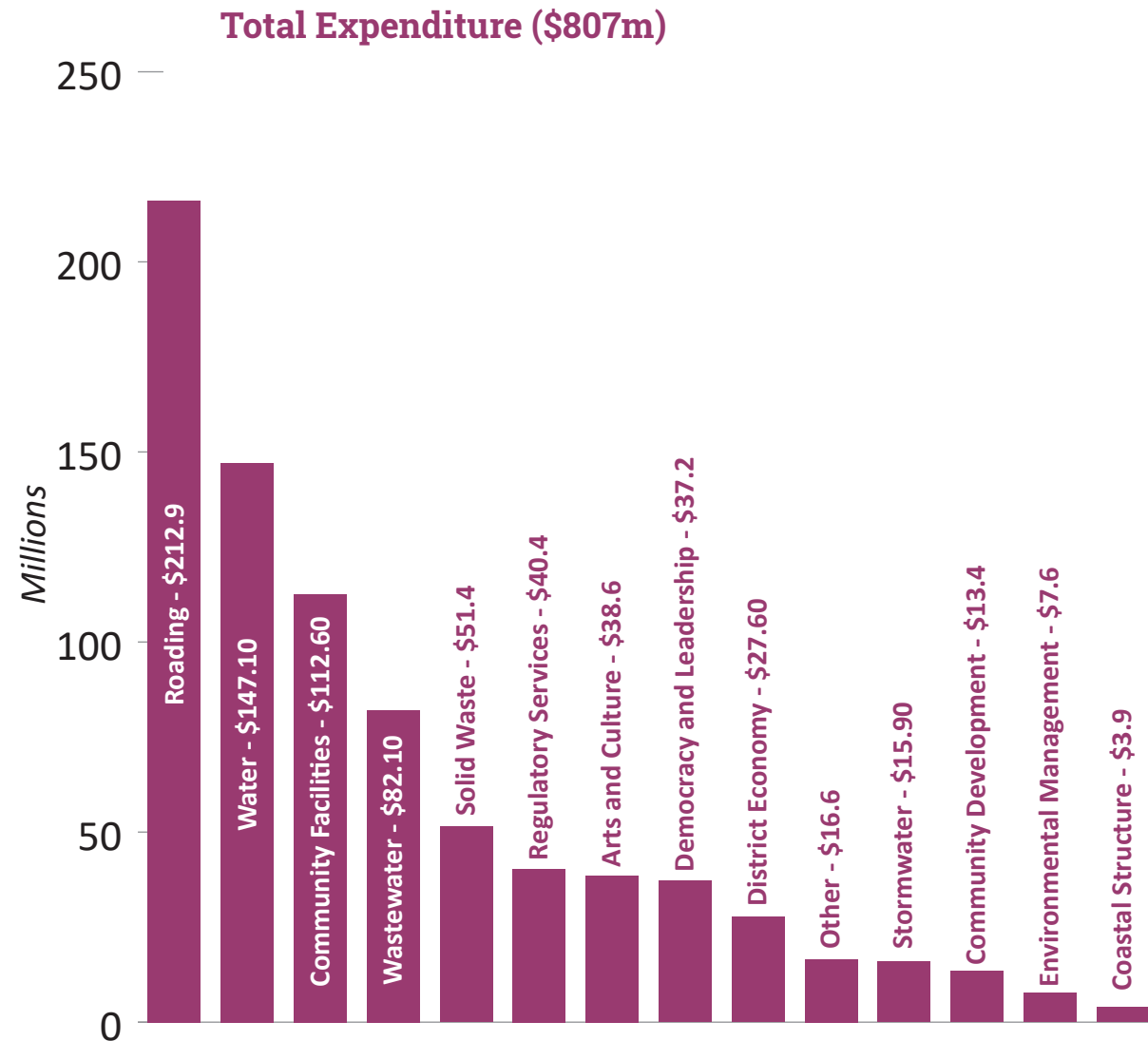


# Rautaki Pūtea

## Financial Strategy

### Forecast Expenditure and Income (over the next 10 years)

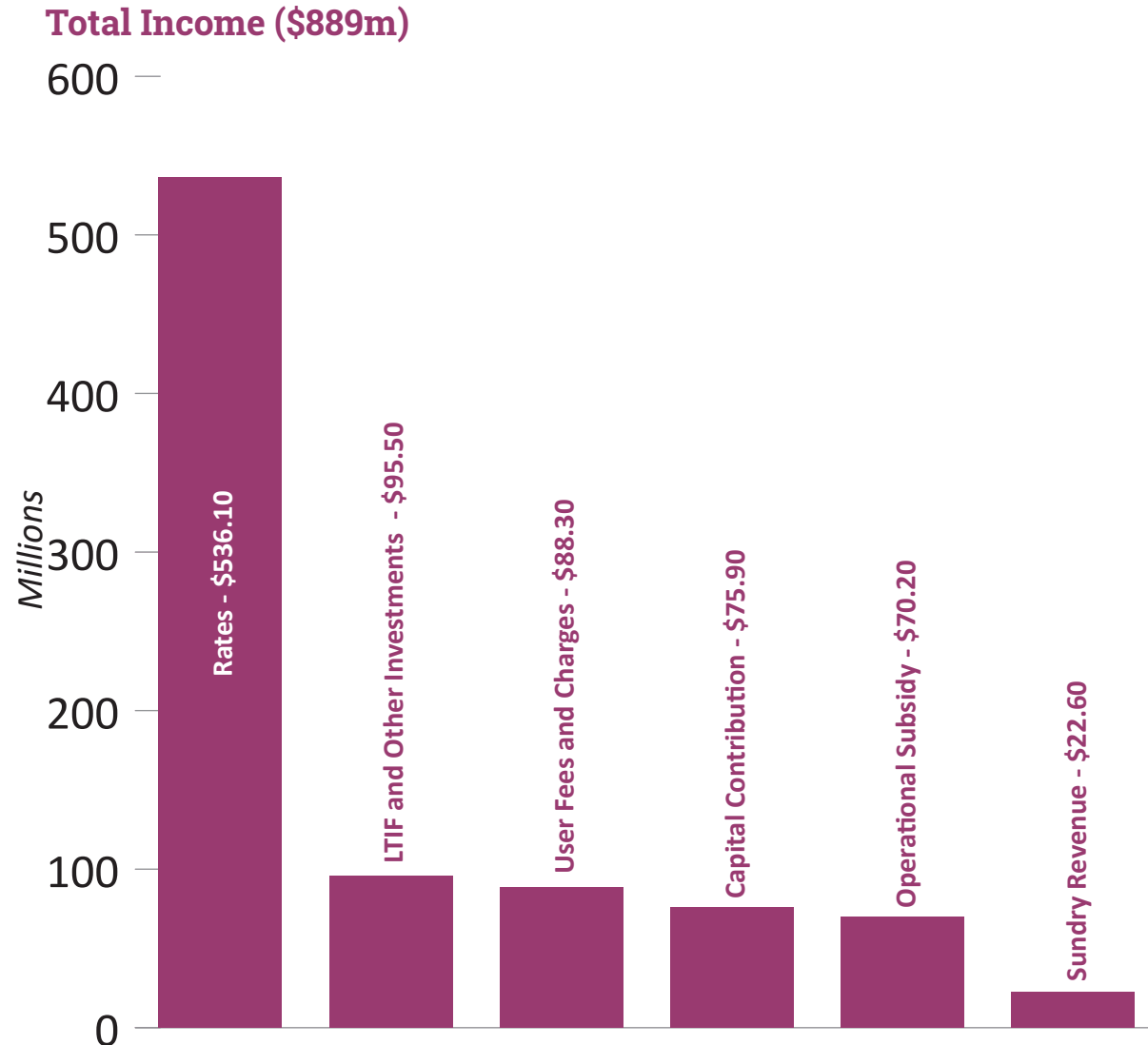
The forecast expenditure shows what we intend to spend on each group of activities. The forecast spending on water, wastewater, stormwater, roading, solid waste and community facilities totals about 77% of our overall spending.



# Financial Strategy

## Forecast Income (over the next 10 years)

The following graph shows the income we are forecasting from different sources. Our income from rates makes up about 60% of the total income, followed by 11% from the LTIF.



# Rautaki Pūtea

## Financial Strategy

### Keeping rates affordable

#### Limits on Rates and Rates Increases

Our total rates income is forecast to increase from \$42.9m in 2020/21 to \$44.0m in 2021/22 and to \$61.8m by 2030/31. We want to provide ratepayers with a degree of certainty over future rates movements and propose to limit average rate increases over the next 10 years to no more than 4.75%. This 'cap' is made up of the forecast 2.75% increase in the Local Government Cost Index (LGCI) plus 2%, for District growth and some changes to levels of service.

The majority of our forecast income for 2021/22 will be made up of rates (58%), investment income and subsidies (19%) and user fees and charges (9%).

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

#### The District Rate (includes General Rates, UAGC and the Rooding Rate)

In 2021/22 the District Rate will increase by 3.75%. Over the ten years it will increase by an average of 3.63% per annum. The increase mainly reflects inflation and increased costs related to anticipated maintenance, repairs and renewal expenditure.

#### Targeted Rates

The wastewater targeted rate will increase by an average of 5.78% per annum over ten years.

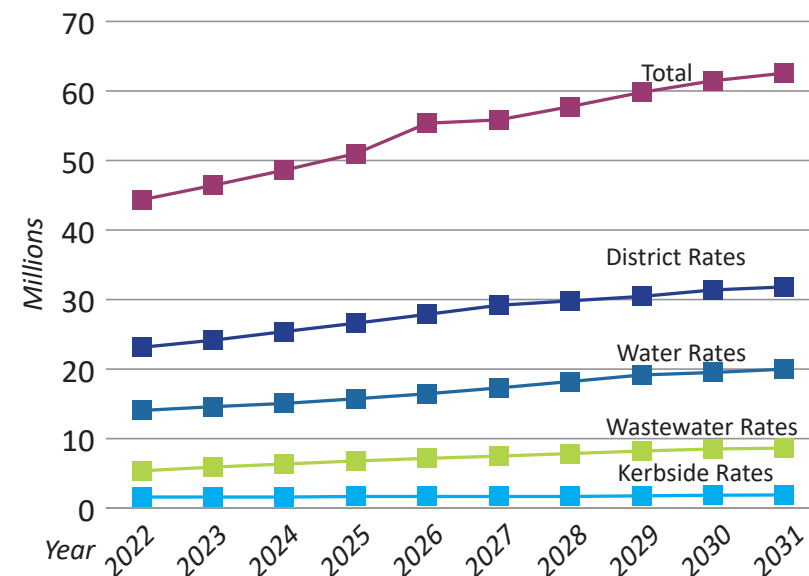
The kerbside collection rate will reduce by 17.39% in 2021/22 to \$218.50, down from \$264.50 in 2020/21. It will remain the same until 2023/24, increase by 5.26% in 2024/25 and then remain the same until 2027/28. The rate will increase by an average of 4.01% per year for the remaining three years.

The urban water targeted rate will increase by an average of 3.70% per year 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 2.63% per year, over ten years. For all other users, the rate will increase by an average of 3.45% per year over ten years. From 2025/26, the per cubic metre rate for town, high and extra high users will be the same.

### Future Rates (\$m)



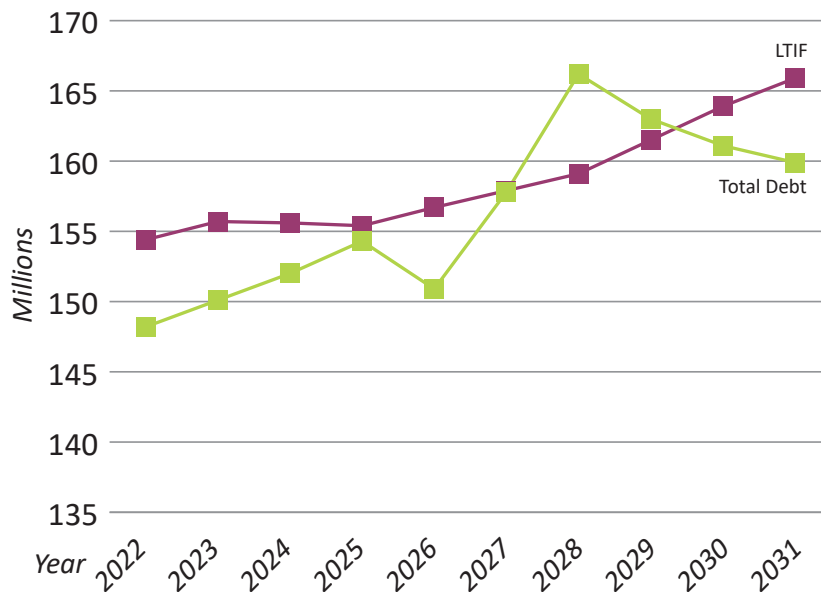
# Rautaki Pūtea

## Financial Strategy

Our debt is forecast to be \$166.2m in 2027/28, reducing to \$159.9m in 2030/31. (These numbers include internal borrowing).

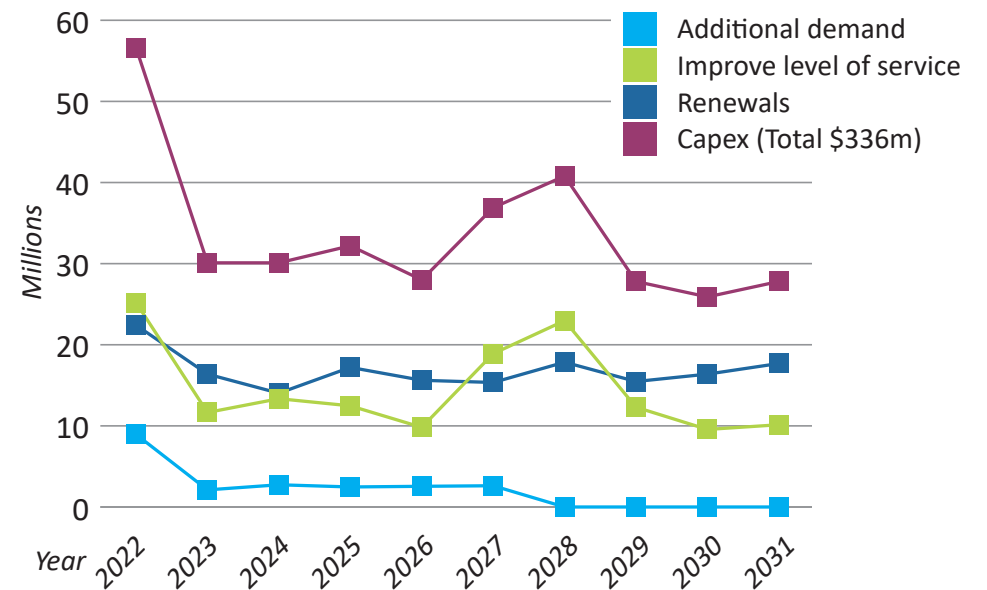
The LTIF is forecast to be \$159.1m in 2027/28 increasing to \$165.9m in 2030/31. (These numbers include internal borrowing).

### Forecast Debt and LTIF (\$m)



Our total forecast capital spending is \$336m for the ten years. The total capital spent on infrastructure assets is forecast at \$282.9m for the ten years. We have completed the final stages of our major network infrastructural improvements and spending will mostly be on renewals for the next 10 years, except for the Hāwera Town Centre Strategy projects.

### Forecast Capital Expenditure (\$336m)





# Rautaki Pūtea

# Financial Strategy

## Effective Management of Debt

### How will we manage our debt?

We have incurred debt to help pay for infrastructure across the District. We could pay off debt by using our investments; however, we consider it is more prudent to continue borrowing while the cost of borrowing is low and the return on investments outweighs the cost of financing debt and associated debt repayment. Our focus is to make sure the debt repayment profile matches the life of the assets and the repayment period for loans will on average be 30-35 years.

Before taking on new debt, we need to 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.

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 funding at cheaper rates than previously. Over the last six years we have used these savings to increase loan repayments.

### Our Net Debt

If you consider our peak debt of \$166.2m and our investment Fund of \$159.1m in 2027/28, including internal borrowing, our net debt is expected to be \$7.1m in 2027/28. We are forecasting to repay about \$66.1m (including \$12.4m for internal loan repayment) in loan repayments for the next ten years and forecast a \$99m increase in new loans over the same period. The repayment periods for loans will on average be 30-35 years.

It is important to highlight the risk associated with the LTIF and as a result the net debt position can go down or up depending on the performance of the LTIF. The worst case scenario is the net debt position being \$140m

by 2030/31, if the LTIF performed at a negative return for the next ten years, although the risk of this happening is extremely remote. We believe the forecast debt levels are sustainable as they are within the Liability Management Policy limits.

# Rautaki Pūtea

## Financial Strategy

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

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Net Debt as a % of total income <150%	(16%)	(12%)	(9%)	(7%)	(11%)	(8%)	(2%)	(12%)	(24%)	(34%)
Net Interest Exp.% of total Rates <25%	5%	4%	4%	4%	3%	2%	2%	1%	0%	1%
Net Interest Exp.% of Total Annual Income < 15%	3%	2%	3%	2%	2%	1%	1%	1%	0%	0%
Net Debt per Capita < \$2000	(\$420)	(\$331)	(\$260)	(\$191)	(\$333)	(\$246)	(\$63)	(\$399)	(\$800)	(\$1,162)

We will maintain our liquidity ratio at a minimum of 110% as per the 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 within time. Increasing loan 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 various ratios between fixed and floating interest rates. We review the

Policy on a regular basis and Price Waterhouse Coopers provides regular advice to manage the risk.

### 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.

### Security for Borrowing

We provide securities against our borrowings from external lenders. We recently provided a guarantee to the LGFA and the amount of the guarantee will be reduced as more councils join the LGFA as shareholders in the future.

We provide different types of guarantees, such as our assets and rates revenue.

### Economic Climate and Population

South Taranaki continues to grow marginally and mostly in the residential sector. The District will continue to feel pressure to maintain, create and improve infrastructure at affordable rates. Our forecasting assumption for population change and change in land use assumes the risks for growth and change in land use are low.

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.

# Rautaki Pūtea

## Financial Strategy

### Return on Investments

Our LTIF strategy clearly states the objectives and risks associated with the Investment Fund. After seeking advice from our Investment Advisor, we believe the investment mix (listed on the next page) reflects the appropriate mix to achieve our objectives:

- To deliver income to subsidise rates by \$3.87m each year and an additional subsidy of \$1.73m to service loans for specific community projects and \$860,000 for the Hāwera Town Centre Upgrade and Earthquake 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 has been established at a level appropriate for the risk.
- The LTIF aims 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).

The LTIF currently has a healthy inflation fluctuation reserve (IFR) of approximately \$32m. As a result, we are proposing to use \$15m from the IFR to fund some of the projects relating to town centre developments including additional funding for the Hāwera Town Centre Project.

After seeking advice from our Investment Advisor, we have determined a Strategic Asset Allocation or Benchmark Portfolio that, in our view, best reflects our risk preference and is appropriate given our investment objectives:

Sector	Benchmark %	Ranges %
Trans-Tasman Equities	12.5	7.5 – 17.5
Global Equities	31.0	21.0-41.0
Low Volatility	6.5	0.0-13.0
<b>Total Equities</b>	<b>50.0</b>	
Global Property	5.0	0.0-10.0
Global Listed Infrastructure	5.0	0.0-10.0
<b>Total Real Assets and Alternatives</b>	<b>10.0</b>	
Total Growth Assets	60.0	50.0-66.0
NZ Fixed Interest	9.0	6.0-12.0
Global Fixed Interest	26.0	18.0-34.0
Cash and Short Term Securities	5.0	0.0-15.0
<b>Total Income Assets</b>	<b>40.0</b>	<b>34.0-50.0</b>

We have budgeted for the LTIF to return an average of 4% (net of fees and inflation) over the next ten years. According to the risk associated with

the LTIF, 63% of the LTIF is currently invested in Global Equities, Trans-Tasman Shares, Global Property and Global Listed Infrastructure. These investments are subject to market movements and the LTIF has a potential risk of losing its value completely; however, as mentioned previously the risk is extremely remote.

### Affordability

Our costs (Local Government Cost Index) are increasing at a higher rate than the consumer price index. 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.

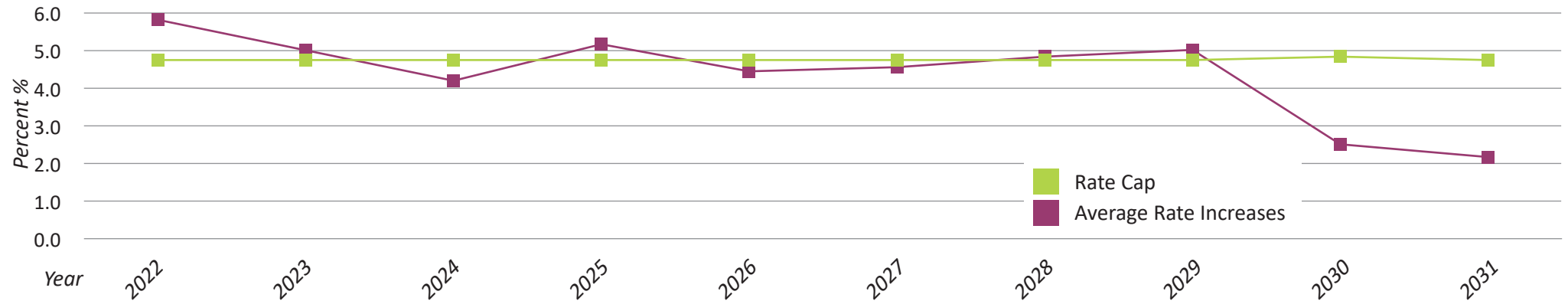
# Rautaki Pūtea

# Financial Strategy

## Total Rate Limit (review for next 10 years)

Rate Cap	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
LGCI	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Plus 2%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Total Rate Cap	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>	<b>4.75%</b>
Average Rate Increases	4.73%	4.68%	4.72%	4.94%	4.61%	4.64%	3.43%	3.54%	2.80%	1.77%
Difference	<b>0.02%</b>	<b>0.07%</b>	<b>0.03%</b>	<b>-0.19%</b>	<b>0.14%</b>	<b>0.11%</b>	<b>1.32%</b>	<b>1.21%</b>	<b>1.95%</b>	<b>2.98%</b>

## Targeted Rates - Rate Cap vs Increase



### Explanation:

The total rate limits on the overall rate collection is on average 4.75% for the ten years. Our rate increases for the next ten years total rate collection is 3.99% on average.

# Rautaki Pūtea

# Financial Strategy

## Mō ō Reiti / About Your Rates

### Ten Year Projections for General and Targeted Rates (includes an allowance of inflation) - Including GST

	For the year ended 30 June	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>RATE</b>												
District Rate*		0.00%	3.75%	4.39%	5.20%	4.72%	4.76%	4.71%	2.14%	2.15%	3.08%	1.39%
General Rate – Cents per \$		0.08783	0.09225	0.09439	0.10004	0.10359	0.10676	0.10740	0.10340	0.10494	0.10430	0.10284
Roading Rate – Cents per \$		0.06789	0.06372	0.06738	0.06979	0.07412	0.07873	0.08610	0.09221	0.09355	0.10098	0.10493
UAGC		\$604	\$663	\$700	\$740	\$776	\$818	\$862	\$896	\$926	\$949	\$965
<b>TARGETED RATES**</b>												
Water Targeted Rate		\$624	\$661	\$690	\$713	\$730	\$759	\$794	\$828	\$863	\$874	\$897
Wastewater Targeted Rate		\$679	\$759	\$834	\$897	\$960	\$1,006	\$1,047	\$1,093	\$1,139	\$1,173	\$1,185
Kerbside Collection Rate		\$265	\$219	\$219	\$219	\$230	\$230	\$230	\$230	\$242	\$253	\$259
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
<b>WATER BY METER RATES PER CUBIC METRE</b>												
Town		\$2.62	\$2.75	\$2.86	\$2.94	\$3.05	\$3.16	\$3.29	\$3.43	\$3.57	\$3.61	\$3.68
Urban Water High User		\$2.62	\$2.75	\$2.86	\$2.94	\$3.05	\$3.16	\$3.29	\$3.43	\$3.57	\$3.61	\$3.68
Urban Water Extra High User		\$2.84	\$2.97	\$3.06	\$3.11	\$3.13	\$3.16	\$3.29	\$3.43	\$3.57	\$3.61	\$3.68
Waimate West / Inaha Water		\$1.08	\$1.10	\$1.13	\$1.16	\$1.22	\$1.28	\$1.33	\$1.40	\$1.46	\$1.48	\$1.51

\* 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)



# Rautaki Pūtea

# Financial Strategy

## Hei Tauira Reiti - me te GST / Rating Examples – Including GST

Below are six property examples to show the impact of the rates increases for the next ten years.

### Urban \$320,000 capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$281.07	\$295.20	\$302.06	\$320.13	\$331.48	\$341.64	\$343.68	330.88	335.79	333.76	329.10
Roading	\$217.26	\$203.90	\$215.61	\$223.34	\$237.20	\$251.95	\$275.51	295.09	299.35	323.14	335.78
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	896.39	926.10	949.15	965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	828.00	862.50	874.00	897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	1,092.50	1,138.50	1,173.00	1,184.50
Kerbside	\$264.50	\$218.50	\$218.50	\$218.50	\$230.00	\$230.00	\$230.00	230.00	241.50	253.00	258.75
<b>Total Rates</b>	<b>\$2,669.78</b>	<b>\$2,801.01</b>	<b>\$2,960.26</b>	<b>\$3,111.53</b>	<b>\$3,264.82</b>	<b>\$3,406.58</b>	<b>\$3,551.28</b>	<b>3,672.86</b>	<b>3,803.74</b>	<b>3,906.05</b>	<b>3,970.34</b>
<b>Increase each year</b>		<b>\$131.23</b>	<b>\$159.25</b>	<b>\$151.27</b>	<b>\$153.28</b>	<b>\$141.76</b>	<b>\$144.70</b>	<b>121.58</b>	<b>130.88</b>	<b>102.31</b>	<b>64.28</b>
<b>Percentage increase</b>		<b>4.92%</b>	<b>5.69%</b>	<b>5.11%</b>	<b>4.93%</b>	<b>4.34%</b>	<b>4.25%</b>	<b>3.42%</b>	<b>3.56%</b>	<b>2.69%</b>	<b>1.65%</b>



## URBAN

### Urban \$480,000 capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$421.60	\$442.80	\$453.09	\$480.19	\$497.21	\$512.45	\$515.52	\$496.32	\$503.69	\$500.64	\$493.65
Roading	\$325.89	\$305.85	\$323.42	\$335.02	\$355.80	\$377.92	\$413.27	\$442.63	\$449.03	\$484.71	\$503.67
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	\$828.00	\$862.50	\$874.00	\$897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	\$1,092.50	\$1,138.50	\$1,173.00	\$1,184.50
Kerbside	\$264.50	\$218.50	\$218.50	\$218.50	\$230.00	\$230.00	\$230.00	\$230.00	\$241.50	\$253.00	\$258.75
<b>Total Rates</b>	<b>\$2,918.94</b>	<b>\$3,050.56</b>	<b>\$3,219.10</b>	<b>\$3,383.27</b>	<b>\$3,549.15</b>	<b>\$3,703.37</b>	<b>\$3,860.87</b>	<b>\$3,985.85</b>	<b>\$4,121.31</b>	<b>\$4,234.50</b>	<b>\$4,302.78</b>
<b>Increase each year</b>		<b>\$131.62</b>	<b>\$168.54</b>	<b>\$164.17</b>	<b>\$165.89</b>	<b>\$154.21</b>	<b>\$157.51</b>	<b>\$124.97</b>	<b>\$135.47</b>	<b>\$113.19</b>	<b>\$68.27</b>
<b>Percentage increase</b>		<b>4.51%</b>	<b>5.52%</b>	<b>5.10%</b>	<b>4.90%</b>	<b>4.35%</b>	<b>4.25%</b>	<b>3.24%</b>	<b>3.40%</b>	<b>2.75%</b>	<b>1.61%</b>

# Rautaki Pūtea

## Financial Strategy

### Hei Tauira Reiti - me te GST / Rating Examples – Including GST

#### Urban \$600,000 capital value property



**URBAN**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$527.00	\$553.50	\$566.36	\$600.24	\$621.52	\$640.57	\$644.40	\$620.40	\$629.61	\$625.80	\$617.06
Roading	\$407.36	\$382.31	\$404.27	\$418.77	\$444.75	\$472.40	\$516.59	\$553.29	\$561.29	\$605.88	\$629.59
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	\$828.00	\$862.50	\$874.00	\$897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	\$1,092.50	\$1,138.50	\$1,173.00	\$1,184.50
Kerbside	\$264.50	\$218.50	\$218.50	\$218.50	\$230.00	\$230.00	\$230.00	\$230.00	\$241.50	\$253.00	\$258.75
<b>Total Rates</b>	<b>\$3,105.81</b>	<b>\$3,237.72</b>	<b>\$3,413.23</b>	<b>\$3,587.07</b>	<b>\$3,762.41</b>	<b>\$3,925.96</b>	<b>\$4,093.07</b>	<b>\$4,220.58</b>	<b>\$4,359.49</b>	<b>\$4,480.84</b>	<b>\$4,552.11</b>
Increase each year		\$131.91	\$175.50	\$173.84	\$175.34	\$163.55	\$167.11	\$127.51	\$138.91	\$121.35	\$71.27
Percentage increase		4.25%	5.42%	5.09%	4.89%	4.35%	4.26%	3.12%	3.29%	2.78%	1.59%

#### Hāwera commercial/industrial \$600,000 capital value property



**HĀWERA  
COMMERCIAL**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$527.00	\$553.50	\$566.36	\$600.24	\$621.52	\$640.57	\$644.40	\$620.40	\$629.61	\$625.80	\$617.06
Roading	\$407.36	\$382.31	\$404.27	\$418.77	\$444.75	\$472.40	\$516.59	\$553.29	\$561.29	\$605.88	\$629.59
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	\$828.00	\$862.50	\$874.00	\$897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	\$1,092.50	\$1,138.50	\$1,173.00	\$1,184.50
Hāwera Business Rate	\$538.11	\$542.04	\$551.25	\$560.62	\$569.59	\$580.42	\$592.02	\$605.05	\$618.97	\$633.20	\$647.77
<b>Total Rates</b>	<b>\$3,379.42</b>	<b>\$3,561.26</b>	<b>\$3,745.98</b>	<b>\$3,929.19</b>	<b>\$4,102.00</b>	<b>\$4,276.38</b>	<b>\$4,455.10</b>	<b>\$4,595.63</b>	<b>\$4,736.96</b>	<b>\$4,861.04</b>	<b>\$4,941.12</b>
Increase each year		\$181.84	\$184.72	\$183.21	\$172.81	\$174.38	\$178.72	\$140.54	\$141.32	\$124.08	\$80.08
Percentage increase		5.38%	5.19%	4.89%	4.40%	4.25%	4.18%	3.15%	3.08%	2.62%	1.65%

# Rautaki Pūtea

# Financial Strategy

## Hei Tauira Reiti - me te GST / Rating Examples – Including GST

### Rural \$5.3 million capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$4,655.15	\$4,889.28	\$5,002.87	\$5,302.08	\$5,490.08	\$5,658.34	\$5,692.20	\$5,480.24	\$5,561.57	\$5,527.92	\$5,450.67
Roading	\$3,598.33	\$3,377.08	\$3,571.09	\$3,699.13	\$3,928.62	\$4,172.90	\$4,563.17	\$4,887.39	\$4,958.02	\$5,351.97	\$5,561.40
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
<b>Total Rates</b>	<b>\$8,857.49</b>	<b>\$8,929.51</b>	<b>\$9,274.30</b>	<b>\$9,740.7</b>	<b>\$10,194.34</b>	<b>\$10,648.98</b>	<b>\$11,117.45</b>	<b>\$11,264.02</b>	<b>\$11,445.69</b>	<b>\$11,829.04</b>	<b>\$11,977.27</b>
Increase each year		\$72.03	\$344.79	\$466.47	\$453.57	\$454.64	\$468.47	\$146.57	\$181.66	\$383.36	\$148.23
Percentage increase		0.81%	3.86%	5.03%	4.66%	4.46%	4.40%	1.32%	1.61%	3.35%	1.25%



### Rural \$8 million capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$7,026.64	\$7,380.04	\$7,551.51	\$8,003.13	\$8,286.91	\$8,540.89	\$8,591.99	\$8,272.07	\$8,394.82	\$8,344.03	\$8,227.42
Roading	\$5,431.44	\$5,097.47	\$5,390.33	\$5,583.59	\$5,929.99	\$6,298.72	\$6,887.80	\$7,377.19	\$7,483.81	\$8,078.44	\$8,394.56
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
<b>Total Rates</b>	<b>\$13,062.09</b>	<b>\$13,140.67</b>	<b>\$13,642.17</b>	<b>\$14,326.29</b>	<b>\$14,992.54</b>	<b>\$15,657.35</b>	<b>\$16,341.88</b>	<b>\$16,545.65</b>	<b>\$16,804.72</b>	<b>\$17,371.63</b>	<b>\$17,587.20</b>
Increase each year		\$78.58	\$501.50	\$684.12	\$666.25	\$664.81	\$684.53	\$203.77	\$259.07	\$566.90	\$215.57
Percentage increase		0.60%	3.82%	5.01%	4.65%	4.43%	4.37%	1.25%	1.57%	3.37%	1.24%

**RURAL**



**SOUTH TARANAKI**

**THE MOST**

**LIVEABLE**

**DISTRICT**



Te Kaunihera o Taranaki ki Te Tonga

**South Taranaki**  
District Council

**Rautaki Hanganga-ā-roto  
Infrastructure Strategy**

[www.southtaranaki.com/longtermplan](http://www.southtaranaki.com/longtermplan)



# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

## What is infrastructure?

Infrastructure is the term for the pipes, treatment plants, roads and other assets that are essential for sustaining public health, getting around and doing business. Infrastructure is recognised as an enabler of economic growth in the regional economic development strategy.

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 that 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 1,634km 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 \$1.068 billion.

## 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 allows us to develop a long-term view of the sustainability of our infrastructure. We have identified five themes for the development of the 2021-2031 Long Term Plan (LTP):

- Encouraging sustainable growth;
- Managing our resources effectively;
- Keeping rates affordable;
- Effective management of debt; and

- Ensuring environmental sustainability.

These themes underlie the priorities and projects we propose to carry out over the next 30 years and form the basis of both the 2021-2031 LTP and our Financial Strategy. 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.

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.
- 2021-31 LTP – while this Strategy has a 30-year planning horizon, the

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

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.
- The Taranaki regional economic development strategy (Tapuae Roa: Make Way for Taranaki) and Taranaki 2050 Roadmap highlight economic development issues and opportunities for the Taranaki region and sets out Taranaki's transition plan to a low-emissions economy.
- Hāwera Town Centre Strategy and Ōpunakē, Manaia, Eltham, Pātea and Waverley town centre plans – highlight actions for the redevelopment of our town centres.

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 2021-31 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 63% of our operating budget and 84% 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 – in the current climate of scarce resources there is strong nationwide demand for skilled people, equipment and materials. 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 and reducing emissions.

### Our Themes for the 2021-31 Long Term Plan

#### Encouraging Sustainable Growth

Infrastructure provision is influenced by a number of factors that are not constant across networks or activities. For example, our roading network has substantial capacity and is unlikely to be significantly affected by an increase or decrease in population, or new businesses being established. However, the water supply and wastewater

activities can be significantly affected by increasing population, new or expanded industries or growth in the agricultural sector.

We have received enquiries from businesses looking to establish commercial and industrial activities and we want to help facilitate development. Additional water and wastewater capacity has been incorporated into recent infrastructure upgrades in Hāwera. A mixed use area has been identified on Waihi Road, Hāwera (South Taranaki Business Park) to support commercial and industrial growth. In September 2020, \$3m was approved for detailed design and installation of infrastructure, including water supply, wastewater, roading and initial stormwater services to this area.

Two urban growth areas to the north and west of Hāwera have been identified in the proposed District Plan. These are known as the Hāwera West Structure Plan and the South Taranaki Business Park Structure Plan.

The area encompassed by the Hāwera West Structure Plan has received a

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detailed engineering analysis, with recommendations as to the anticipated capacity of the area and the layout of serving infrastructure.

After a long period of no or negative growth we expected the modest growth of 0.7% per year experienced over the last three years to continue. Infometrics Limited (an economics consultancy) predicted in January 2020 a 0% to 0.3% increase every year from 2021 (28, 837) to 2051 (29,471), for an overall increase of 2.2%. Infometrics have advised that the Covid-19 pandemic in 2020 is likely to result in less migration to Taranaki and growth may be less than predicted for at least the first two years after the pandemic.

Anecdotally, the picture may be more positive but there are no statistics to support that. Based on recent trends, most of our rural areas are likely to experience small decreases in population during the ten-year planning period while some growth in our towns is predicted. Hāwera and its environs is the most likely area for growth, and we have planned for

a potential increase in demand for water and wastewater services for the remainder of the 30-year term of this strategy. As New Plymouth continues to grow, we expect some residual growth into South Taranaki.

We have a much improved and reliable water network. Along with this, we have made progress with the Hāwera Town Centre redevelopment, South Taranaki Business Park, town centre master plans for Ōpunakē, Manaia, Eltham, Pātea and Waverley.

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### Significant Projects



**TABLE 1: Key Projects Encouraging Sustainable Growth**

Project	\$\$	Years
South Taranaki Business Park water supply Mains, stormwater, wastewater, roading	\$12.1m	Y1 – Y6
Waverley Town Centre Master Plan	\$2m	Y1 – Y9
Pātea Town Centre Master Plan	\$2.3m	Y2 – Y10
Eltham Town Centre Master Plan	\$2.3m	Y1 – Y10
Ōpunakē Town Centre Master Plan	\$2.2m	Y2 – Y10
Manaia Town Centre Master Plan	\$1.8m	Y1 – Y10
Hāwera Town Centre Additional Projects	\$4.6m	Y3 – Y10

### Managing Our Resources Effectively

The majority of the works planned in this Strategy involves renewing existing infrastructure, maintaining current assets and core services, and improving wastewater infrastructure. Our priorities are reducing water loss (leakage) within our water networks and reducing water entering our wastewater networks (sewers), which will 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.

### 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.

We need to improve the condition data of our assets so we can optimise our whole-of-asset-life decision-making and planning. This involves testing physical samples of water pipes (planned and following a pipe failure) and CCTV inspections of wastewater and stormwater pipes as well as visual inspections.

### Capital works programme

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 have reviewed and adjusted our capital works programme.

The Government’s funding of “shovel ready projects” has already begun to put pressure on contractor availability and is likely to have an impact on

supplies of materials such as aggregate for roading and building, and timber. The construction of Te Ramanui o Ruapūtahanga and the extension and upgrading of Nukumarū Station Road have been approved as “shovel ready” projects. We expect contractors will continue to be available to undertake our asset maintenance, but competition for contractors could affect our levels of service and/or increase our maintenance costs.

### Capital works delivery plan

Experience shows we have been capable of delivering no more than \$20 million-worth of work per year. With a capital works programme of around \$39 million per year for years 1-3 of the LTP, we have taken a number of steps to ensure that we can deliver the capital works programme that has been set.

Our ability to complete our works programmes is affected by a number of external factors that are largely beyond our control. This includes the availability of contractors and materials, delays due to legal



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proceedings, stakeholder engagement resulting in a change in project, and of course COVID-19 lockdowns etc.

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. Failure to deliver on key projects and programmes is identified as a strategic risk for the organisation and has been a focus for improvement. We have reviewed our asset and project management processes over the last two years and have taken a number of steps to ensure that we can deliver the capital works programme set:

- Our Projects team is made up of a Manager, a Senior Projects Engineer, three Project Engineers and a Projects Officer. This team has been increased in the last two years (3 additional fulltime Project Engineers and 1 Engineering Cadet).
- During the COVID lockdowns our Projects Manager anticipated difficulty in resource availability

and purchased approximately \$1million of pipe. We now have that pipe available to deliver water reticulation renewals projects in years one and two of the LTP.

- This team is not solely responsible for the delivery of the entire capital works programme; they largely focus on Three Waters and Roothing projects. Other projects are mostly delivered within their own teams, ensuring the Projects team can focus on the core infrastructure projects.
  - ◇ Implementation of the Town Centre Master Plans will be managed through the Community Development team (which has had one FTE added to the team in anticipation of this work beginning).
  - ◇ We are working with a consultant for the design and planning for delivery of our Digital Transformation Strategy as well as employing an IT Service Delivery Lead to manage the cross organisational aspects of rolling out the new technology.

- ◇ In year one of the LTP construction of Te Ramanui o Ruapūtahanga will commence (total project cost is over \$8m). Plans and design work has been completed and this construction project is being managed by external project managers.
- Given the significance of the South Taranaki Business Park project, we are in the process of engaging a consultant to oversee this which includes Three Waters and Roothing infrastructure. This will allow the Projects team to focus on continuing to design and tender for other infrastructure replacement and renewal projects.

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

### Risk

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

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infiltration that overload our treatment plants and reduce the effectiveness of the treatment processes, so that partially treated effluent is discharged to the environment, which contravenes 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*

- Loss of access to properties and services, reduced level of service.
- Increased number and severity of crashes.

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 and 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 residents' 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 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.

This Strategy is based on the assumption that our current levels of service will be maintained for the next 30 years, although we are aware that the three waters reforms may bring change. 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

projects outlined in Table 1.

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

**TABLE 2: 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 weekly kerbside recycling and rubbish collection service. We provide a reliable, well managed user pays fortnightly kerbside greenwaste 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.

### Three Waters Reform

New legislation, Taumata Arowai – The Water Services Regulator Act 2020 established a new Crown entity, Taumata Arowai – the Water Services Regulator from 1 July 2021. The new entity will be responsible for administering and enforcing a new drinking water regulatory system and the Act also establishes a Māori Advisory Group.

The Water Services Bill currently before Parliament will introduce major changes in service delivery. Should the Bill proceed as expected, our three waters (drinking water, wastewater, and stormwater) assets and operations will pass to a new regional or multi-regional organisation that will be responsible for managing these services.

This Strategy has been prepared on the basis that we will still own and operate our three waters services at least until the end of the three-year planning period. We remain engaged with the Government on the reform process

and continue to gather information to help us make an informed decision at some point in the future.

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### 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 facilities, reservoirs, water mains and

## Water Supply

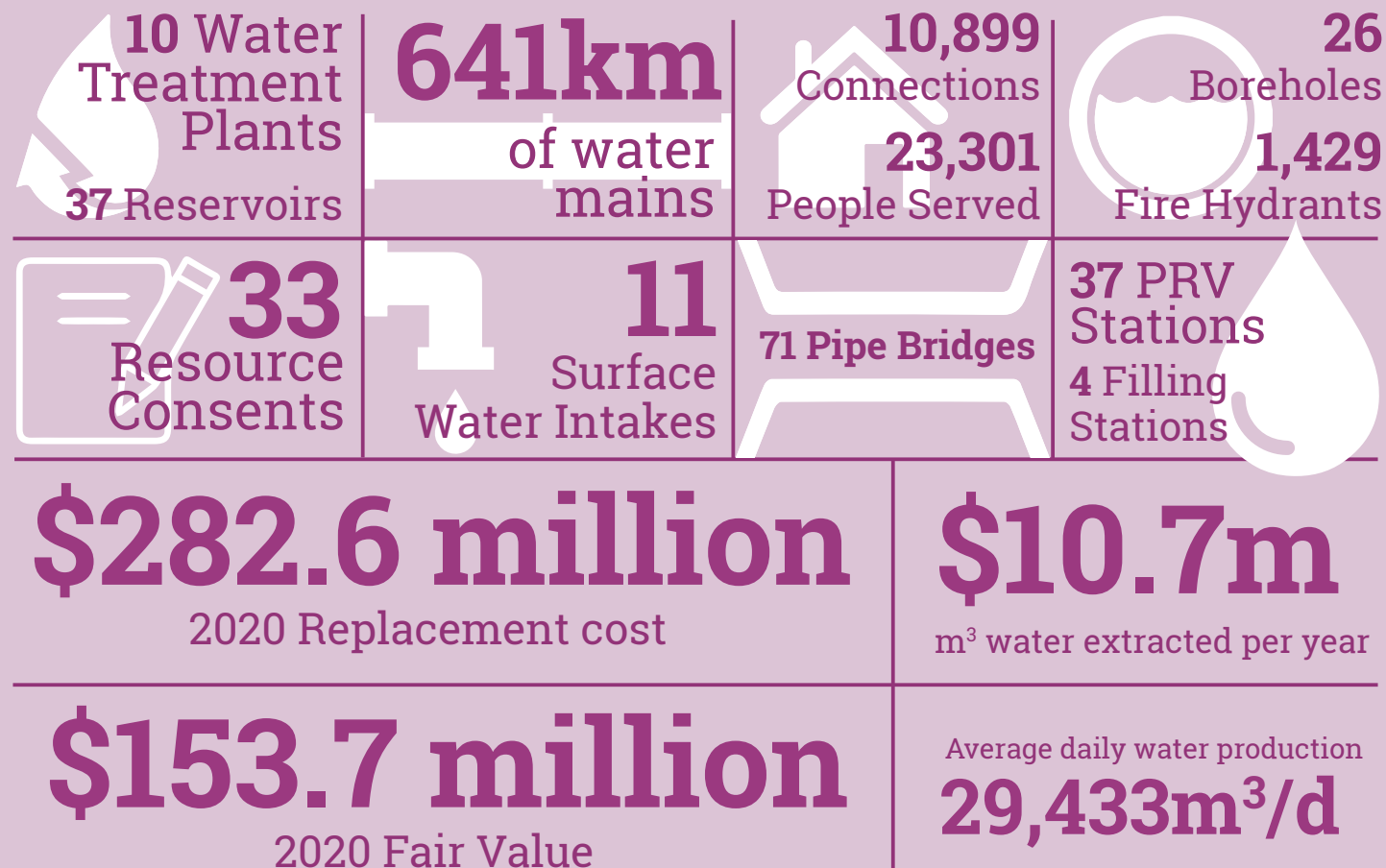


Figure 1: Water Supply Assets



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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.

### Challenges

We are working to identify additional water sources to meet an increasing demand for water and our area of highest priority is the interconnected supply area of Waimate West, Inaha and Kāpuni. Stage one has been completed to form a link between the Kāpuni and Inaha water schemes. Investigations for additional resources are underway, with a view to commissioning in 2021/22.

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.

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 6.1% in the Waimate West scheme and almost 33% in the Eltham supply. This will be addressed through pipe renewal projects.

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.

In the short term, water losses are likely to affect the consents for Eltham, Kāpuni and Inaha and will drive improvements in plant efficiency and stronger demand management strategies.

**Table 3: Key Water Issues and Challenges**

Key Issues/ challenges	What we will do
Taste and odour issues at Eltham and Waverley and discoloured water at Ōpunakē.	<ul style="list-style-type: none"> <li>• Ōpunakē – clean mains and pipes and consider pre-treatment processes to resolve discolouration.</li> <li>• Waverley clean mains and pipes.</li> <li>• Eltham improve treatment process.</li> </ul>
Reducing unaccounted-for water through improved demand management to ensure there is enough water to go around.	<ul style="list-style-type: none"> <li>• Quantifying leakage and loss in all water supply schemes and actively managing water demand.</li> <li>• Water conservation initiatives, leak detection and repair.</li> <li>• Complete metering and monitoring of extra-ordinary users.</li> <li>• Improvements to monitoring of treatment plant performance.</li> <li>• Publicity campaigns.</li> </ul>
Building more resilience into our water supplies.	<ul style="list-style-type: none"> <li>• Ensuring design consideration includes climate change and mitigates the effects of natural disasters.</li> <li>• Increasing reservoir capacity up to a minimum of one day's peak demand volume.</li> <li>• Improving linkage among schemes.</li> </ul>
New growth areas, for example the South Taranaki Business Park in Hāwera and housing developments	<ul style="list-style-type: none"> <li>• Infrastructure development structure plans.</li> <li>• Hāwera to Normanby water supply resilience.</li> </ul>
Resolving water demand issues around Turuturu Road, Hāwera.	<ul style="list-style-type: none"> <li>• Supply resilience enhancements.</li> </ul>
Asbestos cement pipes in Waimate West and Inaha that are deteriorating faster than initially expected.	<ul style="list-style-type: none"> <li>• Monitor condition and continue the renewal programme.</li> </ul>

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Key Issues/ challenges	What we will do
Deferral of renewals during the 2010s, resulting in increasing frequency of pipe failures.	<ul style="list-style-type: none"> <li>Monitor condition and continue the renewal programme.</li> </ul>
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"> <li>Increased demand and loss management.</li> <li>Increase publicity.</li> <li>Investigate feasibility of rainwater tanks for domestic irrigation.</li> <li>Water supply agreements for major users.</li> <li>Restrictions as required.</li> </ul>
Improving asset performance monitoring, condition assessment and maintenance system	<ul style="list-style-type: none"> <li>Developing systems to improve asset data quality.</li> <li>Ensure we better understand how our assets are performing and their condition.</li> </ul>
Maintenance and renewal of site services assets, for example buildings, electrical and instrumentation, communication	<ul style="list-style-type: none"> <li>Asset data needs improvement.</li> <li>Condition assessment and maintenance strategy to be deployed.</li> </ul>
Developing more accurate predictions for water main renewal	<ul style="list-style-type: none"> <li>Improved methods of pipe condition assessment.</li> </ul>
Full compliance with the Drinking Water Standards for New Zealand (DWSNZ).	<ul style="list-style-type: none"> <li>Upgrade potable water treatment plants to meet the drinking water standards.</li> </ul>

Key Issues/ challenges	What we will do
New regulator, potential future increases in the Standards.	<ul style="list-style-type: none"> <li>Include future changes in design consideration.</li> </ul>

### Renewals

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

We have focussed on condition assessment of asbestos cement (AC) water mains as they deteriorate much faster than anticipated and we have revised our renewals programme for AC pipe. These premature renewals are affecting our Financial Strategy as a substantial number of water mains which will require renewal in the short term.

Figure 2 shows the detail of the reticulation and treatment plant renewals programme based on the assessment of our water assets (blue bar). The database renewals show a spike in years 2023, 2025, 2034, 2039,

2040 and 2050. In order to manage the work required to replace these assets the programmed budgets for achieving this work has been smoothed out over 30 years (green bar).

The risk of not completing our renewals programme can result in watermain breaks, exceeding our water take consents, continued levels of unaccounted for water, insufficient storage in emergencies and/or natural disasters.

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### Water 30 Year Renewal Plan

Figure 2: Forecast Water Supply Renewals

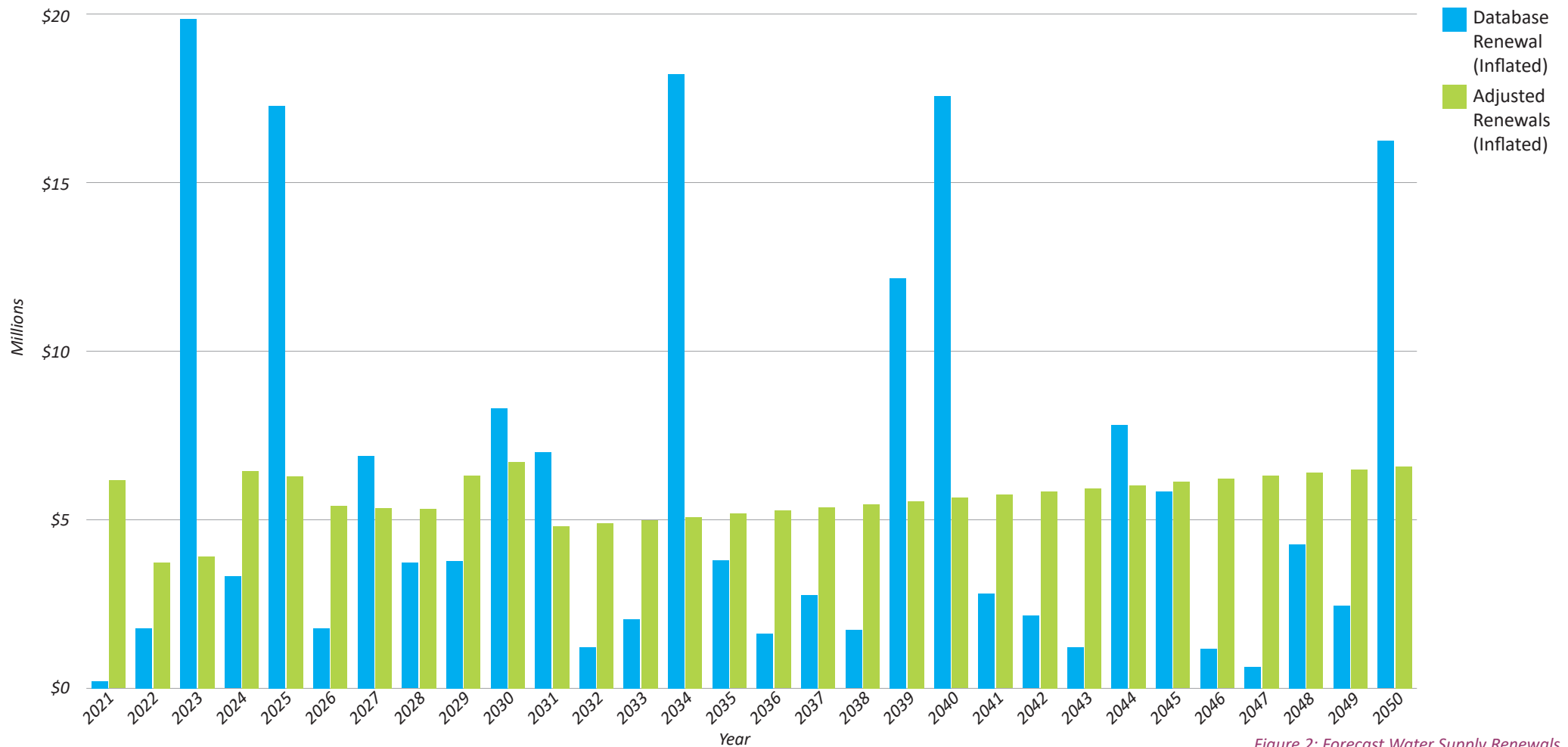


Figure 2: Forecast Water Supply Renewals

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### 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 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

## Wastewater

**188km**  
of wastewater  
mains

**2,486**  
Manholes

**8** Wastewater  
Treatment  
Plants  
**35** Pump Stations

**7,524**  
Connections  
**12,500**  
People served

**\$4.6m**  
m<sup>3</sup> wastewater treated  
per year

**17** Resource  
Consents

Average daily  
wastewater treated  
**12,600m<sup>3</sup>**

**\$119.8m** 2020  
Replacement cost  
**\$65.0m** 2020 Fair Value

Figure 3: Wastewater Assets

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- resulting from consent renewals.
- Compliance with our regulatory requirements.
- CCTV condition assessments and pipe renewals.
- Improved management of trade waste.
- Ongoing asset renewals.

### Assets

The majority of wastewater collection and treatment systems have sufficient capacity for the next ten years.

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.

**Table 4: Key Wastewater issues and challenges**

Key Issues/ challenges	What we will do
Stormwater inflow and infiltration into the wastewater network	<ul style="list-style-type: none"> <li>• Inflow and Infiltration reduction by repairing pipes and manholes.</li> <li>• Pump station monitoring.</li> <li>• Stormwater modelling.</li> <li>• Private property inspections and as necessary repair enforcement.</li> </ul>
High discharge from wastewater treatment plants caused by high volume of trade waste loading	<ul style="list-style-type: none"> <li>• Replacement and/or upgrade of wastewater infrastructure to meet consent compliance.</li> <li>• Monitor compliance of industry discharges.</li> </ul>
Resource consent compliance	<ul style="list-style-type: none"> <li>• Replace/upgrade wastewater infrastructure to meet consent compliance.</li> </ul>
Expiring resource consents. Renewal is expected to result in expensive tertiary treatment of wastewater prior to discharge.	<ul style="list-style-type: none"> <li>• Planning for tertiary treatment.</li> </ul>
Ensuring discharge consents are not exceeded	<ul style="list-style-type: none"> <li>• Manage and reduce inflow and infiltration.</li> </ul>
Poor asset condition data for wastewater pipes, pump stations and manholes	<ul style="list-style-type: none"> <li>• Undertake CCTV inspections, condition assessment and evaluation for all wastewater pipes, pump stations and manholes.</li> </ul>



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Key Issues/ challenges	What we will do
Demand management to ensure we can cope with the wastewater demand of today	<ul style="list-style-type: none"> <li>Invest in more treatment and flow capacity within the network and wastewater treatment plants.</li> </ul>
Building more resilience into our wastewater network	<ul style="list-style-type: none"> <li>Ensuring design consideration includes climate change and mitigates the effects of natural disasters.</li> </ul>
Poor asset data for pump stations and wastewater treatment plant equipment, leading to under-investment.	<ul style="list-style-type: none"> <li>As-building and data integrity tools.</li> <li>Asset data collection.</li> </ul>
Deferral of inspections and condition assessments for manholes, laterals, and pipelines, leading to under-investment.	<ul style="list-style-type: none"> <li>Developing systems to ensure we better understand how our assets are performing and their condition.</li> </ul>
Developing more accurate predictions for wastewater main renewals	<ul style="list-style-type: none"> <li>Improve methods of pipe condition assessment.</li> </ul>

### 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 illegal stormwater diversion into 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 were periodically found after monitoring near the marine outfall in Hāwera between 2017 and 2020. This can be infectious to humans, resulting in sickness. We are working with Iwi and the Taranaki Regional Council 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 wastewater to comply with new consent conditions. This is a key driver for the treatment plant upgrades.

Figure 4 shows some spikes in the renewals required (blue bar), 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 bar).

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

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## Wastewater 30 Year Renewal Plan

Figure 4: Forecast Overall Wastewater Renewals

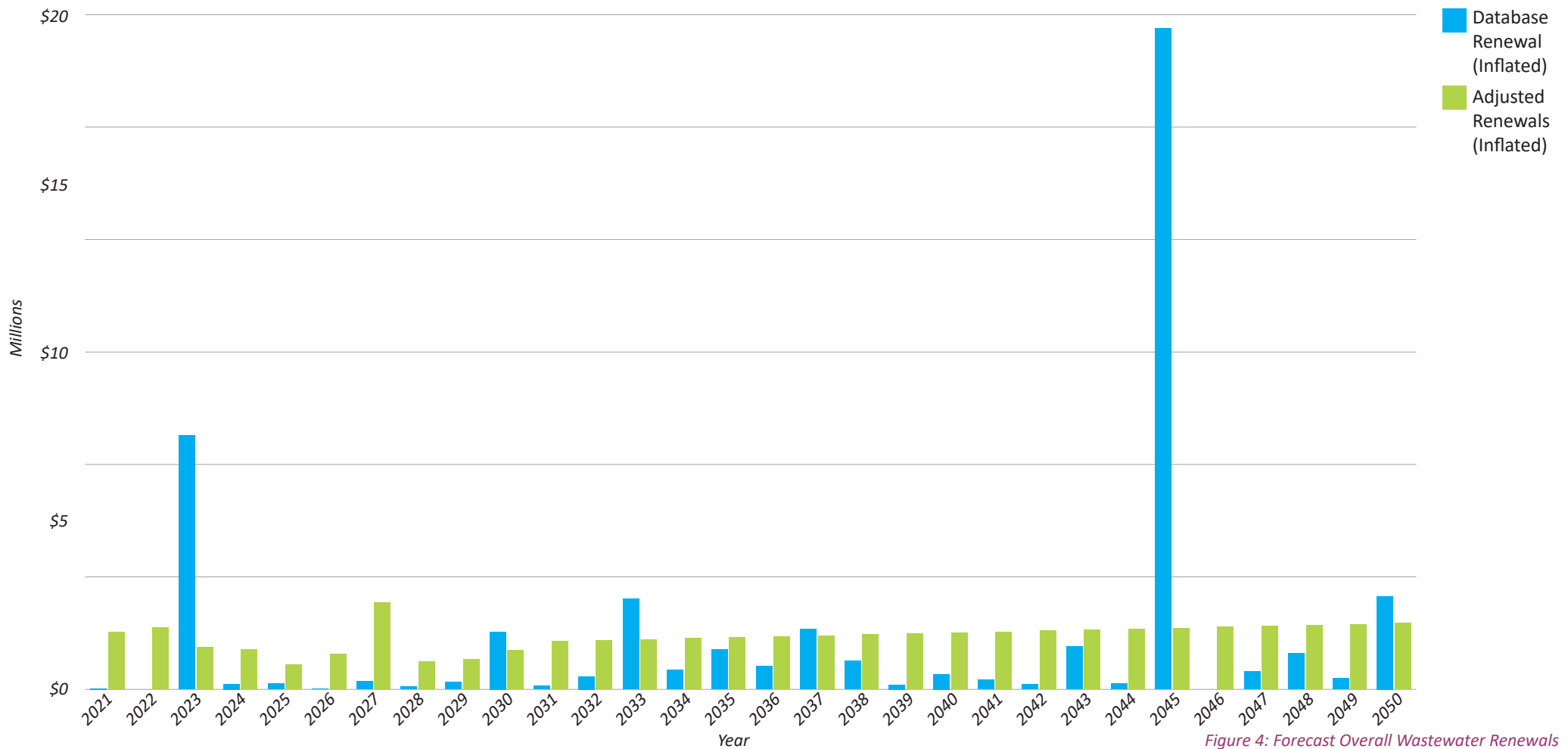


Figure 4: Forecast Overall Wastewater Renewals

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### 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.

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 expected increases in rainfall intensity, we will need to focus on developing stormwater infrastructure in at-risk areas throughout the District. We are developing stormwater network models for urban areas and the focus for our stormwater networks performance is to minimise the occurrence of flooding of houses (excluding garages and sheds). However, prevention of flooding to all properties in all circumstances is not feasible or affordable.

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

### Stormwater

**96km**

of Pipes

**1,009**

Manholes

**23km**

lined and unlined channels  
(excluding road drains)

**2,086** Inlet structures

Outlet structures **322**

**\$60.1 million**

2020 Replacement cost

**\$31.9 million**

2020 Fair Value

Figure 5: Stormwater Assets

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

**Table 5: Key Stormwater issues and challenges**

Key Issues/ challenges	What we will do
Flooding	Areas of frequent flood events identified and included in long term planning.
Lack of stormwater network	Investigate feasibility of developing town stormwater reticulation networks for Waverley and Manaia.
South Taranaki Business Park, Hāwera	Structure plan for the area and surrounding vicinity has been completed. Initial rain on grid modelling completed.
Renewal of discharge consents is expected to result in treatment prior to discharge.	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.	Inspections programme to improve asset data quality.
Improving asset performance monitoring, condition assessment and maintenance system	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 and we are unable to properly plan developments until we have the detailed catchment information that highly accurate LiDAR (Light Detection and Ranging) data will give us. Taranaki is the last Region in New Zealand to be LiDAR surveyed and once the data is available we will be 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.

The data we currently have available shows a spike in renewals in 2023 and 2050. The programmed budgets have been smoothed out over 30 years, however, 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.

# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

## Stormwater 30 Year Renewal Plan

Figure 6: Most Probable Forecast Stormwater Renewals

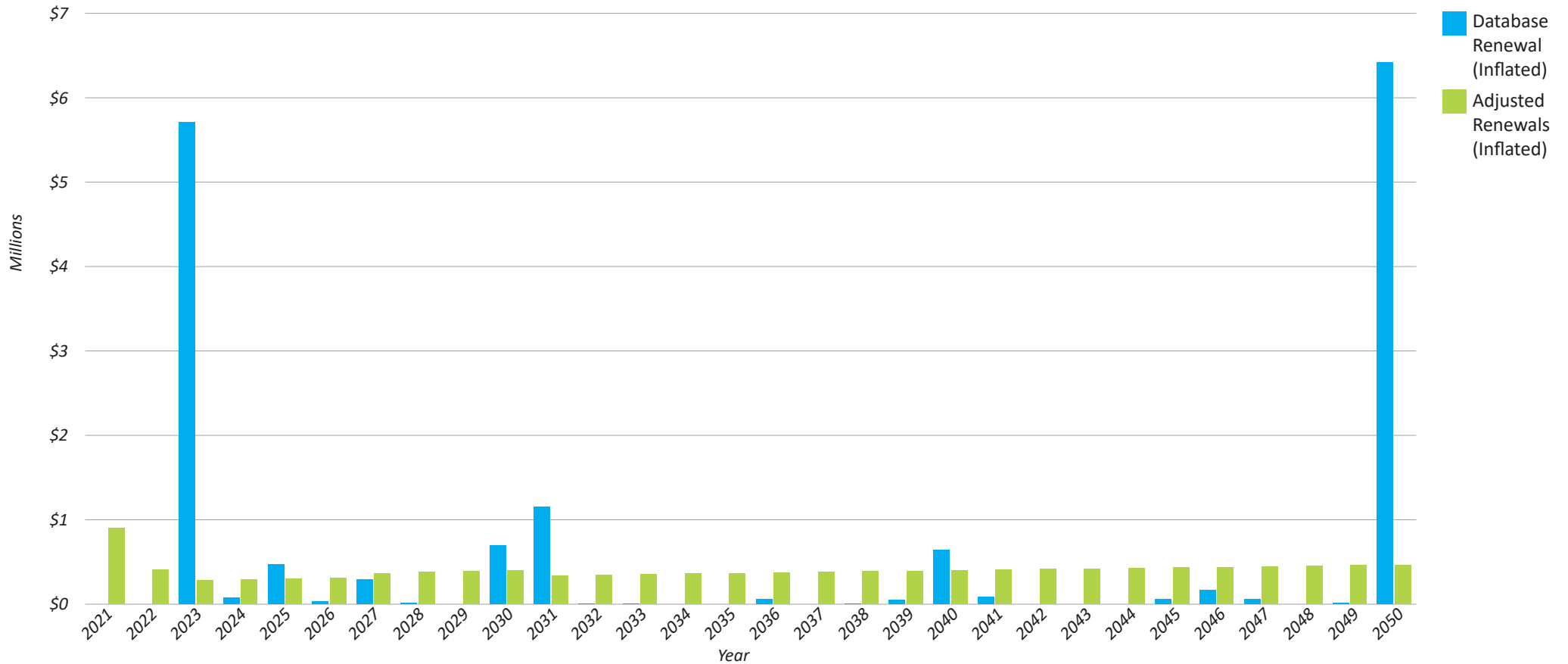


Figure 6: Most Probable Forecast Stormwater Renewals



# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### Roading & Footpaths

**1,634km** of roads that we construct and maintain  
(84% sealed - 257km unsealed)



**163km** of footpaths

**6,983**  
Traffic Signs

**2,252**  
Streetlights  
875 Streetlight Poles

**\$596.7m**  
2020 Replacement cost

83 Major Culverts  
**299** Bridges  
5,769 Minor Culverts

**26**  
Retaining Walls

**\$395.9m**  
2020 Fair Value

Figure 7: Roading Assets

### Roads and Footpaths



We maintain and develop a substantial roading network to meet the needs of residents and road users within the District including road carriageways, footpaths, pathways, streetlights, signs, road markings, retaining walls, bridges and culverts. Safe, reliable, and accessible roading infrastructure provides access to health and social services and an efficient distribution network for residents and businesses. Roading infrastructure is essential for both the community and economic development of the District.

The historic level of investment has seen our roading network maintained in generally good condition and investment will continue at a similar level.

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 (New Zealand Transport Authority) 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 is 58% and we have been advised that it will increase to 63%.

Roading pavement standards, and to some degree expenditure, are moderated by Waka Kotahi at a national level. Road seals are widened for safety improvements and in response to some community requests. Seal extension on low traffic volume roads is occasionally requested by the community but is currently considered to be unaffordable.

# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

## 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. Four of the original pathway projects have been completed. We will continue with the programme and potentially see some of our pathways integrated with others in the Region.

The pathways programme is funded from Waka Kotahi subsidies, loans, and rates.

## Challenges

Rural roads servicing forestry blocks can suffer a huge 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 \$0.5 million a year for road renewal (pavement rehabilitation) is anticipated

in 2025 and 2027. This is unlikely to be met by additional funding and existing budgets.

We are developing a comprehensive renewal and replacement programme for our bridges and major culverts. Of these bridges, 27 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.

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### Renewal Inflated vs 30 Years Predicted Forecast

Figure 8: Roading Renewals

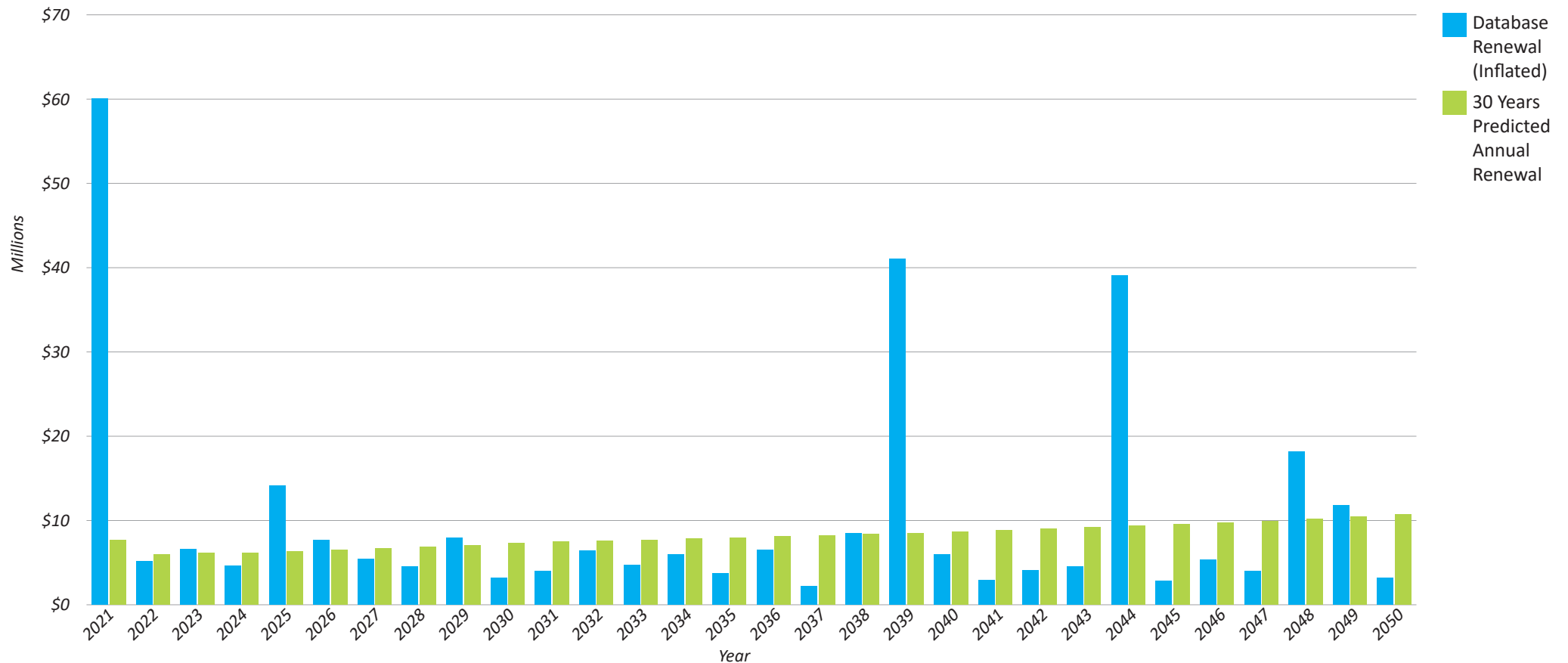


Figure 8: Roading Network Performance

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Table 6: Key Roading issues and challenges

Key Issues/ challenges	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"> <li>• Education, including targeting key audiences with messages through various media and developing relationships with key groups to build trust and credibility.</li> <li>• Increase programme and funding.</li> <li>• Timely response to complaints.</li> </ul>
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"> <li>• Change work programme to avoid materials shortages.</li> <li>• Order scarce materials early to give suppliers long lead times.</li> <li>• Partner with other organisations to access complementary skills.</li> </ul>
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"> <li>• Increase road renewal and bridge strengthening.</li> <li>• Change levels of service and pass bylaws.</li> <li>• Reduce demand by posting/restricting use.</li> <li>• Increase funding to counter damage.</li> <li>• Develop relationship with trucking companies to manage situation.</li> </ul>

Key Issues/ challenges	What we will do
Increasing death and serious Injury crashes and poor driver behaviour causing increased harm and disproportionately affecting vulnerable users	<ul style="list-style-type: none"> <li>• Increase work programme.</li> <li>• Develop policy for speed and demand management.</li> <li>• Lower the safety risk.</li> <li>• Increase funding.</li> <li>• Communications – safety messages.</li> </ul>
Of our 229 bridges, 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"> <li>• Monitor the condition of bridges and plan upgrades as required.</li> </ul>
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"> <li>• Increase the work programme and funding to improve resilience.</li> <li>• Increased preventative maintenance.</li> </ul>

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### 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. Household waste is collected from kerbsides by contractors and only the green waste collection bins are owned by the customer; the contractor owns the general waste and recycle bins including the glass crates. 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 began to develop a landfill site south of Eltham but this has

been land-banked due to favourable economic factors for using the Bonny Glen Landfill in the Rangitikei District for waste disposal.



Figure 9: Solid Waste Assets

Table 7: 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"> <li>Waste reduction will be key along with behaviour change.</li> </ul>
We are becoming aware of un-consented landfills in the District, including at least two on the coast.	<ul style="list-style-type: none"> <li>Monitor.</li> </ul>



# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### 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. 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 a number of boat ramps to allow recreational craft to access water bodies.

#### Assets

Figure 10: Coastal Structures

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.

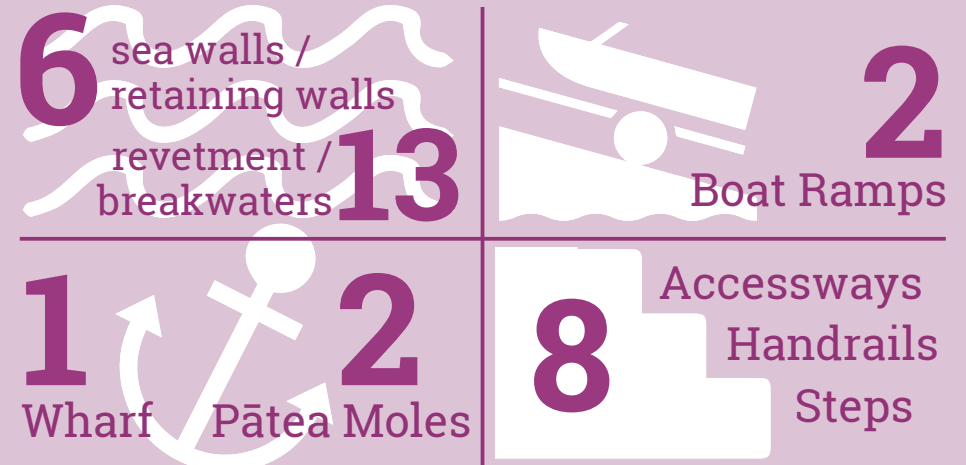
#### Challenge

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.

#### Coastal Structures Renewals

Proposed capital expenditure over the next ten years amounts to \$1.1 million. This amount includes \$520k for the Pātea moles in 2024/25.

## Coastal Structures



**\$25.1 million**  
2020 Replacement cost

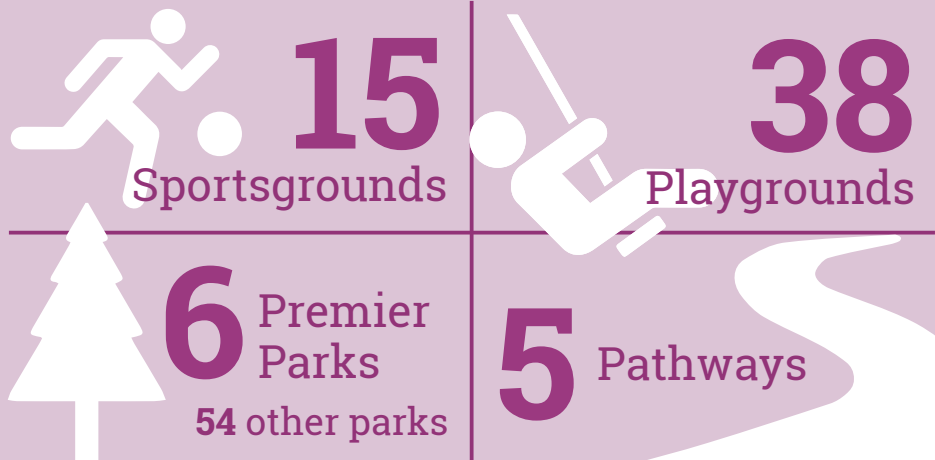
**\$11.7 million**  
2020 Fair Value

Figure 10: Coastal Structures Assets

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### Parks and Reserves



**\$13.7 million**  
2020 Replacement cost

**\$4.9 million**  
2020 Fair Value

### 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.

As a result of community feedback the operational budget for parks and reserves has increased from year 2 for a resource to co-ordinate, train and support volunteers and volunteer groups (\$100,000 pa). In Year 4 the parks and gardens budget will increase by a further \$224,000 pa to support the originally proposed increase in the level of service provided for the maintenance of parks and gardens across the District.

### Challenges

- Changes in recreation needs as our population ages. We continue to monitor usage.
- Declining participation in 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.

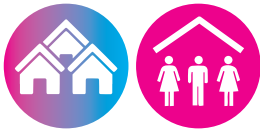
Parks and reserves renewals  
Renewals for our parks and reserves includes Hāwera’s King Edward Park gates; horticultural renewals (plants, shrubs, and trees); and Eltham’s Bridger Park bridge renewal.

Figure 11: Parks and Reserves Assets

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### Community Facilities



Our community facilities include halls, cemeteries, public toilets,

information centre, museum, campgrounds, TSB Hub function and multi-sports complex and swimming pools.

### 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.

### Community facilities renewals

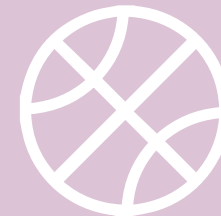
Planned renewals for community facilities include cemetery mats, Kaponga cemetery entrance, Hāwera Holiday Park furniture and chattels, Hāwera Aquatic Centre plant, rural pools plant and TSB Hub equipment and chattels.

## Community Facilities

South Taranaki  
i-SITE  
Visitor Centre



7  
Swimming Pools



TSB  
Hub

9  
Halls



36  
Public Toilets



Hāwera  
Cinemas

10  
Cemeteries

7  
Campgrounds



Figure 12: Community Facility Assets

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### Environmental Sustainability

One of our community outcomes is Sustainable Taranaki – A District that appreciates its natural environment and its physical and human resources in planning, delivery, and protection.



**SUSTAINABLE**  
**SOUTH TARANAKI**

This aligns with environmental well-being, one of the four well-beings that the Government re-introduced to the LGA02, and has the following elements.

We worked with the community to develop ten community priorities and one of those is that “Our environment and most valued landscape features are protected”.

- There is sustainable use, development and protection of resources. South Taranaki’s land and soil, water, air and coast, its biodiversity and its natural features and landscapes are understood, valued, maintained and enhanced for future generations.
- South Taranaki’s historic heritage is identified, recognised and protected.
- Built environments and environmental amenities are of a high standard and contribute significantly to the well-being of people and communities.
- People are valued and their contribution to the meconomic, social, cultural and environmental well-being of the District is recognised and supported.

Freshwater reforms and a National Policy Statement on Indigenous Biodiversity are just two examples of changes that will introduce more stringent standards for activities such as taking and discharging water, with an associated need to reduce water wastage. Accounting for water consumption accurately and how much is wasted can only be achieved by universal water metering, which we anticipate will become a legislative requirement in the next ten years.

Wastewater discharges into rivers or the sea can contain bacteria and viruses and we expect we will be required by legislation to disinfect our wastewater discharges. This is already being seen in the stance of affected parties when discharge resource consents are renewed, and we have several major consents to be renewed in the next decade. It is also possible that we will be required to treat stormwater discharges to ensure that contaminants from properties and roads are not released into the environment.

### Climate Change

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

- Temperatures 0.7° C to 1.1° 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.

Figure 13: Sustainable South Taranaki (Water AMP)



# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

## Environmental Expectations

Numerous environmental legislation reforms are under way at present and these are likely to affect many of our activities. These reforms aim to address key issues that are increasingly becoming areas of national and international concern:

- reducing environmental degradation and pollution;
- improving the environmental sustainability of development;
- waste minimisation – towards a ZeroWaste future;
- mitigation and adaptation for climate change impacts – towards a low emissions future, and;
- the protection and enhancement of biodiversity and natural ecosystems.

We need to factor these legislative changes into our budgeting and work programmes, given the potential significant costs and implementation implications.

## 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.

## Earthquake and volcanic eruption

Earthquakes pose risks to buried infrastructure networks and older masonry buildings particularly. Reticulation networks contain some pipes made of materials prone to failure during an earthquake. For example, the 450mm diameter pipe from the Kāpuni Water Treatment Plant is a critical asset made of asbestos cement. We plan to complete the duplication of this pipe with a material that has better resilience in an earthquake. Pipes considered to be earthquake risks will be progressively replaced with more resilient materials.

Volcanic eruption and ash fall are likely to contaminate surface water supplies from streams. Borehole water is not affected by ash fall, so ground water resources are being developed where feasible to increase resilience.

Lahars are possible in a volcanic event, with the potential to destroy bridges and water pipes carried by them. We mitigate these risks by maintaining critical bridges to a higher standard and improving pipe capacities and interconnections so that, where possible, a network is not totally reliant on a single pipe on a vulnerable bridge. Immediate replacement of pipes, some with substantial remaining lives, would be unaffordable. Therefore, reticulation upgrades are planned as pipes reach the ends of their lives and are scheduled for renewal.

## Keeping Our Rates Affordable

The 2015-2045 Infrastructure Strategy focussed on upgrading and improving our water supply infrastructure. The upgrades were funded by borrowing

and our intention is to reduce our overall debt levels while keeping rates at an affordable level. We decided to fund our core infrastructure assets in a way that did not unfairly impact on existing ratepayers, so the capital work was funded primarily from borrowing. Using debt to fund key infrastructural projects means the costs are spread over the lifetime of that asset and future generations who will use and benefit from the asset also contribute their fair share of the loan repayments.

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 to that principle are:

- New assets as part of the Town Centre Master Plans;
- New assets to support the South Taranaki Business Park;
- Additional pathways (partly

# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

externally funded and low operating costs);

- Te Ramanui o Ruapūtahanga, the new library, arts, and cultural centre under construction in the Hāwera town centre; and
- Nukumarū Station Road upgrading and extension to provide secure access to Waiinu Beach.

The latter two are mostly Government funded as post-COVID-19 pandemic 'shovel-ready' projects and the TSB Community Trust provided a grant of \$2.8 million to Te Ramanui o Ruapūtahanga.

Working towards our vision for South Taranaki to be the most liveable District includes being an affordable place to live and do business. Our plans for the District, to retain our population, maintain our current levels of service, consolidate, and reduce debt must be balanced with the need to keep rates affordable for our community. This means 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 and rating systems without raising our rates above 4.75%.

In the short term we will continue to deliver the three waters activities; however, given the Government's focus on three waters reform it is possible that local authorities will no longer be responsible for these activities. If the three waters activities are removed from local authorities it is possible that other Council functions and activities may require additional funding.

## Effective Management of Debt

We recognise that the infrastructure we build, maintain, and operate serves the community over many generations. We use debt to fund new infrastructure, reflecting the intergenerational value of our roads, water, wastewater, and community facilities. Gross debt levels are high and are capped at \$168m in this LTP.

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. The full list is in our Revenue and Financing Policy.

### 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 service or growth related.

### 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 a new asset or alterations to an existing asset to deliver a higher level of service. They will be funded by loans and repaid from operational funding sources.

### Growth related projects

Additional assets required to serve growth in demand for existing services due to new areas being serviced. These projects will be funded from developer's 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.

# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

## **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 five themes listed at the start of this Strategy – sustainable growth, managing resources, operating in ways that are environmentally sustainable, keeping our rates affordable and managing debt.

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

**Table 8: Lifecycle Management Approach**

Asset Categories	Main Issues	Maintenance Strategy	Lifecycle Approach
Water Treatment	Water treatment plant upgrades have been completed over recent years. Treatment of all groundwater per Havelock North Inquiry recommendations is planned. 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 optimisation.
Water Reticulation	Unaccounted for water needs reducing to better demonstrate good resource stewardship. Detailed three-year renewals programme from 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 is 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 hydraulic performance and may 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.
Stormwater Reticulation	Lack of information about condition of pipe assets.	Sump and open channel clearing and manhole inspections.	Gather CCTV condition data to refine the renewals programme.

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Asset Categories	Main Issues	Maintenance Strategy	Lifecycle Approach
Roading Pavements	No significant issues, generally performance indicators show good condition with slight declining trend predicted due to increasing heavy vehicle usage.	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 Waka Kotahi 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.

### 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:

- Ministry of Health standards for drinking water quality.
- 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.

Substantial expenditure will be required in the first three years of the Long Term Plan to install infrastructure for the South Taranaki Business Park at Hāwera.

### Replacing infrastructure

An asset needs to be replaced when it

can no longer provide a level of service and there are several reasons why an asset could be renewed. 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. This information is recorded in asset management systems and details are provided in our Asset Management Plans (AMPs). 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. 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



# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

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 will increase and an allowance has

been made for this.

## Demand management

Minimal predicted population growth means that maintaining our infrastructure to meet 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.

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

**Table 9: Growth Impact**

Category	Impact	Management Strategy
Water Supply	Population changes and increases for demand in 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. We are consulting on Stages Two and Three of the South Taranaki Business Park in relation to further development. Capital budgets have been proposed for additional water, wastewater, and stormwater infrastructure for the South Taranaki Business Park. We are also 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. We are consulting on Stages Two and Three of the South Taranaki Business Park in relation to further development. Capital budgets have been proposed for additional water, wastewater, and stormwater infrastructure for the South Taranaki Business Park.
Stormwater	Predicted growth is not expected to have a significant impact on stormwater infrastructure.	Continue to monitor system performance. The primary response to growth has been the Hāwera Western Structure Plan to encourage growth where demand for stormwater management can be achieved affordably.
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 proposed budgets for the South Taranaki Business Park.

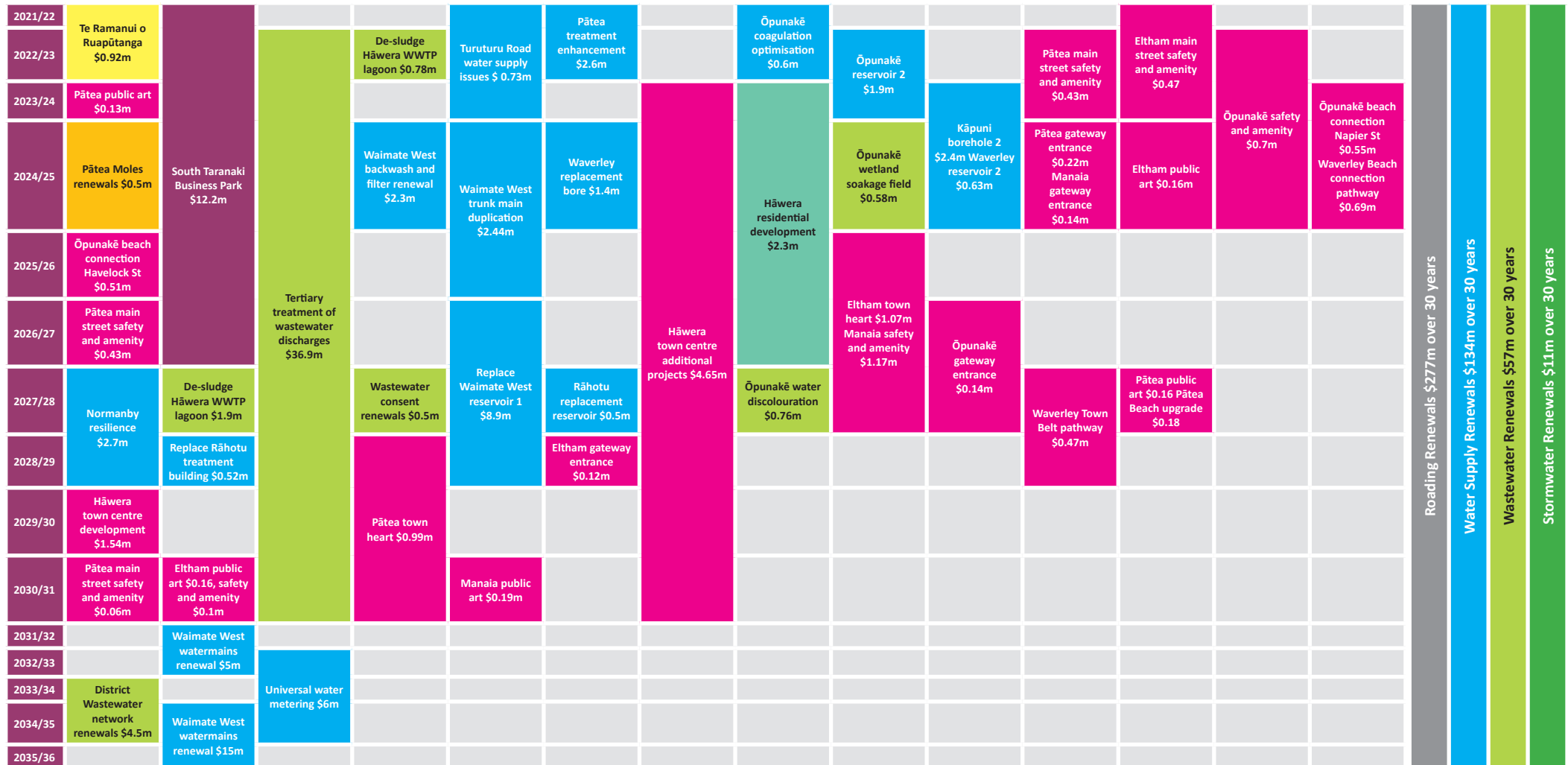
### When will it happen?

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.

# Rautaki Hanganga-ā-roto

# Infrastructure Strategy

## Most likely scenario - major projects timeline



# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

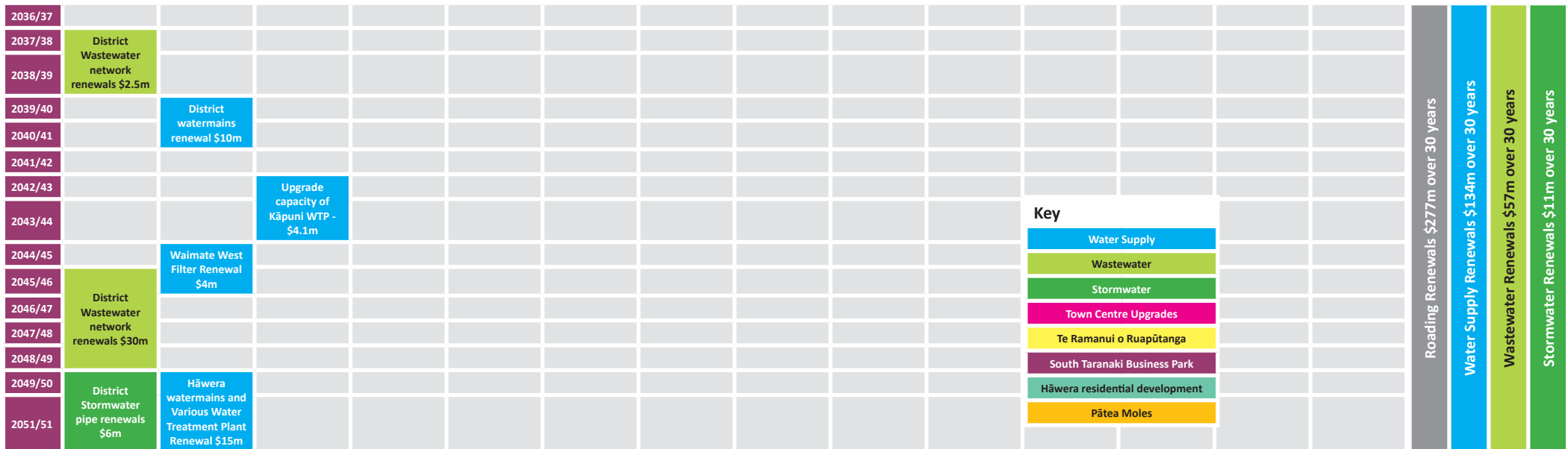
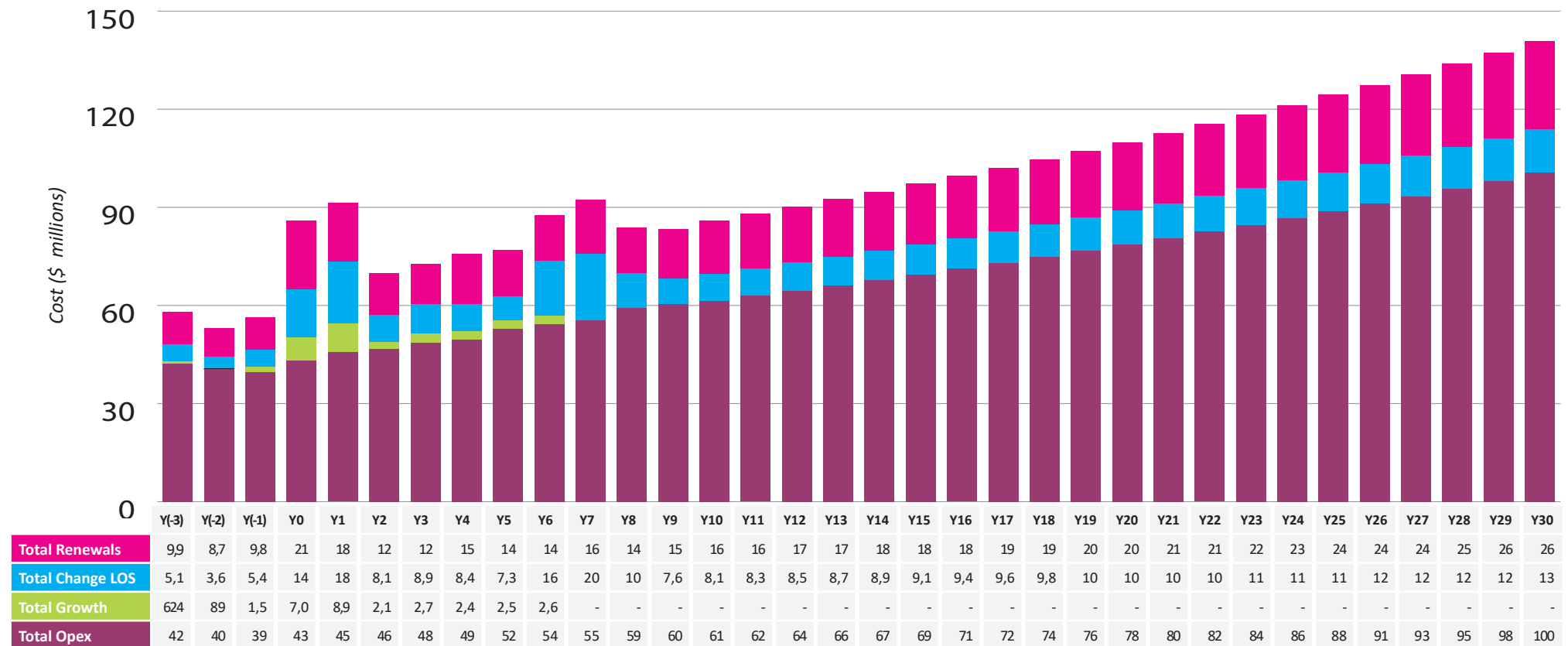


Figure 14

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### Financial Forecast by Cost Type



The above financial forecasts by activity is based on various assumptions (for example, condition of assets, inflation, interest rates etc). The funding of the operational expenditure and capital expenditure is based on the Revenue and Financing Policy.

Figure 15



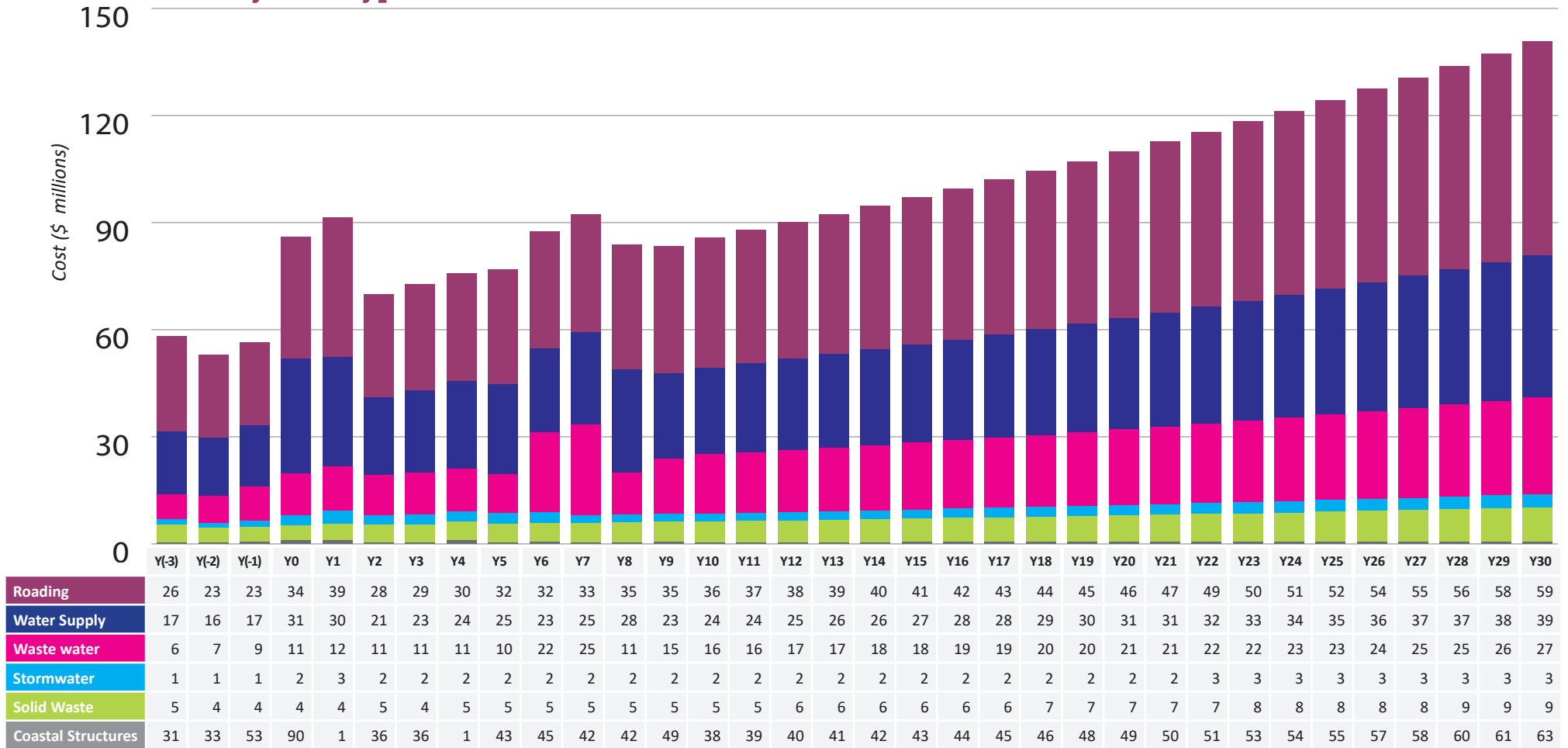
# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

### 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.

### Financial Forecast by Cost Type



# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

The forecasts are based on the assumptions listed in the Risk analysis section and elsewhere in the LTP. The 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, benchmarks and rates cap. We have an obligation to meet various ratios within the Financial Strategy. The rates cap of 4.75% pa is based on the Local Government Cost Index plus 2% for increases in levels of service and growth in demand. The rating impacts of the above forecasts are 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. 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.	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.

Assumption	Uncertainty	Risk Management
Major capital projects "do ability"	1 Given the additional funding provided through the Provincial Growth Fund and funding for three waters, we are already experiencing some issues with contractor and resource availability. We anticipate that major capital projects may be delayed as a result of contractor and resource availability.	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; engaged external project managers for larger projects; placed a strong focus on preparing designs ahead of budgets.
Life-cycle 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. However our ongoing stormwater inspection and condition assessment programmes will continue to improve our knowledge.

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Assumption		Uncertainty	Risk Management
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.
Three waters reform	1	With the Government's focus on the three waters reform it is possible in the long term that local authorities will no longer be responsible for the three waters. If this happens other Council activities may become unaffordable.	This Long Term Plan continues to focus on projects and maintenance for three waters and in the short term we will continue to deliver these activities.
Population growth for South Taranaki is predicted to be 0.3% pa across the District	2	There is evidence of growth in residential areas, based on the number of building and planning consent applications we have received. Therefore there is a risk that the population will increase more than projected.	Small increases or decreases in population have a relatively small impact on established infrastructure. An increase in population and growth will require growth-related projects and work programmes to be reviewed or brought forward.

Assumption		Uncertainty	Risk Management
Waka Kotahi funding will continue at current levels over 30 years	3	Government reduces the funding assistance rate (FAR).	This seems unlikely given the historical national approach to funding to maintain roads across the country. Reduced funding would result in either a reduced level of service or increase in the general rate.
Environmental standards will increase as predicted	1	Standards don't increase as predicted.	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.	This would result in the deferral of these 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 insufficient.	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 Figures 2, 4 and 6.

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Project	Issue	Most Likely Scenario	Principal Alternatives	Probable year	Low Cost	Likely Cost	High Cost
<b>Growth</b>							
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 part of this Plan.	Doing nothing would see these town centres continue to lack vibrancy and not attract residents and visitors.	2021-2031	\$5m	\$10.6m	\$21m
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 underway and will be 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 to 20230/31		\$4.6m	
<b>Water Supply</b>							
Eltham Water Taste and Odour	Historical complaints throughout Eltham in relation to the taste and odour of the drinking water.	Undertake investigations for water source (bore) in 2021/22 and commission in 2022/23. Further flushing enhancements if required in 2025/26.	Continue with current programme by providing residents with water filter jugs.	2021/22, 2022/23, 2025/26	\$30k pa	\$1.8m	\$2.65m

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Project	Issue	Most Likely Scenario	Principal Alternatives	Probable year	Low Cost	Likely Cost	High Cost
Pātea low water pressure	Water pressure in the elevated parts of Pātea is low, at approximately 200 kPa.	Pressure zoning in the Pātea water supply.	Continue monitoring pressure and managing complaints.	2021/22 2022/23	\$400k	\$540k	\$650k
Ōpunakē water 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 planned de-ionisation plant in 2027/28.	Continue with flushing regimes and managing complaints.	2027/28	\$500k	\$760k	\$1m
Urban firefighting improvements - Normanby second supply line	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.  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.	Making network improvements to meet the current COP for schools, hospitals, and places of assembly. Other improvements will be made when pipes are renewed.  Improve the water supply to Normanby, which also has benefits of serving the South Taranaki Business Park.	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.	2027/28, 2028/29	\$1.7m	\$2.7m	\$2.7m
Turuturu Road water supply demand management	Growth and demand for water in and around the Turuturu Road area has led to a shortage of water supply and low pressure.	Investigating potential solutions and finalising best practicable option in 2021/22 with construction to be undertaken in 2022/23 and 2023/2024.	Doing nothing would not address the water shortages that residents in this area are currently experiencing.	2021/22, 2022/23, 2023/24	\$732K	\$732k	\$1.3m



# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Project	Issue	Most Likely Scenario	Principal Alternatives	Probable year	Low Cost	Likely Cost	High Cost
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.	Installation of a full water treatment plant.	Continue with the current water treatment plant and risk breaching the Drinking Water Standards.	2021/22, 2022/23	\$2m	\$2.6m	\$3m
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 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	\$1.5m	\$2.4m	\$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	\$9m	\$12m
Kāpuni demand management	The demand for water continues to rise slowly. In 2016 we constructed a borehole at Waimate West that did not provide the anticipated resource. Further water resource is needed to manage our risk of failure to supply and enhance our emergency response capability.	Constructing an additional borehole within the area of the three water supplies.	If additional water could be taken from the Kāpuni stream, that is likely to be a lower cost option. However, given the proposed legislation changes it is likely that consents to take water from the Kāpuni stream will become more stringent.  Doing nothing would require significant gains from demand management.	2023/24, 2024/25		\$2.4m	

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Project	Issue	Most Likely Scenario	Principal Alternatives	Probable year	Low Cost	Likely Cost	High Cost
Waverley replacement bore	A replacement bore is required in the Waverley township to ensure enough future supply.	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		\$1.4m	
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		\$6m	

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Project	Issue	Most Likely Scenario	Principal Alternatives	Probable year	Low Cost	Likely Cost	High Cost
<b>Wastewater</b>							
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 system (Inflow) and ground water entering the pipes through cracks and other defects (Infiltration).	A five-year 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.	2022 - 2028	\$1.05m pa	\$1.08m (approx) pa	\$2m pa
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.	2025 - 2031	\$36.9m	\$36.9m	\$50.5m
Desludging 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 lagoon it requires desludging.	A portion of Hāwera’s anaerobic lagoon has been desludged and we will continue with this programme.	As the anaerobic lagoon reaches its capacity, effluent transferred to the stabilisation ponds damages the chemistry and the capacity of the ponds.	2022/23, 2027/28		\$2.7m	

# Rautaki Hanganga-ā-roto

## Infrastructure Strategy

Project	Issue	Most Likely Scenario	Principal Alternatives	Probable year	Low Cost	Likely Cost	High Cost
<b>Stormwater</b>							
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.	2021 - 2031		\$9.8m	
<b>Roads and Footpaths</b>							
Roading renewals	Continue to maintain and renew roading assets as identified.	The programmed works for this Plan include: <ul style="list-style-type: none"> <li>• Road resurfacing - \$27m</li> <li>• Drainage renewals - \$7.6m</li> <li>• Road renewals (pavement rehabilitation) - \$28m</li> <li>• Minor improvements - \$22m</li> </ul>	The inability to, or decision not to, deliver this programme of works will result in the deterioration of our roading assets.	2021-45		\$100m	





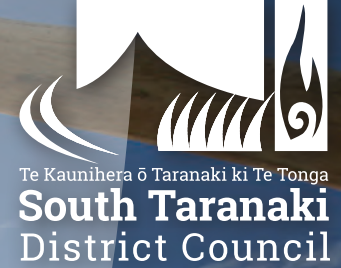


SOUTH TARANAKI

THE MOST

# LIVEABLE

DISTRICT



## 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 activities and services it delivers.

Our activities are organised into 12 groups:

### Democracy and Leadership

#### Three Waters – Water, Wastewater and Stormwater

#### Solid Waste

#### Roading and Footpaths (includes Road Safety)

#### Community Facilities

- Parks, Reserves, Public Spaces, Halls, Swimming Pools, Public Toilets, Holiday Parks, Cemeteries, Housing for the Elderly and Pathways

#### Arts and Culture

- Arts, Aotea Utanganui – Museum of South Taranaki, and our seven LibraryPlus

#### District Economy

- Economic Development, Tourism and Events

### Community Development

- Community Development and Community Support

### Regulatory Services

- Building Control, Planning, Environmental Health, Licensing, Food, Alcohol and Gambling, Animal Services and Parking Control

### Environmental Management

- Environment and Sustainability, Emergency Management and Environmental Policy

### 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.

# Te Hoahoa Ki “Ā Mātou Awheawhe”

## Guide to the layout and content of Our Activities

### 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”.

### 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 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 questions are asked 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:

- Improving cost efficiency by determining the lowest asset lifecycle cost.
- Improving customer satisfaction by better matching levels of service with what customers want and are willing to pay for.
- Better transparency in decision making.
- 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 all of 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.

### Differences to 2018-2028 LTP

Corporate Property, Leased Properties and Cinema 2 have been removed from Community Facilities and are now included in the Corporate Activities Group.

The Environmental Sustainability Group is now called “Environmental Management Group”.

The Emergency Management activity has been removed from Regulatory Services and now included in the Environmental Management Group.

The Planning activity has been removed from Environmental Management and now included in the Regulatory Services Group.





Te Pou Manukura  
**Democracy and  
Leadership**

## Democracy and Leadership



### Why we do it

We provide governance processes that

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 how they can participate in meetings and consultation/submission processes.

We are developing an Iwi-Council Partnership Strategy with the purpose of building stronger relationships and enabling Māori to participate in our decision-making processes.

### What we do

The Mayor and Councillors are the governing body and set the direction, policies and budget needed to run the various activities we provide. We develop strategic documents including the District Plan, Long Term Plan and Annual Plans as well as setting the annual rates and charges. Community

Boards 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 the Iwi Liaison Committee. This standing committee provides an opportunity for up to four members from each Iwi within the District (Ngāruahine, Taranaki, Ngāa Rauru and Ngāti Ruanui) 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 [www.southtaranaki.com](http://www.southtaranaki.com)

### 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.

### Future Projects

We are committed to providing opportunities for Māori to contribute to decision-making processes and we recognise the importance of developing relationships with South Taranaki Iwi. This includes the development of an Iwi-Council Partnership Strategy.

In November 2020 the Council resolved to introduce Māori wards for the 2022 and 2025 local body elections. This decision has initiated a Representation Review which will be

undertaken in 2021.

### Significant Negative Effects

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



# Democracy and Leadership

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

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target 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.	≥ 70%	≥ 70%	≥ 70%	≥ 70%
We engage with our community and provide opportunities 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%
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, Customer Services).	≥ 85%	≥ 85%	≥ 85%	≥ 85%
We have strong relationships with local Iwi and work together in a range of ways so their perspectives inform our decisions.	(T) Iwi representatives are appointed to the Iwi Liaison Committee and the Council's standing committees.	100%	100%	100%	100%



Ngā Waitoru  
**Three Waters**

# Ngā Waitoru

## Three Waters



### Why we do it

There is a strong community expectation that

people are safe and their public health is protected through the delivery of the three waters services. Water supply is the most critical infrastructure service we provide as water is required in large volumes to sustain domestic, agricultural and industrial customers. Sustainable water supplies preserve the resource for future generations and high quality infrastructure helps to ensure that South Taranaki is a prosperous District. The safe disposal of wastewater protects the public health of our communities by taking domestic sewage and industrial wastes and treating them before discharging the treated effluent to the environment. Stormwater reticulation protects homes and core infrastructure such as roads and wastewater systems by helping to prevent flooding of properties and infrastructure.

High quality infrastructure supports the economic wellbeing of the District

and provides a healthy and safe place to live.



### Water

#### What we do

Our water supplies provide more than 29 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, 37 reservoirs and 641km of water mains.

Water is sourced from the many streams that run from Mount Taranaki 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 our ten water treatment plants meet the current drinking water quality standards. The Waverley and Kāpuni water supplies 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.

Having at least 24 hours of treated water storage capacity allows the water treatment plants to be turned down 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.

#### Looking Ahead

We are facing possible reductions in

surface water abstraction consents due to the upcoming freshwater reform. In the short term, it is likely to affect the consents for Eltham, Kāpuni and Inaha and will drive improvements in plant efficiency and stronger demand management strategies. This may include an increase in water restrictions and/or metering for new residential connections, effectively aligning us with new connection policies for the neighbouring Taranaki councils.

Pātea's water supply is vulnerable 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.

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.

Growth areas include western and northern Hāwera, and structure plans

# Ngā Waitoru

## Three Waters

have been developed for these areas so that development can be facilitated in an ordered manner. This will involve additional infrastructure for western Hāwera, potentially a pumping station for the growth of the northern Turuturu Road area and adequate infrastructure for the proposed South Taranaki Business Park.

Taste issues with the Eltham water scheme have necessitated an upgrade to improve taste.

### Key Capital Projects

- Turuturu Road pumping station and a possible increase in pipe capacity.
- Focus on managing water consumption.
- Continued development of infrastructure for the South Taranaki Business Park.
- Improvements to the Eltham water supply to address odour and taste issues.
- Increase water production capacity and identify where additional water resources will be required for key growth areas.
- Installation of automated water

meter reading equipment on all rural water connections.

- Ongoing upgrades to reticulation pipes across the District.

Project		Year	Budget
Eltham water taste and odour	Undertake investigations for water source (bore) in 2021/22 and commission in 2022/23. Further flushing enhancements if required in 2025/26.	2021/22 2022/23 2025/26	\$1.8m
Pātea low water pressure	Pressure zoning in the Pātea water supply.	2021/22 2022/23	\$540k
Ōpunakē water discolouration	Install planned de-ionisation plant in 2027/28.	2027/28	\$760k
Urban firefighting improvements - Normanby second supply line	Make network improvements to meet the current code of practice for schools, hospitals, and places of assembly. Other improvements will be made when pipes are renewed.  Improve the Normanby water supply, which also has the benefit of serving the South Taranaki Business Park.	2027/28 2028/29	\$2.7m
Turuturu Road water supply demand management	Investigate potential solutions and final best practicable option in 2021/22 with construction to be undertaken in 2022/23 and 2023/2024.	2021/22 2022/23 2023/24	\$732k
Pātea Water Treatment Plant enhancement	Install a full water treatment plant.	2021/22 2022/23	\$2.6m
Waimate West trunk main duplication	Construct an additional trunk main running parallel to the current Waimate West trunk main.	2024/25 2025/26	\$2.4m

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Project		Year	Budget
Waimate West replace reservoir 1	Replace Waimate West reservoir 1.	2026/27 2027/28 2028/29	\$9m
Kāpuni demand management	Construct an additional borehole within the area of the three water supplies.	2023/24 2024/25	\$2.4m
Waverley replacement bore	Investigate water source and commission replacement bore.	2025/26	\$1.4m
Kāpuni Water Treatment Plant capacity upgrade	With some growth predicted in Hāwera and Normanby we will 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.	2043/44	\$2.2m
Enhanced water treatment for viruses	UV treatment would need to be added to all surface water plants to kill viruses. Secure ground water will not require further treatment.	2034/35	\$2.5m
Demand Management and Efficiency Enhancement	Introduce universal water metering, unless other technologies are developed before legislation changes are enforced.	2032 – 2034	\$6m

### What you can expect from us

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 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.

We are actively improving our scheduling processes for these activities to minimise reactive-based works through preventative maintenance and early interventions. Specific goals are linked to our water safety plans, which have been approved by the Taranaki District Health Board.

The installation of remote monitoring has given us greater visibility and faster response around 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 identified a number of users who were taking excessive amounts of water from our network and we plan to continue auditing demand from extraordinary users to ensure that they are being fairly charged for water.

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 cuts and removal of vegetation around critical structures such as intakes and pipe bridges.

### Significant Negative Effects

We strive to reduce the negative impacts of our operations, but we acknowledge that our activities can have negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise these effects.



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**Table 1: Potential negative impacts and solutions for water supply**

Significant Negative Effect	Sustainable Solution
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 Taranaki Regional Council principles set out in the Regional Fresh Water Plan when considering permission to abstract water from streams and bores.
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 supplies during times of drought or emergency.	Demand management is used to reduce water demands during drought or emergency. 24 hours' water storage is available for all schemes except Waimate West. Investigations to improve the security of supply through developing additional water resources.

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

### Water Supply

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target 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	≤ 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	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs

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## Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
The water supply is accessible and reliable.	(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 the fault or interruption. DIA Performance Measure 3b	≤ 9 hrs	≤ 9 hrs	≤ 9 hrs	≤ 9 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	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
	(T) Median response time for service personnel to resolve non-urgent call-out measured from the time we receive notification to the time service personnel confirm resolution of the fault or interruption. DIA Performance Measure 3d	≤ 5 days	≤ 5 days	≤ 5 days	≤ 5 days
	(T) Extent of compliance with current NZ Drinking Water Standards (for bacteria). DIA Performance Measure 1a	10/10	10/10	10/10	10/10
	(T) Extent of compliance with NZ Drinking Water Standards (for protozoa). DIA Performance Measure 1b	10/10	10/10	10/10	10/10
	(T) % The percentage of real water loss from the networked reticulation system, using the Infrastructure Leakage Index (ILI) methodology. DIA Performance Measure 2	≤ 13%	≤ 12.5%	≤ 12%	≤ 11.5%
The water supply is managed sustainably (cont.).	(T) Average consumption of drinking water per day per resident. DIA Performance Measure 5	≤ 390 L/c/d	≤ 380 L/c/d	≤ 370 L/c/d	≤ 370 L/c/d

# Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Consumers are satisfied with the Water Supply service.	(C) Total number of complaints received about drinking water clarity (per 1,000 connections). DIA Performance Measure 4a	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water taste (per 1,000 connections). DIA Performance Measure 4a	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water odour (per 1,000 connections). DIA Performance Measure 4b	≤ 3	≤ 3	≤ 3	≤ 3
	(C) Number of complaints received about drinking water pressure or flow (per 1,000 connections). DIA Performance Measure 4c	≤ 5	≤ 4	≤ 4	≤ 4
	(C) Number of complaints received about response to the above (per 1,000 connections). DIA Performance Measure 4e	≤ 2	≤ 2	≤ 2	≤ 2
	(C) Total number of complaints (per 1000 connections). DIA Performance Measures 4a-4e	≤ 24	≤ 22	≤ 20	≤ 20
	(C) % of consumers are satisfied with the Water Supply overall.	≥ 80%	≥ 80%	≥ 80%	≥ 80%

# Ngā Waitoru

## Three Waters



### Wastewater

#### 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), which grants resource consents that state the quality and quantity conditions that must be met.

In order to better manage the specific nature of industrial wastewater, we introduced a Trade Waste Bylaw in 2017. This 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 normal treatment process, with treated

effluent being discharged to an adjacent watercourse. There are exceptions – 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 pond uses filtration and UV disinfection to fully sterilise wastewater prior to discharge to the environment.

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, or we may exceed the limits of resource consents, resulting in legal action against us. 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.

#### Looking Ahead

The majority of wastewater collection and treatment systems have sufficient capacity for the next ten years. Our biggest future challenges will be to manage wastewater pond sludge and reduce the levels of inflow and infiltration into our pipe network, especially with the likely removal of consented emergency overflows in the coming years

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 illegal stormwater diversion into the sewer system.

Allowance has been made over the next seven years for \$1.08m per annum to be spent on sewer

rehabilitation to reduce the amount of rainfall-derived inflow and infiltration and achieve the performance targets we have set. We will continue to benchmark this against other councils in the annual Water New Zealand National Performance Review.

Managing sludge levels in our oxidation ponds is a very important part of maintaining effective treatment, with those taking significant trade waste loads being the most critical. The ponds at Eltham, Hāwera and possibly Manaia are likely to require ongoing sludge maintenance, with other ponds needing intermittent desludging.

Low levels of potentially harmful organisms (norovirus) in shellfish were found after monitoring near the marine outfall in Hāwera in mid-2017. This can be infectious to humans, resulting in sickness for a few days. 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 in our

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Infrastructure Strategy 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 wastewater to comply with new consent conditions. This is a key driver for the treatment plant upgrades.

### Key Capital Projects

- Renewal of the discharge resource consents for Waverley, Manaia, Pātea, Eltham and Hāwera emergency discharges.
- Implementing a sludge dewatering facility and a facility for receiving septic tank sludge at Hāwera Wastewater Treatment Plant.
- Improved aeration at plants with significant trade waste loads.
- Relining or replacement of the wastewater reticulation pipes to reduce the amount of rainwater entering the wastewater network.
- Renewal of wastewater pump stations and tertiary treatment of wastewater to comply with

upcoming freshwater reforms.

- Upgrade of treatment plants following Best Practicable Options reports generated during the consent renewal process.

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 system (Inflow) and ground water entering the pipes through cracks and other defects (Infiltration).	2022 - 2028	\$1.08m (appx) pa
Disinfection of wastewater discharges – tertiary treatment	As water quality standards are increased for watercourses based on the National Policy Statement for Freshwater Management and other environmental pressures, disinfection of wastewater treatment discharges will be required.	2025 - 2031	\$36.9m
Desludging 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 lagoon it requires desludging.	2022/23 2027/28	\$2.7m



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### Significant Negative Effects

We strive to reduce the negative impacts of our operations, but we are aware that our wastewater activity generates negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise them.

Significant Negative Effect	Sustainable Solution
Overflows of untreated sewage from the wastewater network due to blockages, pump station or other plant malfunction, electrical failure for pump stations, inflow/infiltration of stormwater into the sewerage 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 tanks at pump stations for sewage overflow. Backup electrical generators at key pump stations.
Discharge of sewagewastewater through the outfalls may cause environmental and health issues.	Compliance with resource consents. Regular monitoring of plant performance of the ocean outfall and environment. Rāhui on collection of seafood and public information campaigns implemented immediately.
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 employed to monitor compliance with Trade Waste Bylaw 2017. Penalties can be imposed by the Council for any breaches of the Trade Waste Bylaw 2017. Maintaining and operating our plants effectively. Building of collaborative approach with the major industries.

Significant Negative Effect	Sustainable Solution
Odours produced from the collection and treatment of trade waste and domestic sewagewastewater 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

### Wastewater

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target 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	≤ 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	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs	≤ 5 hrs
	(C) Total number of complaints received about sewage odour (per 1,000 connections). DIA Performance Measure 4a	≤ 1	≤ 1	≤ 1	≤ 1
	(C) Number of complaints received about sewerage system faults (per 1,000 connections). DIA Performance Measure 4b	≤ 39	≤ 38	≤ 37	≤ 37
	(C) Total number of complaints received about sewerage system blockages (per 1,000 connections). DIA Performance Measure 4c	≤ 15	≤ 14	≤ 13	≤ 13
	(C) Number of complaints received about response to issues (per 1,000 connections). DIA Performance Measure 4d	≤ 3	≤ 3	≤ 3	≤ 3

# Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Sewage is managed without risk to public health.	(C) Total number of complaints received about sewerage system faults and our response to issues with our sewerage system (per 1000 connections). DIA Performance Measure 4a-4d	≤ 52	≤ 51	≤ 50	≤ 50
	(T) Number of dry weather overflows per 1,000 connections. DIA Performance Measure 1	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Compliance with our resource consents for discharge from our sewerage system measured by the number of abatement notices received. DIA Performance Measure 2a	≤ 1	≤ 1	≤ 1	≤ 1
	(T) Number of infringement notices received for discharges. DIA Performance Measure 2b	0	0	0	0
	(T) Number of enforcement orders received for discharges. DIA Performance Measure 2c	0	0	0	0
	(T) Number of convictions received for discharges. DIA Performance Measure 2d	0	0	0	0
	Residents are satisfied with Wastewater services overall.	(C) % of consumers satisfied with the Wastewater services overall.	≥ 85%	≥ 85%	≥ 85%

# Ngā Waitoru

## Three Waters



### Stormwater

#### What we do

We manage and maintain stormwater assets made up of culverts, water channels, water collectors, pump stations, stormwater ponds, outfalls and pipe reticulation 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 96km of pipes, 1009 manholes, 322 outlets, 2086 inlets and 10km of open drains.

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 first two metres of discharge pipes from roading sumps. These assets collect stormwater and send 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. 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 (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 to houses (excluding garages and sheds).

#### Looking Ahead

Modelling has shown that climate change is expected to cause more

intense rainfall and higher incidence of extreme weather events. Localised storms can cause significant issues such as the storm that resulted in the flooding in Ōpunakē in 2015. Managing the increase in rainfall will require improved capacity in some of our infrastructure.

The problems we experience with too much stormwater entering the wastewater network may be mitigated in some instances by increasing the capacity of the stormwater network, particularly in areas of growth.

#### Key Capital Projects

- Upgrades to urban stormwater systems based on the risk of flooding.
- Increased capacity of stormwater systems.

#### Significant Negative Effects

We strive to reduce the negative effects 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.

Significant Negative Effect	Sustainable Solution
Discharge of polluted stormwater affecting public health.	Compliance with resource consents. Comprehensive approach to stormwater management based on catchment management plans. Works are proposed to reduce the amount of stormwater entering the wastewater network.
Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding and erosion, which could result in social and economic hardship.	Compliance with design standards to incorporate detention ponds to prevent flooding and erosion. We utilise overland flow paths to increase the level of protection for houses and commercial buildings. Works are proposed to improve the level of protection in large rainfall events.

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## Three Waters

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target 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	< 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	≤ 1.00	≤ 1.00	≤ 1.00	≤ 1.00
	(T) Compliance with our resource consents for discharge from the stormwater system, measured by the number of abatement notices received. DIA Performance Measure 2a	< 2	< 2	< 2	< 2
	(T) Number of infringement notices received by STDC for stormwater discharges. DIA Performance Measure 2b	0	0	0	0
The stormwater system is managed sustainably.	(T) Number of enforcement orders received by STDC for stormwater discharges. DIA Performance Measure 2c	0	0	0	0
	(T) Number of successful prosecutions made against STDC for stormwater discharges. DIA Performance Measure 2d	0	0	0	0
	(C) Number of complaints received about stormwater system and response to issues (per 1,000 connections). DIA Performance Measure 4	≤ 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	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs	≤ 2 hrs
Residents are satisfied with the Stormwater system.	(C ) % of residents satisfied with the stormwater system.	≥ 80%	≥ 80%	≥ 80%	≥ 80%





Para Totoka  
**Solid Waste**

# Para Totoka

## Solid Waste



### 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

We operate a weekly kerbside collection service (wheelie bins and crate) to collect waste and recyclables from approximately 8,400 households in the District's towns and along the main collection routes. We also provide a fortnightly voluntary organic waste collection service (green waste and food waste combined) on a user-pays basis to approximately 2,630 households. This green waste 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 focus on minimising the amount of waste our District sends to landfill through the implementation of the Waste Management and Minimisation Plan. Materials from the recycling collection are transported to the Materials Recovery Facility in New Plymouth, where they are sorted and processed.

General waste from the South Taranaki and Stratford districts is consolidated at the Hāwera Transfer Station, where waste volumes have increased overall compared to previous years. This has been due to the re-routing of waste from contractors that previously disposed of waste directly to the Colson Road Landfill in New Plymouth. All refuse from the District is now transported to the Bonny Glen Landfill near Marton for disposal, due to the

closure of the Colson Road Landfill. The decision to cart and dispose of waste to the Bonny Glen Landfill was made after options analysis determined it to be the most cost-effective method.

### 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 Ministry for the Environment (MfE) has not yet released its confirmed implementation timeline for anticipated increases in the Waste Disposal Levy. We will only be able to budget any increase in Waste

Disposal Levy revenue into strategic waste minimisation efforts once that information has been confirmed. The MfE has also not yet confirmed what percentage of the Waste Disposal Levy will be returned to Council. In previous years, the amount returned to us was 50% of the Levy, but this percentage is likely to change from 1 July 2021.

### Key Projects

Description	Year	Total (\$)
Hāwera Transfer Station Renewals	Years 1 to 8	\$370k
Public Places – Recycling Bins	Years 1 and 10	\$128k
Hāwera Transfer Station – Roof Protection	Years 1 and 8	\$383k

### Significant Negative Effects

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

# Para Totoka

## Solid Waste

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

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

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
A reliable weekly kerbside recycling and rubbish collection service is provided.	(T) Number of justified complaints received for missed collection that are not resolved (average per month).	2	2	2	2
	(C) % of customers satisfied with the Solid Waste collection service.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
A reliable, well managed (user pays) fortnightly kerbside greenwaste collection service is provided.	(C) Average number of justified complaints received for missed greenwaste bins per collection.	≤ 5	≤ 5	≤ 4	≤ 4
Transfer stations are well maintained.	(C) Number of complaints received about poor maintenance, noise or smell for transfer stations.	≤ 5	≤ 4	≤ 4	≤ 4
Increasing number of tonnes per annum of recyclable material diverted from landfill.	(T) Number of tonnes of recyclable waste diverted from landfill per annum.	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year
<b>Waste Minimisation</b>					
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 annum.	< 320kg per household	< 310kg per household	< 300kg per household	< 290kg per household
We actively deal with litter complaints.	(C) Residents (%) who are satisfied with litter control.	>50%	>50%	>50%	>50%



Ngā Huarahi Ararau  
**Roading and Footpaths**

# Ngā Huarahi Ararau

## Roading and Footpaths



### Why we do it

We maintain and develop a substantial 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. Roading infrastructure is essential for the community and the District's economic development.

Our road safety programme aims to 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 infrastructure to support businesses and industry in South Taranaki.

### What we do

We maintain and develop a substantial roading network that includes 1,377km of sealed roads, 257km of unsealed roads, 163km of footpaths, 229 bridges and 83 major culverts. This network

is supported by 2,252 streetlights, 175km of kerb and channel and 20km of pipes.

In addition to these key assets there are about 1,000km of "paper" or unformed legal roads that we do not maintain. Waka Kotahi, the New Zealand Transport Agency, 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.

We deliver the Community Road Safety Programme on behalf of the Region and in partnership with the Stratford and New Plymouth District Councils. This involves working with communities to identify and address local road safety issues by running a number of road safety campaigns and educational programmes.

The Taranaki Regional Transport Committee has a Draft Regional Land Transport Plan 2021-2027. This document is important to the South Taranaki District Council as it establishes the regional priority

for many of our transport activities, including all state highway activities, local road improvements, walking and cycling and community road safety activities.

### Looking Ahead

The demand on the existing roading network is expected to continue to come from heavy industries. High Productivity Motor Vehicles (HPMV – 50Max) will put more stress on the rural roading network and will also require investigation and upgrades of bridges on permitted routes. The demand for new roads will be minor in the near future and it is expected that developers will pay the cost.

Forestry harvesting has started in the District and this activity is contributing to the deteriorating condition of our rural roads. Advance planning to upgrade and maintain these areas 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.

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 occurrences of extreme weather events causing significant damage. Financial provisions are being put in place to address both the required bridge maintenance work and the repair works due to extreme weather events.

It is anticipated that the Financial Assistance Rate (FAR) that sets the Waka Kotahi subsidy rates we receive for roading work will increase to 63% for the next three years. Costs for bitumen and construction, which are a large component of the roading expenditure, are expected to increase.

### Key Projects

- An average of 10km of pavement rehabilitation (road renewal) per annum.
- An average of 90km of pavement resurfacing (resealing) per annum.
- An average of 2km footpath, kerb and channel per annum.



## Roading and Footpaths

- An average one to two bridge upgrades per year.
- Various road safety improvements, for example road widening, speed management.

Description	Year	Total (\$)
Road Resurfacing	Years 1 to 10	\$27m
Drainage Renewals	Years 1 to 10	\$7.6m
Pavement Rehabilitation	Years 1 to 10	\$28m
Traffic Services Renewal	Years 1 to 10	\$3.3m
Footpath Renewals	Years 1 to 10	\$8m
Street Light Renewals	Years 1 to 10	\$142k

### Significant Negative Effects

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

Significant Negative Effect	Sustainable Solution
The maintenance of the roading network may cause a number of nuisances including dust and smells.	Compliance with resource consent conditions during maintenance activities and track and record complaints.
Improvements to the roading network may encourage increased traffic volumes and increase the level of emissions.	The provision of a suitable roading network is essential to the District. The Council also invests in walking and cycling infrastructure.
Vehicle accidents have a significant effect on the social and economic wellbeing of the community.	Road safety management and public education is an ongoing focus for the Council. Minor improvement works are carried out at high risk areas to reduce crash incidents. Road safety improvements include widening of narrow roads and bridges, improving visibility at corners and speed management.
Dust generated by traffic on unsealed roads can cause health and nuisance effects for people and stock.	Dust generated by traffic on unsealed roads is mitigated through regular gravelling or sealing of the roads (the latter is subject to available funds).
Forestry harvesting (logging) and activities requiring increased heavy traffic on low volume rural roads result in significant wear and damage to the roads, which are expensive to repair and maintain.	We will consider the introduction of a new rate or some other mechanism to partially offset the cost of heavy traffic damage to roads, possibly through a differential rate based on land-use.

# Roading and Footpaths

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target 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	92%	92%	92%	92%
	(C) % of road users satisfied with the condition of Council roads. DIA Performance Measure 1	≥ 73%	≥ 74%	≥ 75%	≥ 75%
	(T) Annual change in number of fatalities and serious injury crashes on local road network. DIA Performance Measure 1	Decrease by 1 or zero	Decrease by 1 or zero	Decrease by 1 or zero	Decrease by 1 or zero
	(T) % of sealed local road network resurfaced annually. DIA Performance Measure 3	6%	6%	6%	6%
Footpaths are maintained in good condition and are fit for purpose.	(T) % of footpaths with condition rating 1-4. DIA Performance Measure 4	≥ 98%	≥ 98%	≥ 98%	≥ 98%
	(T) % of urgent customer service requests relating to roads and footpaths responded to within 2 working days. DIA Performance Measure 5	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Council will respond promptly to customer service requests for roads and footpaths.	(T) % of non-urgent customer service requests relating to roads and footpaths responded to within 5 working days. DIA Performance Measure 5	≥ 90%	≥ 90%	≥ 90%	≥ 90%

The background features several overlapping circles in various shades of purple. A large, stylized white figure, resembling a person or a bird, is positioned in the center, partially obscured by the circles. The text is overlaid on this background.

Ngā Huhua Kaunihera  
**Community Facilities**

# Ngā Huhua Kaunihera

## Community Facilities



### Parks, Reserves and Public Spaces



### Why we do it

We provide a

range of attractive and accessible facilities for our residents, families and visitors “from the cradle to the grave.”

Parks and Reserves, Public Spaces, Pathways, 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 well-being of our communities. In support of these activity based facilities are a number of holiday parks and campgrounds that give domestic and international visitors opportunities to stay, visit and support our local communities, and quality public toilets for the comfort and 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 a number of cemeteries to support the social and cultural wellbeing of our communities by providing areas to bury, visit and remember those who have passed.

### What we do

We own and maintain parks and reserves across the entire 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 across the District.

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.

### Looking Ahead

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 asking for improved maintenance of parks and gardens, particularly through the townships of our smaller rural areas. As a result of this community feedback the operational budget for parks and reserves has been increased by \$290,000 per annum from Year 4 of

the Plan.

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.

### What negative impacts this might have

We strive to reduce the negative impacts of our operations, but we acknowledge that sometimes our activities can have negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise them.

# Ngā Huhua Kaunihera

## Community Facilities

Significant Negative Effect	Sustainable Solution
Vandalism of Council parks and properties' assets is a costly negative effect.	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.
Personal injury due to failure or non-compliance of playground equipment.	This can be mitigated through good design, occasional safety audits and on-going monitoring of the condition of all playgrounds, and immediate response to reports of damage to play equipment.

Significant Negative Effect	Sustainable Solution
Environmental and health impacts caused by larger than expected numbers of freedom camping visitors at sites throughout the District.	Increased monitoring of the camping sites was initiated in 2017 with the engagement of Kaitiaki (Freedom Camping Ambassadors) during the busier summer months.



### Halls and Recreation Centres

#### What we do

We own and manage nine halls across the District. In addition there are 34 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 a multi-function facility in Hāwera (TSB Hub) and Sports Society Hall in Manaia. We operate and maintain TSB Hub, which is open all year round for recreation, entertainment, social events,

functions, programmes and regular sports code competitions. The day-to-day operations of the Manaia Sports Society Hall, such as bookings, minor maintenance and applications for grants, are managed by the Society. However, the building has been identified as earthquake-prone and has been closed. We provide an annual repairs and maintenance grant to the Sandfords Event Centre in Ōpunakē.

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 number of our halls have been assessed as earthquake-prone and have been closed for strengthening or review of future service provision. Strengthening work and refurbishment

has been completed on the historic Hunter Shaw Building in Pātea. In Manaia, the Memorial Hall and Sports Society Hall are both closed due to their earthquake risk. Plans to consolidate these two community facilities into one building were presented to the Manaia Community, but were not favourably received. Further consultation will be undertaken with the Community before plans are finalised. We have committed \$1 million towards this project, to be undertaken within the 2021-2031 LTP.

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

#### Looking Ahead

Demand for the halls is expected to remain at the current level or reduce over the life of the Long Term Plan. The replacement of the halls in Manaia may reduce the number of halls by one



# Ngā Huhua Kaunihera

## Community Facilities

and we have no plans over the next ten years to build or acquire additional halls. South Taranaki’s population projections are for static to minimal population increases and the current capacity of our halls can accommodate a significant increase in users, should that happen in the future.

### Significant Negative Effects

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



### Swimming Pools

#### What we do

The provision of Swimming Pools enables us to 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.

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. Poolsafe is a national “best practice” project administered through Recreation Aotearoa. Qualified instructors deliver programmes that cater to all ages and abilities. Programmes include Learn to Swim, Kayaks, 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.

Maintaining robust and attractive assets and ensuring effective, safe operational capacity at an acceptable level of quality is the facility focus for the next three years. The programme focus is to further improve the reach and effectiveness of swim and survive programmes at all operational sites and to South Taranaki schools.

Capital investments at Rāwhitiroa, Waverley, Kaponga, Pātea and the Aquatic Centre have improved the quality of operations at these pools. A project within this Long Term Plan is to complete the significant improvements for the Manaia Pool, which began in the 2019/20 financial year.

### Significant Negative Effects

We strive to reduce the negative effects of our operations, but we acknowledge that sometimes our activities can have negative impacts. The table below shows the possible

negative effects of this activity and what we will do to minimise them.

Significant Negative Effect	Sustainable Solution
Environmental impact through the transmission of water borne contaminants.	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.
Chemicals commonly associated with swimming pool water treatment may pose a risk to the environment through accidental spillage.	Secondary containment vessels are provided to mitigate spills from liquid chemicals.

# Ngā Huhua Kaunihera

## Community Facilities

Significant Negative Effect	Sustainable Solution
Accidental injury to pool users, 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.



### Public Toilets

#### What we do

We own and maintain 38 public toilets at locations across the District. Additionally, we have two re-locatable toilet pods at Denby Road, Hāwera and at the Cape Egmont Boat Club on Cape Road, Ōpunakē. There are five dump stations across the District for motor homes to dispose of waste.

### Looking Ahead

The key issue for our public toilets is the significant demand for new or improved facilities. With 38 public toilets across the District and a static population, we do not anticipate a demand for more toilets.

While visitor numbers are not monitored, there is anecdotal 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.

### Future Projects

New public toilets are planned to be incorporated into Te Ramanui o Ruapūtahanga in the Hāwera CBD. Whilst they will not be open 24 hours per day, they will be presented to a much higher standard than the current toilets. Once Te Ramanui has been completed the existing public toilets in Regent Street will be retired. 24 hour access to toilets will still be available at King Edward Park and the

Tower Grounds. There are also plans to replace the public toilets on Egmont Street in Pātea.

### Significant Negative Effects

We strive to reduce the negative effects of our operations, but we acknowledge that sometimes our activities can have negative impacts. The table below shows the possible negative effects of this activity and what we will do to minimise them.

Significant Negative Effect	Sustainable Solution
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.
Vandalism of public toilets.	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.

# Ngā Huhua Kaunihera

## Community Facilities



### Holiday Parks

#### What we do

We provide five holiday parks at Ōpunakē Beach, Hāwera, Pātea Beach, Waverley Beach and Waiinu Beach, and a campground at Lake Rotorangi (Pātea Dam).

The management and operation of these facilities varies. The Ōpunakē and Pātea Beach Holiday Parks are leased to private operators; Waverley Beach, Waiinu Beach and Hāwera Holiday Parks are managed in-house and we employ a part time custodian at Waiinu over the summer period when demand is high. The Lake Rotorangi Campground is managed by a voluntary Trust in partnership with the Council.

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.

The Hāwera Holiday Park facilities were upgraded in 2013 and patronage has

increased steadily as a result.

#### Looking Ahead

The key issues affecting demand forecasts for holiday parks are: more mobile retired age group using motor homes; competing pressures on available leisure time increasing Taranaki residents' use of local holiday parks; preferred use of alternative non Council-owned venues; and an increase in freedom camping across the District.

Little data is available on historical user statistics, as visitor nights are not recorded at most of the holiday parks. Anecdotal evidence, however, suggests there is adequate capacity to meet an increase in demand as our holiday parks are rarely at full capacity during the busiest season in the school summer holidays.

#### Future Projects

Capital investment is required at the Ōpunakē Beach Holiday Park to improve drainage, stabilise surrounding cliffs and improve facilities at the Manager's residence.

#### 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 Trust.

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

#### Looking Ahead

The number of South Taranaki residents aged over 65 years is expected to increase over the coming decade. This could result in increased pressure on cemetery space. Based on expected demand we still have space available across the District for a further 50 years.

The number of interments are 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 further there will be a need to be more culturally sensitive about the provision of different burial areas in our cemeteries.

#### 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

The Cemeteries activity has minor negative impacts.

Significant Negative Effect	Sustainable Solution
Discrepancies in the allocation of burial plots can have a 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.



### Pathways

#### What we do

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.

#### Looking Ahead

Funding for these new routes is subject to available existing reserves and external funding, the negotiation of access and in some cases the support of user groups. It is also possible that some sections may be delayed or not proceed as a result of access issues.

#### Future Projects

Future projects could be determined in consultation with the community to confirm their priorities.

#### Significant Negative Effects

Gaining the required permissions to build new Pathways can be extremely time consuming for staff and not all residents are happy to have pathways developed through or next to their land.

# Ngā Huhua Kaunihera

## Community Facilities



### Housing for the Elderly

#### What we do

We have 65 housing units for older people across the District. We are committed to providing safe, comfortable and affordable accommodation for our tenants. Our Pensioner Housing Policy contains minimum standards for housing, including the installation of insulation, cost-effective heating, accessible showers and all units have a separate bedroom, except for one bedsit unit.

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 increased steadily over the past three years and occupancy levels are high in all communities. The number of South Taranaki residents aged over 65 years is expected to increase from

4,894 in 2021 to 6,143 in 2031. Other factors that are likely to increase demand are declining levels of home ownership and the number of older residents returning to the District upon retirement.

Funds raised from the sale of old and unsuitable units are redirected into the Housing for the Elderly activity. The funds from the sale of the Dixon Court bedsit units in Hāwera in 2011 and the Meredith Street bedsit units in Pātea in 2015 were used in this way, as will the funds from the proposed sale of the old units at 8 King Street in Ōpunakē.

#### Future Projects

We are progressively upgrading our units to meet the minimum standards defined in the Pensioner Housing Policy adopted in 2011. 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. Heat pumps have been installed in 63 units.

Interior upgrades of 55 units, including the installation of accessible showers,

have been completed and 8 of the remaining 10 units will be refitted as the units are vacated. Land has been purchased in Hāwera for future development.

The Pensioner Housing Policy will be reviewed in 2021/22. Our current policy is to charge 80% of market rates; however, these were not increased for the 2020/21 financial year. The Council adopted a nil increase on all fees and charges in 2020/21 as a recovery measure post COVID-19.

#### Significant Negative Effects

Demand for older people's housing is projected to increase and housing is often not available at the time when potential residents need it. There are also sometimes issues between residents.

# Ngā Huhua Kaunihera

## Community Facilities

### Key Projects

Description	Year	Total (\$)
<b>Parks and Reserves</b>		
Soft fall replacement for all playgrounds	Years 2, 5, 8	\$703k
King Edward Park Gates Renewal	Year 3	\$108k
Playground Upgrades	Years 2, 4, 6, 8, 10	\$644k
<b>Recreation Centers</b>		
TSB Hub – Renewals	Years 1 to 10	\$578k
Eltham Town Hall Building Compliance	Years 1 and 2	\$211k
Hāwera Community Centre – Drapes and Carpets	Years 1, 2 and 4	\$94k
<b>Swimming Pools</b>		
Rural Pools Plant Renewals	Years 1 to 10	\$347k
Waverley Swimming Pool	Year 3	\$260k
Hāwera Aquatic Centre Renewals	Years 1 to 10	\$720k
<b>Public Toilets</b>		
Pātea – Egmont Street Toilet	Years 4 and 5	\$358k
Ōhawe Beach Toilet	Years 2 and 3	\$130k
<b>Holiday Parks</b>		
Hāwera Holiday Park	Years 1 to 10	\$96k
Ōpunakē Beach Holiday Park	Years 1 to 10	\$70k
Waverley Beach Holiday Park	Years 1 and 2	\$274K
<b>Cemeteries</b>		
Cemetery Concrete Berm Renewals	Years 1 to 10	\$93k
Ōpunakē Cemetery Extension	Year 1	\$26k
Waihi Cemetery Extension	Year 2	\$27k

Description	Year	Total (\$)
Kaponga Cemetery Entrance Renewal	Year 1	\$15k
<b>Pathways</b>		
Waverley Beach Connection Pathway *	Years 3 and 4	\$693k
Waverley Town Belt Pathway *	Years 7 and 8	\$474k
<b>Housing for the Elderly</b>		
Housing Renewals	Years 2 to 10	\$956k

\* These projects will form part of the Waverley Town Centre Master Plan revitalisation projects.



# Ngā Huhua Kaunihera

## Community Facilities

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

#### Parks and Public Space

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Parks and public spaces are tidy and well maintained.	(C) % of customers satisfied with the level of maintenance in Council parks, reserves and public spaces.	97%	97%	97%	97%
	(C) % of customers satisfied that the provided playgrounds meet the needs of users.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

#### Recreation Centres

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Recreation Centres are well maintained and serviced.	(C) % of customers satisfied with the maintenance and cleanliness of recreation centres.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

#### Swimming Pools

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Rural Pools are attractive and well maintained environments.	(C) % of customers satisfied with pool environments. Average across all Rural Pools	≥80%	≥80%	≥80%	≥80%
Rural Pools water quality is safe.	(T) % of compliance with NZ5826 through regular water quality tests.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
The Hāwera Aquatic Centre is a well maintained environment.	(C) % of users satisfied with the venue being well maintained.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
The Aquatic Centre is a safe environment.	(T) The Aquatic Centre holds current national Poolsafe™ accreditation.	Held	Held	Held	Held
Customers are satisfied with services.	(C) % of users satisfied with services at Hāwera Aquatic Centre.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

# Ngā Huhua Kaunihera

## Community Facilities

### Public Toilets

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Toilets are clean and well maintained.	(C) % of residents satisfied with cleanliness and maintenance of Public Toilets.	≥ 80%	≥ 80%	≥ 80%	≥ 80%

### Cemeteries

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Cemeteries are tidy and well maintained.	(C)% of customers satisfied with the tidiness and level of maintenance at Cemeteries.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Interments are managed with respect and sensitivity.	(C) Number of complaints regarding interment processes.	≤ 3	≤ 3	≤ 3	≤ 3

### TSB Hub

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
TSB Hub is an attractive, well maintained and well used venue.	(C) % of users satisfied with standard of service provided.	≥ 90%	≥ 90%	≥ 90%	≥ 90%
TSB Hub provides a safe environment.	(T) Number of accidents reported per annum due to poor maintenance or design.	≤ 3	≤ 3	≤ 3	≤ 3

# Ngā Huhua Kaunihera

## Community Facilities

### Housing for the Elderly

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Council will provide well maintained and fit for purpose Housing for the Elderly.	(T) % of Housing units are rated good to very good using the minimum standards included in the Pensioner Housing Policy.	90%	95%	95%	95%
	(T) % of Housing Units that meet the Residential Tenancies Healthy Homes Standards 2019.	50%	80%	100%	100%
	(C) % of tenants satisfied with the standard of their accommodation.	95%	95%	95%	95%



Ngā mahi ā-Toi me Rēhia  
**Arts and Culture**

# Ngā mahi ā-Toi me Rēhia

## Arts and Culture



### Why we do it

Arts, Culture and Heritage allows us to build vibrant communities and enables people to be connected and informed

through opportunities to participate in creative outlets and by honouring and protecting the past. Our seven LibraryPlus centres provide access to a wide range of free services, information and recreational resources. 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.



### 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 projects include the Council Art Lease Programme and curated exhibitions at community art galleries. On-going collaborative projects include the Taranaki Art Awards, Arts in the Park, Paepae in the Park and the Creative Communities Funding Committee.

### Looking Ahead

While there is continued demand for more assistance it is not anticipated that there will be any increase in the level of service currently being provided.

No major projects are planned, however, we will continue to deliver a wide 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.

### Significant Negative Effects

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



### 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. 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. We actively promote the 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 is developing Stage Two, which will include a new building on the section behind the Museum. Any extension will depend on funds raised by the Trust. Many large pieces of the collection are currently held off site and the Trust is working towards bringing these back to Aotea Utanganui.

### Significant Negative Effects

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

# Ngā mahi ā-Toi me Rēhia

## Arts and Culture



### LibraryPlus

#### What we do

Our seven LibraryPlus centres provide a free lending service to all residents and services that 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.

The libraries provide an online presence through [www.southtaranaki.com](http://www.southtaranaki.com), which enables borrowers to reserve and/or renew items, check the catalogue, access online newspapers and resources. Users can communicate with the libraries on Facebook, Twitter, Pinterest and the LibraryPlus blog. 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.

The library collection is a District resource of books, eBooks, eAudio, graphic novels and magazines, and provides access to online newspapers and databases.

#### 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 and the library as the "third place" has become important for studying, business meetings and connection with people. 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, at the same time as many people are moving away from eBooks and choosing to spend less time online. This means in coming years our LibraryPlus centres will place more emphasis on maintaining a diverse online presence and remaining current with digital technologies while pursuing partnerships with other organisations to enhance service delivery.

We are building Te Ramanui o Ruapūtahanga, a multi-purpose district centre for Heritage, Arts, Library, Culture and Information in Hāwera, which will provide library, arts and cultural services to all of the District's residents.

A Radio Frequency Identification (RFID) system will replace the current

barcode system and offer another method of inventory management and self-service checkout by patrons. These systems have become less expensive as technology has improved and most libraries are moving in this direction, especially when extending or building libraries.

#### Significant Negative Effects

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



# Ngā mahi ā-Toi me Rēhia

## Arts and Culture

### Key Projects

Description	Year	Total (\$)
Books	Year 1 to 10	\$2.8m
Ōpunakē LibraryPlus – veranda roof and heat pump replacement	Years 1 and 5	\$76K
Eltham LibraryPlus – reroof, carpet and vinyl, heat pump replacement, fence replacement and carpark	Years 3, 4, 6 and 8	\$141k
Kaponga LibraryPlus – carpet and vinyl	Year 10	\$27k
Pātea LibraryPlus – heat pump replacement, carpet and vinyl	Years 3, 5,6 and 10	\$101k

### Arts

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Opportunities are provided to participate in arts activities.	(C) Number of programmes or projects facilitated or supported per annum.	10	10	10	10

### LibraryPlus

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
LibraryPlus facilities are well resourced and have friendly, helpful staff.	(C) % of customers satisfied with facilities and customer service.	≥ 96%	≥ 96%	≥ 96%	≥ 96%
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.	≥ 96%	≥ 96%	≥ 96%	≥ 96%



Ōhanga-ā-Rohe  
**District Economy**

## District Economy



**Why we do it**  
District 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.

Tourism promotion attracts visitors to the area who stay in our accommodation, visit our attractions and use other services such as petrol stations, restaurants and retail stores. Visitors also add to the vibrancy and cultural vitality of our District through interaction with residents and mixing of their cultures into our lives.

Events provide the community with a range of entertainment, cultural and recreational activities that contribute to the vitality and uniqueness of our communities, making them more attractive to current and prospective residents.



### Economic Development

#### What we do

We support the economic growth of the District through our Economic Development Strategy, adopted in 2007 and reviewed in 2013. The Strategy identifies our role in economic development and highlights issues and opportunities for the District.

We have contributed to the development of Tapuae Roa, the Taranaki Regional Economic Development Strategy. The core focus of Tapuae Roa is people - it is people that take economies forward. We are also a partner in Taranaki 2050, the transition to a low emissions economy.

We have a partnership with Venture Taranaki Trust, a regional development agency with priorities to provide a strategic and focused approach to regional economic development.

In 2015, we adopted the Hāwera Town Centre Strategy that included a series of specific actions to enable positive

change to take place in the Hāwera Town Centre over time. The creation of Campbell Lane and Korimako Lane, Te Ramanui o Ruapūtahanga development and the realignment of various roading networks in the centre are evidence of the momentum and success of the Strategy.

We hope our investment in infrastructure in the Hāwera town centre will be a catalyst for other investors, property owners and businesspeople to further enhance and grow the economic base of Hāwera and the District through investment. We are also open to discussions with investors on possible joint venture opportunities if there is proven benefit for the betterment of the District.

#### Looking Ahead

Digital enablement of the South Taranaki business community presents one of the biggest opportunities for our District. Being connected, found and trading online is a key driver for economic growth and resilience. During the 2021-2031 LTP we have committed to developing an Innovation

Hub in the Hāwera town centre.

An excellent lifestyle coupled with an increase in remote or home-based work has South Taranaki well placed to attract new people to the District. Promoting South Taranaki as a great place to live, invest and do business can be done through targeted marketing campaigns.

We also need to ensure that we provide an environment conducive to business, through high speed internet connectivity, business support, land and housing availability and solutions focused customer service.

We undertook a feasibility study in 2018 on the establishment of a business park in the District. The area identified in the feasibility study requires significant investment in infrastructure to service future businesses that locate in the business park.

The draft town centre master plans developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea provide a basis for future development and enhancement of these towns. The

## District Economy

implementation and associated costs were considered as part of this LTP and received strong support. We are also committed to further implementation of the Hāwera Town Centre Strategy.

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

### Key Projects

Description	Year	Total (\$)
South Taranaki Business Park	Years 1 to 6	\$12.2m
Waverley Town Centre Master Plan	Years 1 to 9	\$2m
Pātea Town Centre Master Plan	Years 2 to 10	\$2.3m
Eltham Town Centre Master Plan	Years 1 to 10	\$2.3m
Ōpunakē Town Centre Master Plan	Years 2 to 10	\$2.2m
Manaia Town Centre Master Plan	Years 1 to 10	\$1.8m
Hāwera Town Centre Additional Projects	Years 3 to 10	\$4.6m

### Significant Negative Effects

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



### Tourism and Events

What we do  
The South

Taranaki i-SITE Visitor Centre promotes the District's attractions and facilities to visitors to the area and local residents. The i-SITE is a member of i-SITE New Zealand national network and holds and maintains Qualmark accreditation. In conjunction with the other territorial authorities in Taranaki, we have a partnership with the Region's economic development and tourism agency, Venture Taranaki Trust (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

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

Over the last two years (19/20 and 20/21) the number of visitors to the South Taranaki i-SITE has been impacted by COVID-19 and the lack of international visitors to the country. However, domestic tourism has increased since the lockdown ended in May 2020 and is expected to remain strong.

At this stage it is unknown what longer term impact COVID-19 will have on the visitor industry. Demand for events continues to grow and we will continuously monitor the support for and attendances at events, and review

each event at its conclusion. We will respond and assess any new initiatives or opportunities that may arise.

The i-SITE 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.

### Significant Negative Effects

Freedom camping can have a negative effect on the environment; however, this is managed through Kaitiaki (Ambassadors) who monitor freedom camping sites over the summer to ensure the Freedom Camping Bylaw is being adhered to.

## District Economy

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

#### Economic Development

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Existing or new businesses are supported and assisted to grow.	(T) Number of unique visitors to the South Taranaki digital business hub per annum.	6,000	10,000	12,000	12,000
South Taranaki is promoted as a great place to invest and do business.	(T) Number of promotions about investing and doing business in South Taranaki per annum.	6	7	8	10

#### Tourism

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Customers are satisfied with the level of service they received at the i-SITE.	(T) Qualmark accreditation is maintained.	Held	Held	Held	Held

#### Events

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Council will provide, encourage and/or support events within the District.	(T) Minimum number of events Council has provided or supported per annum.	≥ 10	≥ 10	≥ 10	≥ 10
Council events are well organised and well attended.	(C) % of attendees satisfied with selected Council events.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

Whakawhanake Hapori  
me te Tautoko

**Community Development  
and Support**



# Whakawhanake Hapori me te Tautoko

## Community Development and Support



**Why we do it**  
We

are committed to working in partnership with our

communities to ensure that their views and aspirations are considered, and they are supported to develop and implement projects that improve their wellbeing and contribute to our Community Outcomes. We are committed to delivering a safe, resilient, informed and connected community.

### What we do

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 Fund, Iwi Liaison Tangata Whenua Fund, Waimate Development Levy, Pātea Centennial Bursary, and grants to rural halls and community surveillance systems. We have developed a Community Funding Policy that outlines the funding provided through the Long Term Plan and Annual Plan processes and provides a guide for the community on all the funds

coordinated by the Council.

Through the Mayors' Taskforce for Jobs forum we support and promote local employment opportunities and celebrate young people's workplace achievements.

### Looking Ahead

Our population is ageing and accessibility for all is a key consideration in ensuring our communities are safer, more liveable and people-friendly environments. Connecting with youth and all members of our community is important to ensure our towns grow their vibrancy and attractiveness.

The draft town centre master plans developed for Ōpunakē, Manaia, Eltham, Waverley and Pātea provide a basis for future development and

enhancement of these towns. The implementation and associated costs will be considered as part of this LTP and form a key consultation topic we are seeking feedback on.

### Significant Negative Effects

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

### Key Projects

Description	Year	Total (\$)
Waverley Town Centre Master Plan	Years 1 to 9	\$1.9m
Pātea Town Centre Master Plan	Years 2 to 10	\$2.3m
Eltham Town Centre Master Plan	Years 1 to 10	\$2.3m
Ōpunakē Town Centre Master Plan	Years 2 to 10	\$2.2m
Manaia Town Centre Master Plan	Years 1 to 10	\$1.8m

### Community Development

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Communities and the Council are supported to develop and implement projects that improve the District's wellbeing.	(T) Number of community and Council projects and activities provided, encouraged and supported.	≥ 25	≥ 25	≥ 25	≥ 25

# Ratonga Wakaature

# **Regulatory Services**

**Activities in this group include: Building Control / Planning / Environmental Health – Licensing – Food, Alcohol And Gambling / Animal Services and Nuisance Control / Parking Control**

# Ratonga Whakature

## Regulatory Services



### 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. The group has a service delivery role across numerous statutes with all five functions working together towards maintaining an attractive place for people live and to do business and an environment where they feel safe.



### Building Control

#### What we do

The Building Control activity manages the processing of building consent applications and inspecting building work for approximately 600 applications each year. 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 have implemented a fully digitised building control service to process building consent applications and inspect building work electronically. Our customers now experience a fully digital service and are able to submit applications and conduct all communication with the team via an online portal.

We must retain accreditation as a

Building Consent Authority and will undergo a routine assessment by International Accreditation New Zealand (IANZ) in June/July 2021.

#### Significant Negative Effects

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



### Planning

#### What we do

The Planning activity involves



applying the provisions of the South Taranaki District Plan. In particular it provides advice on subdivision and

land use activities, processes applications for resource consent when proposed activities fall outside of the environmental controls jointly established by the community and the Council, and monitoring compliance with the District Plan and resource consent conditions.

We support the development of environmental policy with the purpose of promoting sustainable management of the environment through the District Plan. The District Plan controls the way we use, subdivide and develop land in the District. It identifies where activities can take place, what land can be developed and what special features of our District should be protected for the benefit of the

# Ratonga Whakature

## Regulatory Services

whole community. Environmental policy involves providing funding assistance to people protecting areas of indigenous vegetation or habitats of indigenous fauna.

### Looking ahead

The number of applications for resource consents is not expected to increase significantly over the next ten years. We anticipate that the local economy will recover from the COVID-19 pandemic and this could involve some significant developments occurring.

We will respond to any further changes to the Resource Management Act 1991.

### Significant Negative Effects

There are no significant negative effects from the delivery of this activity. Planning aims to reduce negative effects on the environment.



## 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; hairdressers, funeral homes and offensive trades; investigating complaints about consumed food including the manner of its preparation and the state of premises used for food preparation; educating food premises operators and residents about food safety; and investigating nuisances such as dumping of rubbish and other health risks.

The activity aims to protect 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. This includes issuing on, off, club and special liquor licences and manager’s certificates. It also involves developing partnership strategies with the Police and the Taranaki District Health Board to reduce liquor abuse and promote host responsibility. We are also required to operate a District Licensing Committee to determine all new and renewal applications for licences and certificates. This may involve holding public hearings for opposed applications.

Under this activity we control and manage the number of Class IV gaming venues in our District. We also develop and administer the gambling policies for Class IV Venues (gaming machine venues) and Board Venues (TABs).

### Looking Ahead

The demand for the Environmental Health service will continue to increase, as setting up Food Control Plans and the auditing process are more involved and time consuming than the previous inspection process.

We have become an approved agency for auditing National Programme businesses (for example early childhood education centres and dairies).

### Future Projects

Meeting the accreditation requirements of a Food Verification Agency will be a focus over the term of this plan.

### Significant Negative Effects

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

### Key Projects

Description	Year	Total (\$)
Signage – Licensing	Years 1 to 8	\$51k

# Ratonga Whakature

## Regulatory Services



### Animal Services and Nuisance

#### Control

##### What we do

Animal Services involves 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; educating owners to be more aware of their responsibilities so that their dogs do not cause a nuisance or injury to people, stock, domestic animals or protected wildlife, and responding to and investigating complaints of wandering stock. We own and operate a pound in Hāwera and management strategies for this asset are contained in the Pound Asset Management Plan. This 24 hour, seven days a week service includes responding to and investigating noise complaints, the issuing of Excessive Noise Direction Notices, Abatement Notices and Infringements, and

the seizure of the noise generating equipment when excessive noise is detected.

##### Looking Ahead

As a result of ongoing changes to animal welfare standards, the current dog pound is no longer fit for purpose and needs to be upgraded to better meet the needs of the service. The upgrade would provide a safer, more comfortable facility for both animals and staff. Allied Security currently oversees the after-hours service for both Animal Services and Noise complaints. We will bring the after-hours service in-house which will be more beneficial for staff as well as the community.

##### Significant Negative Effects

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

##### Key Projects

Description	Year	Total (\$)
Pound – fencing, building renewals and fridge/freezer	Years 2, 5, 6, 7 and 10	\$143k



### Parking Control

##### What we do

This 30 hours, five days per week service involves patrolling the central business districts of Hāwera and surrounding townships, 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 re-development of the Hāwera Town Centre. This will contribute to the economic development of our businesses.

##### Significant Negative Effects

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

#### Key Projects

Description	Year	Total (\$)
Electronic Parking Tickets	Years 3, 6 and 9	\$20k

# Ratonga Whakature

## Regulatory Services

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

#### Building Control

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Building consents are processed efficiently.	(T) % of building consent applications are processed within the statutory timeframe of 20 working days.	100%	100%	100%	100%
Customers receive industry recognised quality service.	(T) % of building inspections are carried out within 2 working days of request.	95%	≥ 95%	≥ 95%	≥ 95%
The Council retains authority to issue building consents.	(T) Accreditation as a Building Consent Authority is retained.	Retained	Retained	Retained	Retained

#### Planning

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Consents for subdivision and development are processed in a timely manner.	(T) % of resource consent applications processed within statutory timeframes.	100%	100%	100%	100%
Consent compliance is monitored by the Council.	(T) Consents are monitored by their due date.	≥ 90%	≥ 90%	≥ 90%	≥ 90%

#### Parking

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Parking is monitored within the Hāwera CBD and surrounding townships.	(T) % of Parking infringements correctly issued.	95%	95%	95%	95%



# Ratonga Whakature

## Regulatory Services

### Environmental Health - Licensing – Food, Alcohol and Gambling

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
New food premises can open to the public quickly and existing food premises can continue to trade.	(T) % of new premises and renewal premises applications processed within 10 working days.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Food premises are hygienic and food sold to the public is safe to eat.	(T) % of licensed premises that are audited within 1 month of the due date.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Hairdressers, camping grounds/holiday parks, funeral homes & offensive trade premises are hygienically safe.	(T) % of licensed premises that are inspected annually.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Premises selling alcohol to the public are licensed and are running their business responsibly.	(T) % of licensed premises that are annually inspected.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Unopposed Liquor Licence Applications are processed promptly.	(T) % of unopposed Liquor Licence Applications processed within 10 working days of receipt of all reports.	≥ 95%	≥ 95%	≥ 95%	≥ 95%

### Animal Services and Nuisance Control

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/22	Target 2022/23	Target 2023/24	Target Years 4 - 10
Residents are satisfied with the Animal Control service.	(C) % of residents satisfied with the Animal Control service.	≥ 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.	≥ 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.	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Provide a prompt and reliable noise control service 24 hours a day, 7 days a week.	(T) % of noise complaints responded to within one hour.	≥ 90%	≥ 90%	≥ 90%	≥ 90%



Tiaki Taiao  
**Environmental  
Management**

# Environmental Management



**Why we do it**  
To protect the environment and the people that live in it, we administer a broad range of statutory

functions. This activity leads our response to climate change, carbon zero, waste minimisation, maintains the District Plan and coordinates our responsibilities under the Civil Defence Emergency Management Act.



## Environment and Sustainability

### What we do

We manage the development of our Environment and Sustainability Strategy and this LTP will see the start of its implementation. The activities, actions and work programmes in the Strategy ensure that we address our communities' desire for improved environmentally sustainable outcomes, we remain compliant with new and developing legislative requirements and take a consistent cross-organisational approach to embedding environmental sustainability initiatives across our activities.

### Looking ahead

There is an increasing community demand and expectation of improved environmental outcomes across our District and Region. Alongside this community-level demand,

there is a national push for more stringent environmental legislation to address the ongoing environmental degradation we are seeing.

As we consider how best to encourage an environmentally sustainable economic recovery for our District post-COVID-19, we also need to put a climate change and environmental sustainability lens across any measures we choose to implement.

Smart, targeted investment in low-emissions practices, technologies and infrastructure will create jobs and ensure our communities are better off, both now and into the future. Increasing the sustainability of our projects and investment decisions will also reduce our future exposure to the physical, social and cultural impacts of climate change and increasing environmental degradation.

All new projects or asset and infrastructure development will require assessment against criteria in the Environment and Sustainability Strategy. Alongside this, procurement and fleet policies will support low

carbon purchasing and alternative or renewable energy options as a priority. We will continue to deliver a wide range of environmental sustainability initiatives and activities and provide a point of co-ordination for environmental sustainability advice and best practice, over the term of this LTP.

### Significant Negative Effects

Some environmental sustainability initiatives and projects may seem expensive and time consuming to some people. However, not investing in improved environmental sustainability will lock in negative environmental and climate change impacts for future generations.

### Key Projects

Description	Year	Total (\$)
Reforestation of Council land	Years 1 to 10	\$753k
Biodiversity Restoration	Years 1 to 10	\$364k
Biodiversity and Ecosystem Protection	Years 3 to 5	\$755k

# Environmental Management



## Environmental Policy

### What we do

Environmental Policy involves promoting sustainable management of the environment through the District Plan. The District Plan controls the way we use, subdivide and develop land in the District. It identifies where activities can take place, what land can be developed and what special features of our District should be protected for the benefit of the whole community.

### Looking ahead

There is a level of uncertainty on what changes will be required with the proposed amendments to the Resource Management Act and the introduction of new legislation. The LTP is based on the assumption that the District Plan will have legal status for at least the first three years of the LTP, and will most likely form the basis for any new instrument that may take the

District Plan's place.

### Significant Negative Effects

District Plans are expensive to review and maintain. Further investment will be minimised if significant legislative change is imminent.



## Emergency Management

### What we do

This activity ensures that the Council and our residents are prepared to respond to, and recover from, a major natural hazard or emergency event. 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

### Looking ahead

There are increasing risks of climate change impacts for South Taranaki

during the life of this LTP. We will work to help the community understand and plan for the impacts by identifying places, assets and communities that are likely to be threatened.

Pandemic response and recovery remains the focus, but keeping the District ready to respond to other types of civil defence emergencies is a top priority. The COVID-19 pandemic has emphasised the need to be prepared to deal with a natural hazard emergency and a pandemic at the same time.

### Significant Negative Effects

Some civil defence community resilience and preparedness practices may seem expensive and time consuming. Emergency management response and recovery activities may have a temporary adverse effect on community and environmental wellbeing while social systems and infrastructure are being rebuilt following an emergency event.

If our ability to function is severely disrupted during a disaster, we will be unable to provide essential services

to the community. A disaster event needing emergency works that we cannot afford to fund within our current budget has the potential to affect our financial position, although this depends on the scale, duration and location of the event. Alongside the Council, Central Government also has a role in disaster recovery and restoration works after natural disasters have happened.

# Environmental Management

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

### Environment and Sustainability

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Reduction in our organisational emissions.	(T) % decrease in organisational emissions year on year.	10% decrease in emissions from baseline	10% decrease in emissions from baseline	10% decrease in emissions from baseline	10% decrease in emissions from baseline
Damage to our natural environments is prevented or mitigated.	(T) No unapproved net loss of indigenous vegetation across the District.	0% loss	0% loss	0% loss	0% loss

### Environmental Policy

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Growth and development is planned while our natural and physical resources are managed in a sustainable manner.	(T) The Plan Changes and Variations to the District Plan are undertaken in accordance with legislative timeframes.	Achieved	Achieved	Achieved	Achieved

### Emergency Management

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
The Council is ready to respond to a Civil Defence Emergency and is able to function for as long as required during an emergency.	(T) Council staff are trained to the appropriate level for Civil Defence Emergency Responses, as agreed to by the Civil Defence and Emergency Management Group.	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained	> 50% of staff trained



Ngā Momo Hanga ki Tai  
**Coastal Structures**



# Ngā Momo Hanga ki Tai

## Coastal Structures



### 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.

### 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 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.

### Looking Ahead

The effects of climate change on our coastal structures will be addressed through the Environmental and Sustainability Strategy.

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 original service standard will be a large and on-going financial commitment.

### Key Projects

Description	Year	Total (\$)
Pātea Moles renewals	Year 4	\$520k
Coastal Structures – seawall renewals; beach access improvements and stabilisation	Years 1 to 10	\$547k

### 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.

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

Level of Service	Performance Measure C=customer measure T=technical measure	Target 2021/2022	Target 2022/2023	Target 2023/2024	Target Years 4 - 10
Comply with the Taranaki Regional Council Resource Consent conditions for coastal structures.	(T) Number of unresolved breaches.	≤ 1	≤ 1	≤ 1	≤ 1

# Ngā Mahinga Tōpūranga

# **Corporate Activities**

**Activities in this Group Include: Audit And Risk / Customer Services / Communications / Finance / Corporate Property / Information Services / People And Capability**

# Ngā Mahinga Tōpūranga

## Corporate Activities



**Why we do it**  
Corporate Activities are about the



‘internal activities’ that support the delivery of our projects, plans and programmes, focused on delivering effective and efficient services for the organisation and the community. Corporate activities help us to bring the community together by keeping people informed and connected.

### Audit and Risk

#### What we do

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

#### Looking ahead

Audit and Risk is a growing activity, with increasing legislative obligations and best practice requirements that help to ensure we are operating in a way that recognises and avoids, remedies or mitigates risks.

#### Significant Negative Effects

There are no significant negative risks associated with this activity. Not undertaking risk management is likely to expose the Council to a range of risks, including fraud, theft and legal action.

### Customer Services

#### What we do

Customer Services staff handle all of your requests for services. They manage bookings for parks, halls and sports grounds, process payments and are usually the first point of contact for our services. We realise our customers’ needs are varied and continually changing, and we are focused on growing our online services so our customers can gain access to our services in ways that are convenient for them.

#### Looking ahead

The Digital Transformation Strategy and the Customer Service Standards provide a plan for us to continuously improve our services over the next three years, with better online systems and a cross-Council approach to customer service. This includes looking at how we can better process your requests for service and how we get back to you when we have addressed your query. The Digital Transformation Strategy will also help us to ensure we

can operate from anywhere, so that, for example, if the Council building is closed, we are still able to hear from you and process your requests.

#### Significant Negative Effects

There are no significant negative effects from this activity.

# Ngā Mahinga Tōpūranga

## Corporate Activities

### Communications

#### What we do

Our Communications team writes and distributes information to the public through a range of communication channels including media releases, newsletters, website, social media, Antenna app, radio, public presentations and SouthLink, a weekly news page in the District's free community newspaper, The Taranaki Star. Our job is to make sure you know what we are doing and how you can interact with us on key issues.

#### Looking ahead

We recently upgraded our website to be more user friendly. Stage two of the website upgrade will build online services to make your interactions with us smoother and easier. Stage three will focus on 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.

### Finance

#### What we do

This activity provides financial, rating and treasury support to all Council teams. Finance is largely driven by the legislation that requires us to deliver Annual Reports, Annual Plans and Long Term Plans. Finance is responsible for monitoring and reporting on our financial performance, budgeting, paying creditors, managing debtors, payroll, charging and collecting rates and answering rates queries. The Finance activity looks after our Long Term Investment Fund, with the assistance of professional fund managers. This team works across the organisation to ensure we can appropriately fund our key projects, programmes and services.

#### Looking ahead

Our digital finance system is long overdue for replacement. A new finance system will improve productivity and allow us to work faster and smarter. This project is aligned with our Digital Transformation

Strategy.

#### Significant Negative Effects

There are no significant negative effects from this activity.

### Corporate Property

#### What we do

The Corporate Property activity manages our sundry property portfolio, including all Council owned properties that are not directly used for public facilities, including the Hāwera Cinema. The team administers approximately 550 properties and around 100 of these are leased or licensed. We review leases as they expire and ensure properties are correctly valued and returning an appropriate rental. We also hold around 50 leases or agreements with sporting groups and other not-for-profit organisations that own facilities on Council land. We work closely with the environment and sustainability team to ensure we are working towards a sustainable portfolio.

#### Looking ahead

We are developing a property management strategy (including acquisition and disposals policy) that will assist us to understand the types of properties we own and why we

# Ngā Mahinga Tōpūranga

## Corporate Activities

own them. This will allow us to make decisions regarding any property that is surplus to Council and community requirements.

We are completing detailed assessments of our buildings for earthquake risk and scheduling remedial work to ensure the sustainability of the buildings and services.

Over the next five years we will identify appropriate land for permanent native forest carbon sinks and esplanade planting to make sure we aim for a best practice ecological approach to land management. We will also aim to maximise the income from our rental properties.

### Significant Negative Effects

The potential negative effects of Council property management include the environmental effects of construction and maintenance, personal health and safety if buildings are not properly maintained or contain asbestos or are earthquake-prone, and we have strategies for minimising these effects as much as possible.

### Key Projects

Description	Year	Total (\$)
Hāwera Administration Building Renewals	Years 1 to 10	\$544k
Earthquake-prone Building Remedial Projects	Years 1 to 2	\$1.36m
District Wide – Sundry Property Fencing	Years 1 to 10	\$58k
Sundry Property Projects	Years 1 to 4	\$341k

### Information Services

#### What we do

This activity delivers information services to internal and external customers and includes information technology, information management through records and archives, business analysis and intelligence services, and geographic information systems. The activity takes care of our data, information and knowledge assets to ensure information is 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.

#### Looking ahead

Our Digital Transformation Strategy provides a roadmap for transforming the way we do business – improving productivity and efficiency and the way you can interact with us. This forward-looking project goes across every part of the organisation to update our processes and will be actioned over

the first five years of this LTP.

### Significant Negative Effects

There are no significant negative effects from this activity.

### Key Projects

Description	Year	Total (\$)
Digital Transformation Project	Years 1 to 5	\$3.25m
Information Management – Digitisation and Scanning projects	Years 1 to 3	\$320k

# Ngā Mahinga Tōpūranga

# Corporate Activities

## People and Capability

### What we do

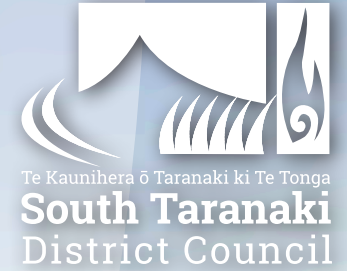
Our aim is to attract, retain, motivate and reward high calibre employees, to assist in the delivery of our goals and values. We are responsible for recruitment, induction, employment relations, organisational development, performance management, health and safety, training and remuneration. This activity has a high level of legislative compliance to ensure we meet our obligations regarding employment, payroll, human rights and health and safety. The Audit and Risk Committee receives regular health and safety reports.

### Significant Negative Effects

There are no significant negative effects from this activity.



**SOUTH TARANAKI** THE MOST  
**LIVEABLE**  
DISTRICT



**Section 3**

**Tukanga Wakataunga Whakaao  
Decision Making Process**

Te Hihira me te  
Whakapānga Kaupapa Here  
**Significance and  
Engagement Policy**

# Te Hihira me te Whakapānga 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 reciprocal (two-way) process where we ask the community for their viewpoint. This information is used to inform the decisions that 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 the Council will engage with communities in its decision making, relative to the significance of the decision.

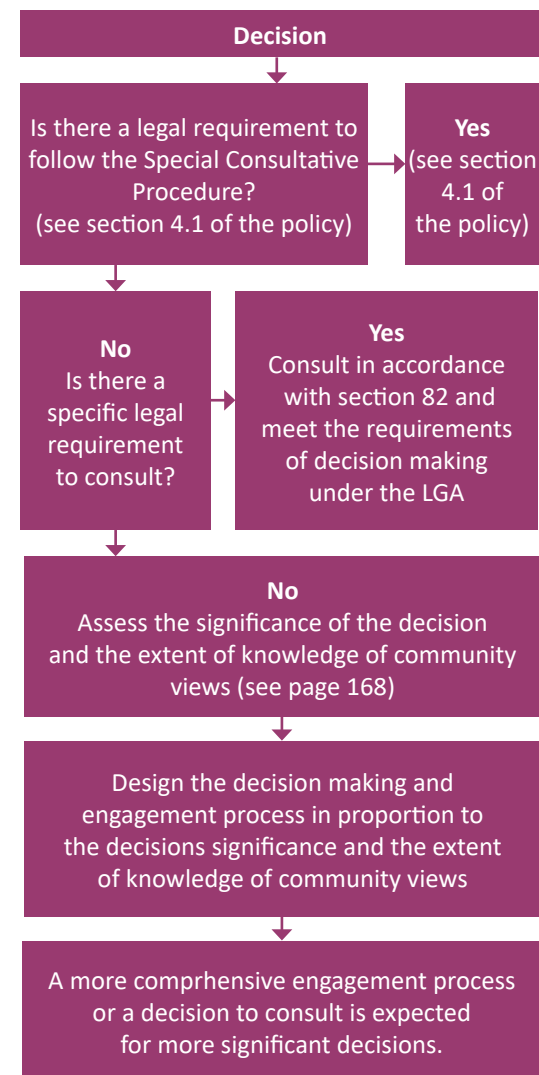
### Objectives

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 engagement, including the requirements of section 76AA of the LGA 2002.

### Policy

- Process overview diagram**



# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

### 2. Determining Significance

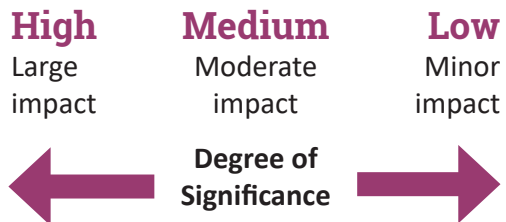
The Council first needs to consider the level of significance in relation to the proposal, asset, decision or activity.

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 writing officer using the following thresholds and criteria, to determine significance:

##### 2.1.1 Degree of significance



#### 2.1.2 Criteria to determine significance

Council officers need to think about the following five criteria, and make a recommendation about the decision's significance to the elected members. 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 are affected by the decision or proposal.
LOS	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 within South Taranaki.

Financial	The impact of the decision or proposal on the Council's overall budget or included in an approved Long Term Plan and its 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 will have on the environment.

#### 2.2 Strategic Assets

Under section 5 and 76AA (3) of the LGA 2002, this policy lists assets or groups of assets that the Council considers 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 stormwater networks (excluding buildings);
- All wastewater networks (excluding

buildings);

- All water networks (excluding buildings); and
- Housing for the elderly.

#### Note:

*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 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).*



# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

### 2.3 Requirements for reports:

2.3.1 Every agenda item requiring a decision of the Council, will require the report writer to consider significance and engagement, as defined within this policy.

2.3.2 Each decision will be considered on a case by case basis to determine significance.

2.3.3 The consideration, disclosure and engagement will be proportional to the significance of the decision.

### 3. Engagement

After assessing the level of significance, the Council decides on the level of engagement required.

#### 3.1 Principles of engagement

- **Genuine** – we will engage honestly, and we will respect and listen to the views provided by the community 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 decision.
- **Inclusive and accessible** – we will engage in a way that encourages participation of all who are likely to be affected by, or are interested in, a decision.
- **Recognition of diversity** - we will endeavour to use engagement methods 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 that participants can make informed contributions.

#### 3.2 Determine level of engagement

The Council has identified four levels of

engagement that it may use to convey information to the community on decisions it makes.

#### Engagement assessment levels

Level	Goal
Inform	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.
Consult	To obtain public feedback on analysis, alternatives and/or decisions.
Involve	To work directly with the public 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.
Reversible	The degree to which the decision or proposal is reversible.
Environment	The degree of impact the decision will have on the environment.

### 3.3 How the Council will engage

3.3.1 We will communicate across multiple channels to reach ratepayers and residents. This could include, but is not limited to:

- 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

# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

- Other means of communication on a case by case basis

3.3.2 For any engagement above 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 consult, involve or collaborate), the Council will generally provide information on:

- What is proposed?
- Why?
- What options are available?
- Our preferred option, and why (when it’s appropriate to state this)?
- Costs and rating impact (if applicable).
- How the community can have its say.
- The timeframe and the process.
- How we will communicate the outcome.

**Note:** *there are times when engagement will mean that not all*

*of the information listed above can be provided (depending on the level of engagement that the Council has decided to use).*

### 3.5 Engagement with Māori

The LGA 2002 has principles and requirements to facilitate participation of Māori in the local decision making processes.

The goal for Council is greater engagement with Māori, which includes strengthened and ongoing partnerships. Our aim is 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 the Building Māori Capacity Policy.

### 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” with the community – getting consultation fatigue, which could result in the community tuning out of conversations with us.



**Concentrate on having the right conversations - on the issues that are genuinely significant to the South Taranaki community.**



# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

Here are some examples of things that we won't be asking about:

- Organisational decisions (that is, 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 taken to manage an urgent issue, or
- Decision to act where it is necessary to:
  - > Comply with the law;
  - > Save or protect life, health or amenity;
  - > Prevent serious damage to property;
  - > Avoid, remedy or mitigate an adverse effect on the environment;
  - > Protect the integrity of existing and future infrastructure and amenity.
- 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.

#### 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, and the rules are outlined under section 83 of the LGA 2002. The SCP is the most common type of formal consultation that the Council may 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 assessment using sections 2-3 of this policy.

##### 4.2 Hearings and Feedback

- Hearings are held at the Council Chambers, Albion Street, Hāwera unless otherwise designated.
- We can provide submitters with the opportunity to give their feedback using audio link, or audio-visual link.
- If asked to, we can facilitate interpretation – including Te Reo Māori and New Zealand sign

language.

- We will acknowledge the receipt of any submission, and notify the decision either via email or by letter.
- We will make all decisions available on the Council website.
- We provide free internet access, and terminals at every LibraryPlus in the District.

#### 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.

# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

### Assessment Matrix

2.2	Criteria	Explanation			Assessment rating (number)
	1. Strategic asset?	Yes	Is it a strategic asset where levels of service are impacted?	Yes	(3)
			No	No	(0)
		No			(0)
Determining Significance (section 2.1.2)	2. Number of people affected?	LOW Less than 100			(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:			
	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)	<ul style="list-style-type: none"> <li>• Front page newspaper test</li> <li>• Impact on individuals and groups</li> <li>• Potential benefit vs. risks</li> <li>• Financial cost of the outcome</li> <li>• Potential precedent set</li> <li>• Related to land or water?</li> <li>• Assessed against environmental sustainability and climate change criteria?</li> <li>• Of political interest</li> </ul>				
8. Degree of impact on the Environment					
3.5	9. Impact on Māori				
Total		Low / Medium / High (circle one)			
Level of Significance		LOW	Score of 10 or less		
		MEDIUM	Score between 11 - 19		
		HIGH	Score of 20 or above		

# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

Once the level of significance has been calculated from the matrix above, this relates to the type of engagement level to be used, as noted in the table below:

Level of Significance	Engagement Level
LOW	Consultation may not be required, or inform only (case-by-case basis)
MEDIUM	Must use one of the engagement types:
HIGH	Inform, Consult, Involve or Collaborate

# Te Hihira me te Whakapānga Kaupapa Here

## Significance and Engagement Policy

### Determining Significance guidance

Criteria	Measure	High	Medium	Low
<b>Degree</b>	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>
<b>LOS</b>	The achievement of, or ability to achieve, the Council's stated levels of service as set out in the Long-Term Plan 2021-2031.	Ceasing or commencing a service.	A more than nominal alteration of a service.	A nominal or no alteration of a service
<b>Decision</b>	Whether this type of decision, proposal or issue has a history of generating wide public interest within 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>
<b>Financial</b>	The impact of the decision or proposal on the Council's overall budget or included in an approved Long Term Plan and its 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.
<b>Reversible</b>	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>
<b>Environment</b>	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



Pre COVID-19 we were expecting a modest growth of 0.3% per year across the District. However, it is now anticipated that there will be minimal or no growth for the next three years. Most of our rural areas are likely to experience a small decrease while modest growth is predicted for Hāwera and its environs. South Taranaki's population is ageing, although not enough for us to change our current levels of service.



#### Risk - Low

There is a risk that the population increases more than projected or declines, which means we would then need to review our growth-related projects and work programmes. We consider this to be likely as there is some evidence of growth in the residential area, based on the number of building and planning consent applications including subdivisions we have received. The National Policy Statement on Urban Development 2020 identifies New Plymouth as a tier 2 urban environment which, in effect, identifies it as a growth area and we expect there will be some corresponding development spill-over to the Stratford and South Taranaki Districts.

#### Economic growth – South Taranaki



Based on the data available to us, it is anticipated that there will be a decrease in economic growth of up to 8.5% during the first two years of the LTP. It is unknown how long it will take for the economy to recover from the COVID-19 pandemic, although BERL notes that, historically, the economy takes ten years to recover from a financial crisis.

We are looking at ways to increase economic growth and we are part of the Taranaki Region's economic strategy, Tapuae Roa: Make way for Taranaki.



#### Risk - Low

There is a risk that the economy will take longer to recover, potentially delaying some projects. Provided that we remain within COVID-19 Alert Level 1 this is unlikely as we are already seeing some evidence of economic recovery.

#### Land use and development



Demand for residential, commercial and industrial sections is expected to be mainly focused around the Hāwera and Normanby areas. The current supply of consented subdivision lots is expected to meet demand for several 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.



#### Risk - Low

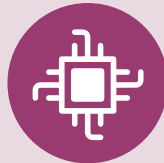
If there is an increase beyond our projections, we may not have infrastructure in place to meet this growth or support new commercial or industrial facilities. This is unlikely as work has commenced on supporting the area identified for the South Taranaki Business Park.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Te Taupori me te Ekenga / Population and Growth

#### Technological changes - how we work



We expect continued technology changes and we are developing a Digital Strategy to meet these changes.



##### Risk - Low

We are mindful that radical changes in technology developments could affect the way in which society operates, works, accesses information and services. It is possible that there may be some technology advancements that we are unable to keep up with.

#### Change in number of rating units



Based on the growth projections indicated for South Taranaki we do not anticipate a sharp increase in the rating base.



##### Risk - Low

If there is an increase ahead of the projections, we may not have infrastructure in place to meet this growth. We consider this to be likely as there is some evidence of growth in the residential area, given the number of building and planning consent applications including subdivisions we have received.

We are addressing this by identifying areas of growth, such as the northern and western structure plans in Hāwera.

### Taiao me te Toitū / Environment and Sustainability

#### Climate Change



We anticipate that over the life of the LTP there will be an increase in droughts, extreme rain and wind events and changing weather patterns. Climate change is likely to affect most Council activities over the medium to long term. Our asset management planning includes climate change impacts.



##### 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.

#### Natural and biological disasters / pandemics



We are part of the Taranaki Emergency Management Office and plans are in place to manage natural or biological disasters or a pandemic event. As we are prepared to establish the Emergency Operations Centre in Hāwera and activate our Business Continuity Plans in the event of a biological or pandemic event, we expect to be able to deliver essential services to the community. We assume there will not be a new widespread outbreak of COVID-19 that takes New Zealand back into higher alert levels.



##### Risk - Medium

There is a possibility that our ability to respond is severely disrupted during a disaster or an event.



# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Taiao me te Toitū / Environment and Sustainability

#### Sea level rise

While we expect sea levels will continue to rise at a rate of approximately 3mm per year, a rise dramatically beyond expectations could have impacts on our coastal communities and infrastructure.



##### Risk - Medium

There is a possibility that sea level rise will accelerate beyond 3mm and potentially to 10mm.

#### Waste minimisation levy

We anticipate that there will be substantial increases in Waste Minimisation Levies in the next five to ten years.



##### Risk - Low

There is a possibility that Waste Minimisation Levies will increase beyond anticipated levels and severely increase the costs associated with recycling.

#### Energy

We expect energy costs will increase in line with inflation.



##### Risk - Low

There is a risk that there will be large increases in energy costs, particularly transport-related, which could result in changes to living, working and recreation patterns.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Whaiture / Legislative Requirements

#### Legislative Changes



There are indications from central Government that we will continue to see legislative changes occurring, with some impacts on the delivery of core services and budgets.



##### **Risk - Medium**

There is a risk that major unexpected changes to legislation will affect how we operate, what we do and who pays. There is a possibility that this will occur and could have an effect on budgets.

#### Climate Change Response Act 2002 amendments National Policy Statement for Indigenous Biodiversity (NPSIB)



We anticipate further amendments to the Climate Change Response Act 2002 and the introduction of the NPSIB will have direct impacts on our costs and operations.



##### **Risk - Medium**

There is a risk that additional amendments could be introduced that could affect our costs and our ability to deliver services. We consider this is a possibility over 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 environmental requirements. This is likely to occur during drier months when water consumption is at its peak, potentially raising the need for water restrictions.



##### **Risk - High**

If resource consent conditions escalate more than anticipated it is likely that this will result in increased costs and/or breaches of resource consent conditions.

#### Building Act 2004 Subpart 6A – earthquake-prone buildings



We expect to continue to administer the Building Act 2004 Subpart 6A and fulfil our obligations as a building owner and territorial authority. Council buildings considered to be the most important for public safety are being strengthened, but we may not be able to meet our obligations if sufficient funding is not available. We are reviewing our assistance to private building owners.



##### **Risk - Low**

If insufficient budgets are allocated there is a risk that we will not be able to meet our legislative requirements. Due to the number of buildings that require assessments across the country it may become difficult to engage qualified assessors.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Ahumoni / Financial

#### Inflation

We have predicted modest inflation over the life of this Plan, based on the latest BERL estimates, which are included further on page 181.



**Risk - Medium**

It is possible that inflation will not match our estimates which could result in unbudgeted costs.



#### Global Economy

Despite recent events 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 COVID-19. If there is a global economic crisis this could have a major impact on the people of South Taranaki.



#### Interest rates on investments

The forecast interest rates on investments are expected to be 1% to 3.23% based on current and projected interest rates.



**Risk - Medium**

It is possible that interest rates on investments are lower than forecasted or budgeted. A 1% increase in the interest rate on investments will result in about \$60,000 additional income for the year.



#### Interest rates on loans (external borrowings)

The forecast interest rates on loans are expected to be 2.58% to 3.23% based on discussions with PriceWaterhouseCoopers.



**Risk - Medium**

It is possible that interest rates on loans may increase more than forecasted or budgeted. The Council currently has \$112m of external borrowing and maintains its fixed and floating rate ratio as per the Liability Management Policy. The external debt is projected to be \$159m by 2027/28. For every increase in interest rate of 0.25%, total rates will have to increase by a maximum of 0.66% on \$112m debt and by 0.71% on \$159m debt. However, the impact will be reduced, depending on the actual fixed and floating percentage of actual debt.



# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Ahumoni / Financial

#### Credit Rating



It is anticipated that our credit rating will remain at AA-. However as a result of COVID-19 and potential increases in treatment standards for three waters we may need to increase our debt levels. If our debt levels increase beyond previously projected levels, Standard & Poors may downgrade our credit rating.



##### Risk - Medium

If our credit rating is downgraded our borrowing costs will increase.

#### COVID-19 Impact and Recovery



Based on statistics provided by Venture Taranaki, South Taranaki experienced a decline in spending and an increase in unemployment as a result of the COVID-19 lockdown. To support South Taranaki ratepayers and residents through the recovery of COVID-19 the Council adopted a zero rate increase for the 2021/21 Annual Plan. Central Government also provided funding for “shovel ready” projects to assist in the recovery.

There is now evidence that South Taranaki’s economy has recovered. However Infometrics anticipate a potential drop for rural communities once the delivery of shovel ready projects has been completed.



##### Risk - Medium

If South Taranaki’s economy is severely affected as a result of COVID-19, this could have an impact on our income.

#### 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 - Medium

There is a risk that the exchange rate will change adversely and this risk has increased due to the uncertainty and impact of COVID-19.

#### Depreciation



Depreciation is driven by Asset Management Plans and through the useful life of assets, and depreciation costs depend on the projects completed. Our current depreciation totals \$20.79m per year. If depreciation increases, we will have more funded depreciation as a result and can use it to pay for capital expenditure.



##### 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 3% on District Rates, a maximum of \$13 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 \$11 per year on wastewater charges.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### xxx / Long Term Investment Fund

#### Long Term Investment Fund



The forecasted return on the Long Term Investment Fund is expected to be between \$9 million and \$10.9 million (average rate of return between 6.1% and 6.8%). 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 \$6.5m annually to meet our subsidy obligation, on average over the ten-year period.



#### Risk - Medium

Lower than forecasted returns will mean we will receive less income than budgeted. The impact of a 1% reduction in return in Year 1 of the Long Term Plan would reduce income by \$1,354,000, for year 5 it would be \$1,763,000 and year 10 it would be \$2,528,000.

### Pūtea Tautoko / Funding

#### NZTA Subsidy



During the COVID-19 pandemic Waka Kotahi New Zealand Transport Agency's income decreased dramatically and therefore it is possible that the subsidies provided by WKNZTA may decrease, although we have been advised that our subsidy will increase from 58% to 63% from 1 July 2021. However, this has yet to be confirmed.



#### Risk - Medium

If the funding decreases substantially or ends, our budgets would be greatly affected. Given the uncertain economic environment as a result of COVID-19, we believe our overall funding from NZTA may decrease over the life of this Plan.

#### Project Funding from other sources



It is anticipated that external funding sources will remain available to us. South Taranaki was successful in securing \$15.4 million (\$10.4 million for Council projects) of funding via the Provincial Growth Fund.



#### Risk - Low

If there is less or no external funding available our costs would increase and/or major projects may be put on hold or cancelled.

#### Local Government Funding Agency (LGFA) guarantee



It is likely 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. We believe this to be unlikely.

# 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 other Government departments. 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 savings and/or the loss of important partners.

#### Community Support



We expect the community will continue to support the Council and the projects committed through the Long Term Plan.



##### Risk - Low

If there is loss of support from the community the benefits created from the completion of projects will be minimal or projects may need to be cancelled

#### Levels of service - community expectations



Good two-way communication with our communities ensures that expectations are realistic and achievable. We carry out periodic service delivery reviews and acknowledge that the community may expect higher levels of service that we cannot meet without increasing rates.



##### Risk - Low

There is a risk that the community will expect higher levels of service without an increase in cost.

#### Recreation - changing trends



Feedback received from the community has shown a growing demand for more walkways, cycleways and combined community facilities.



##### Risk - Medium

We expect the above trend will continue; however, it is likely that there will be a decrease in club sports and demand for the facilities associated with these sports.



# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Ngā Waitoru / Three Waters

#### Three Waters



This Plan continues to focus on projects and maintenance associated with three waters and in the short term we will continue to deliver these activities.



#### Risk - High

With the Government's focus on the three waters reform it is possible in the long term that local authorities will no longer be responsible for these activities. If three waters is removed from local authorities other Council activities may become unaffordable. The budgeted operational costs for three waters for 2021/22 is \$20.8m and at the same time the debt is projected to be \$86m (including \$12m in internal borrowings).

### Ngā Kaupapa me ngā Atawhai o te Hanganga ā-Roto

#### Infrastructure Projects and Maintenance

#### Major Capital Projects



Given the additional funding provided through the Provincial Growth Fund and funding for three waters, we are already experiencing some issues with contractor and resource availability. We anticipate that major capital projects may be delayed as a result of contractor and resource availability. Projects are identified and planned utilising the best information available; however, from time to time unforeseen circumstances can affect the timing or costs associated with major capital projects.

#### Risk - High



Delays in delivering projects are likely to result in higher costs, delivery delays, carryovers on the capital works programme and an increase in reactive maintenance and operating costs.

#### Sensitivity Analysis

Delayed capital expenditure would have an impact on borrowing costs and original project costs. Every \$1m delayed would have an impact of \$17k-\$35k reduction in borrowings costs for the year. The capital expenditure may increase by the inflation index, resulting in increased borrowings. Every 1% increase in a \$1m project will have an impact of \$10k of additional borrowings.

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, engaged external project managers for larger projects and placing a strong focus on preparing designs ahead of budgets.

#### Maintenance Contractors



We expect contractors will be available to continue to undertake maintenance for the Council.



#### Risk - Low

A shortage of contractors could affect our levels of service or increase our maintenance costs.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Ngā Kaupapa me ngā Atawhai o te Hanganga ā-Roto/ Infrastructure Projects and Maintenance

#### 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 2020 where 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 maybe either set too high or too low.

#### Life-cycle of significant assets



A revaluation was undertaken in June 2020 where our infrastructural assets were assessed and valued. Our significant assets have been assessed against the International Infrastructure Management Manual (IIMM) framework where we determined that for the majority of our assets our overall confidence in condition is high or medium.



##### Risk - Low

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.

#### 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, which is detailed in the Revenue and Financing Policy.



##### Risk - Low

If the Council decides to change the Policy on how to fund assets it will have an impact on rates. There is also a risk that funding for the replacement of strategic assets is not available.

#### 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 then there will be an impact on the Council's budgets and rates.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### Other relevant forecasting information

In addition to the significant forecasting assumptions outlined above, the Council makes a number of other judgements and estimates in preparing the Long Term Plan. This section details other relevant forecasting information.

### The below BERL adjusters have been used for revaluation projection

Year ending	Roading %	Water / Wastewater / Stormwater %	
Jun-22	5.1	1.4	5.3
Jun-23	9.4	4.8	8.3
Jun-24	13.6	7.0	10.9
Jun-25	17.9	9.5	13.7
Jun-26	22.3	12.3	16.6
Jun-27	27.0	14.9	19.8
Jun-28	31.7	18.4	23.2
Jun-29	36.7	22.2	26.8
Jun-30	41.9	26.3	30.7
Jun-31	47.3	29.7	34.9

### Inflation Factors

Adjuster Class	Factor Years 1-3	Factor Years 4-10	Reason
Roading	BERL	BERL	BERL Adjustors are widely used in the Local Government sector as they are deemed to be more relevant and applicable.
Water and Environment	BERL	BERL	
Salaries*	BERL	BERL	
Community Activities	BERL	BERL	
Planning and Regulations	BERL	BERL	

\*The Inflation factors for Salaries is based on discussions with Strategic Pay, HR Manager and Senior Leadership Team (2.3% per annum)

Year ending	Roading	Planning and Regulation	Water	Salaries	Community Activities
Jun-22	3.3	2.7	6.0	2.3	3.2
Jun-23	6.5	5.3	9.7	4.7	6.0
Jun-24	9.7	7.7	12.6	7.1	8.6
Jun-25	12.9	10.1	15.6	9.5	11.2
Jun-26	16.2	12.5	19.0	12.0	14.0
Jun-27	19.5	15.0	22.3	14.6	16.8
Jun-28	23.0	17.5	26.2	17.3	19.7
Jun-29	26.6	20.1	30.4	20.0	22.8
Jun-30	30.2	22.7	34.8	22.7	26.0
Jun-31	34.0	25.4	39.0	25.5	29.0

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### 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 to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life;

- 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."

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 within 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 following circumstances:

### Non-funding of depreciation on Council assets

In accordance with Section 100 of the Local Government Act 2002 the Council has satisfied itself that it is not financially prudent to fund all/part

of the depreciation expenditure on its non-strategic assets. The Council 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 has expired.

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, the Plan does not provide for the depreciation to be funded as it is not certain that an asset will be created

nor is there certainty over the life of those assets created. Once the assets are created from these projects then the depreciation will be addressed at that point.

### Asset sales

No asset sales are planned in the Long Term Plan.

### Drawdown from LTIF earnings for rates subsidy

A drawdown of \$3.87 million for the general and roading rate subsidy has been factored into each year of the ten year projections. This amount will be reviewed every three years during the Long Term Plan review.

Drawdown from LTIF earnings for capital projects loan repayments  
A drawdown of \$1.73 million to fund selective community projects (eg TSB Hub's loan repayments) has been factored into each year of the ten year projections. This amount will be reviewed every three years during the Long Term Plan review.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### **Drawdown from LTIF earnings for Hāwera Town Centre Development (including Council's Earthquake Prone Buildings, Initial Seismic Assessments and Council's Assistance Package)**

A drawdown of \$860k per annum on average to fund the above projects (loan funded) has been factored into each year of the ten year projections.

### **Drawdown from LTIF Inflation Fluctuation Reserves (IFR) for Town Centre Development (including additional funding for the Hāwera Town centre Project)**

A drawdown of \$15 million over ten years to fund the above projects has been factored into each year of the ten year projections.

### **Disclosures**

#### **Prospective financial information**

The prospective financial information contained 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 2020/21 and onwards.

#### **Differences between prospective financial information explanations**

Under accounting standard FRS42 we are required to explain the relationship between the prospective financial statements and the additional information provided in the activity statements.

The revenue on the income statement reflects 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) which have not been allocated to other activities is included directly in the financial statements. The total income for the Council reflects the impact of the rates subsidy, commissions from Taranaki Regional Council, petrol tax, rates penalties and general interest which is

not reflected in any individual activity statement.

The cash flow statement reflects movements in expected debtor and creditor balances ie amounts being paid/received from previous years and amounts that will be paid/received in future years, whilst the Income Statement reflects 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 Council's implementation of its Rate Remission Policy is estimated at \$204,000 per annum and is recovered from the general rate.

#### **Nukumarū**

The Nukumarū Water Supply is a non-

potable supply that is being managed by the consumers. In recent years the consumers have constructed a bore and hold its resource consent, therefore there is a mix of ownership of the assets. The consumers arrange the maintenance and the charging of the water by meter rate. Renewals of the assets owned by the Council are not planned within this Long Term Plan, as requested by the Nukumarū consumers committee.

#### **Asset information**

Asset Management Plans (AMPs) have been developed for activities which 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 used in this Plan. The AMPs contain improvement plans detailing how the plans 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.

# Nga Whakapae me Ngā Raraunga

## Assumptions and Data

### **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. The Council's principal activities are outlined within this proposed LTP.

#### **ii. Purpose for which the Prospective Financial Statements are prepared**

It is a requirement of the Local Government Act 2002 to present Prospective Financial Statements that span ten years and include them within the proposed LTP. This provides an opportunity for ratepayers and residents to review the projected financial results and position of the Council. 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 which the Council expects to take place. The Council has 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 within 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 reflected in the prospective financial statements.



# Pārongo Arotake

# Audit Report

## To the reader:

## Independent Auditor's report on South Taranaki District Council's 2021 31 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 Audit New Zealand. We completed our report on 28 June 2021.

## 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 253 to 256 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.

This opinion 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.

## Emphasis of Matters

Without modifying our opinion, we draw attention to the following disclosures.

### Uncertainty over three waters reforms

Page 177 outlines the Government's intention to make three waters reform

decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because no decisions have been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

### Uncertainty over the delivery of the capital programme

Page 36 outlines that the Council is proposing to spend \$336 million on capital projects over the next 10 years. Although the Council is taking steps to deliver its planned capital programme, as outlined on pages 49 to 50, there is uncertainty over the delivery of the programme due to the significant constraints in the construction market. If the Council is unable to deliver on a planned project, it could affect intended levels of service.

## 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.

# Pārongo Arotake

# Audit Report

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 approach taken by the Council to maintain its assets is reasonable, given the types of asset infrastructure owned by the Council;
- 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 control

We have complied with the Auditor General's:

- independence and other ethical requirements, which incorporate the independence and ethical

- requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

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 subsidiaries.



Chris Webby, Audit New Zealand  
On behalf of the Auditor General,  
Palmerston North, New Zealand

AUDIT NEW ZEALAND

Mana Arotake Aotearoa



**SOUTH TARANAKI** THE MOST  
**LIVEABLE**  
**DISTRICT**



**Section 4**

Ā Mātou Utunga  
Our Costs

Kaupapa Here Moni Ā –  
Tau Me Te Pūtea

**Revenue and Financing  
Policy**

# 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 or how we recover the costs for our activities. It explains the reasons for various funding methods for our operating and capital expenditure.

In 2020 we reviewed the way we funded our activities, including how we collect rates and as a result we are not proposing any significant changes to our Revenue and Financing Policy.

### Revenue and Financing Policy Considerations

In developing the Policy, we have considered the requirements of Sections 101(3), 102 and 103 of the Local Government Act 2002 (LGA02). These requirements state that a local authority must determine what funding sources are appropriate with consideration of the following two steps:

#### Step One

- The community outcomes to which the activity primarily contributes;

- The distribution of benefits between the community as a whole, any identifiable part of the community and/or individuals;
- The period in or over which those benefits are expected to occur;
- The extent to which the actions or inactions 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 wellbeing of the community.

### Community Outcomes

Central Government amended the purpose of local government and re-introduced the well-beings and our community outcomes tie in with the

community well-beings:

- Vibrant South Taranaki – Cultural Well-being – A vibrant and creative District with strong connections with iwi/hapū that celebrates diversity.
- Together South Taranaki – Social Well-being – A together District with healthy, safe, resilient, informed and connected people.
- Prosperous South Taranaki – Economic Well-being – A prosperous District with a sustainable economy, innovative businesses and high quality infrastructure.
- Sustainable South Taranaki – Environmental Well-being – A sustainable District that measures its resources in a way that preserves the environment for future generations.

Each activity lists the community outcomes that it primarily contributes to and highlights why we undertake the activity.

### Distribution of Benefits – Who 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.

### Time Period of the 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.



# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

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 the Activity Distinctly from other Activities

We consider the individual costs and benefits of the funding of each activity, taking into account the consequences for transparency and accountability, of funding each activity. Distinct 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.

### Overall Impact on Social, Economic, Environmental and Cultural Well-beings

The overall impact on the current and future social, economic, environmental

and cultural well-beings of the community were considered along with following matters:

- What is the likely impact of the mix of funding sources on ratepayers on fixed incomes (affordability)?
- Will the Policy act as a barrier for individuals in the community to access the activity?
- What incentives will the Policy have for growth and development within the District?
- How is the burden of funding distributed across different sectors of the community?
- Does the Policy support people to conserve scarce resources, avoid environmentally unfriendly activities and preserve our natural heritage?
- Does the Policy support the community to participate in recreational and cultural activities and preserve our historical and other cultural heritage?

As part of the 2021-2031 LTP we are consulting on the draft Environment

and Sustainability Strategy as a number of actions and activities that form part of the Strategy are new and not previously funded. It is anticipated that these actions and activities will be funded through general rates, loans and funding from Central Government.

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.

### Financial Management

In terms of the LGA02, we are required to ensure that each year’s projected operating revenues are set at a level that meets the year’s operating expenses (a balanced budget). Despite this requirement, under Section 100(2) of the Act, we can 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.



# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

### Other Legal Requirements

While the Revenue and Financing Policy is governed by the LGA02, 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 system 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 on a uniform fixed amount basis (including the Uniform Annual General Charge but excluding a uniform rate 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)

This Act sets out our responsibilities in terms of the environment. The Resource Legislation Amendment Act 2017 proposed the removal of the ability for local authorities to impose financial contributions. In late 2020 this was repealed and authorities may continue to require financial contributions from developers to meet the costs of their effects on the environment, including their impacts on the demand for infrastructure. However, the RMA is to be repealed and replaced with three Acts. Alternatively, under the LGA02, 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 are not considering development contributions

for this LTP

### General Policies on Funding and Sources of Funding

The sources of funding available to the Council are:

General rates, including:

- o Choice of valuation system
- o Differential rating; and
- o Uniform Annual General Charge
- Targeted rates
- Lump sum contributions
- Fees and charges
- Interest and dividends from investments
- Borrowing
- Proceeds from asset sales
- Development contributions
- Financial contributions under the Resource Management Act 1991
- Grants and subsidies
- Any other source

### Funding of 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 Human Resources. Operating expenditure is funded from a variety of sources.

### General Rates

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 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.

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

### Uniform Annual General Charge (UAGC)

We assess a UAGC as a fixed amount on each separately used or inhabited part of a rating unit.

### Targeted Rates

Targeted rates can be assessed on a 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 imposed 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 will 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 and heating that we provide under the Warmer Homes Scheme.

### 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, 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 allocate \$3.87 million each year from interest earned on the Fund towards subsidising general rates, UAGC and the roading rate.

### 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 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).

### Funding of 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 current level of service (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 the Policy.

### Extending Level of Service Projects

Extending levels 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 the 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.

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

### Borrowing

We will not borrow to fund capital expenditure unless short term reasons justify this as an interim solution. When funding projects by debt, we spread the repayment over several years to enable us to match charges placed on the community against 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 are 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 the New Zealand Transport Agency (in relation to certain

- roading projects)
- Revenue collected to cover depreciation charges
- Proceeds from the sale 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 Plan places a requirement for developers, in most cases, to meet the full and actual costs 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 area can be provided. In lieu of land, cash can be provided for the enhancement of reserves in the vicinity.

We will collect financial contributions as provided for in the District Plan under the RMA.

### 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 funding sources.

### 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 over \$1 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 actively 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

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

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.

taken into account the current global economic climate and our significant debt programme when considering the funding of depreciation.

### **Balanced Budget Proposal**

Our policy for funding the depreciation of non-strategic assets is, rather than fund the depreciation for their replacement, we fund a proportion that allows for the renewals of components. 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 whether these types of assets will be wanted by future generations. We have

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>DEMOCRACY AND LEADERSHIP</b>												
Democracy and Leadership	Prosperous, Vibrant, Together and Sustainable	Low	Low	Low	Low	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
<b>THREE WATERS - WATER SUPPLY</b>												
Urban and Rural	Prosperous and Sustainable	High	High	Low to Medium	Low	The users can be identified and we are able to restrict the users.	Fees and Charges + Water by Meter Rate + Targeted Rate	Fees and Charges + Water by Meter Rate + Targeted Rate + Borrowings + Reserves + Financial Contributions	General Rates and Revenue + Interest and Dividends + Targeted Rates	General Rates and Revenue + Targeted Rates + Borrowings + Reserves	Low	High
<b>STORMWATER NETWORK</b>												
Stormwater	Prosperous and Sustainable	Low	High	Medium	Low	This activity benefits groups of properties rather than individuals. Stormwater infrastructure enhances the wellbeing of the District.	Fees and Charges + General Rates and Revenue	General Rates and Revenue	General Rates and Revenue	General Rates and Revenue + Borrowings + Reserves	High	Low
Eltham Drainage		High	High	Low	Low	The primary purpose of this activity is to provide land drainage to enable land to be effectively farmed.	Targeted Rates (Differential)	Targeted Rates (Differential) + Borrowings + Reserves + Contributions	Targeted Rates (Differential) + General Rates and Revenue	Targeted Rates (Differential) + Borrowings + Reserves + Contributions	Low	High

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

	Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions	
							Operational	Private	Operational	Public	Public %	Private %
<b>WASTEWATER SERVICES</b>												
Wastewater	Prosperous and Sustainable	High	High	Medium to High	Low	While we can identify properties that are connected, we cannot identify efficiently their volumes. There is high public good and positive impacts on the environment in the efficient disposal of waste.	Fees and Charges + Targeted Rate	Fees and Charges + Targeted Rate + Borrowings + Reserves + Financial Contributions + Contributions	General Rates and Revenue + Targeted Rates	General Rates and Revenue + Targeted Rates + Borrowings + Reserves	Low	High
<b>SOLID WASTE</b>												
Kerbside Collection	Prosperous and Sustainable	Very high	Low	Medium to High	Low	This activity benefits individuals but 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		High	High	Medium	Medium	This activity benefits individuals but it 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	High
<b>ROADING</b>												
Subsidised	Prosperous and Vibrant	Medium to High	High	Low	High	Individuals benefit directly from the use of the service and the community benefits from its provision.	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



# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>ROADING</b>												
Non-subsidised		Medium to High	High	Low	High	Individuals benefit directly from the use of the service and the community benefits from its provision.	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	Prosperous and Sustainable	Low	Low	High	Low	Road safety is predominantly 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
<b>COMMUNITY FACILITIES</b>												
Parks, Reserves, Sportsgrounds and Public Spaces	Prosperous, Vibrant, Together and Sustainable	Low	High	Low to Medium	Low	Individuals have a private benefit from the availability of parks, reserves, sportsgrounds and public spaces, however there is a significant public benefit in the availability of these services.	Fees and Charges + General Rates and Revenue	General Rates and Revenue + Borrowings	General Rates + Revenue	General Rates and Revenue + Borrowings + Reserves	High	Low
Recreation Centres - Halls		Low	High	Low	Low	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

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>COMMUNITY FACILITIES</b>												
Recreation Centres - TSB Hub	Prosperous, Vibrant, Together and Sustainable	Medium to High	Medium to High	Low	Low	Individuals receive high benefit from the provision of the service, however 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		High	High	Low	Low	Individuals receive high benefit from the use of the service, however there is a wider benefit to the community in the availability of this service for social purposes. 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
Public Toilets		Medium	High	Medium	Low	Individuals receive high benefit from the use of the service, however 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	Low
Holiday Parks		High	Medium to High	Low	Low	Individuals 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

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>COMMUNITY FACILITIES</b>												
Cemeteries	Prosperous, Vibrant, Together and Sustainable	Medium	High	Medium	Low	Individuals receive high benefit from provision of the service. However, it has a reserve function and a useful historic and public health value.	Fees and Charges + Bequests	Fees and Charges + Borrowings + Financial Contributions + Bequests	General Rates and Revenue	General Rates and Revenue + Borrowings + Reserves	Medium	Medium
Housing for the Elderly		High	High	Low	Low	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	Medium	Medium
Hāwera Cinemas		Very High	Low	Low	Low	Individuals receive high benefit from the provision of the service and it 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		High	Medium-High	Medium	Medium	Individuals receive high benefit from the use of sundry Council properties. However 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 + Borrowing	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	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>ARTS AND CULTURE</b>												
Arts	Prosperous, Vibrant, Together and Sustainable	Low	Low	Low	Low	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)		Low to Medium	Low	Low	Low	There is benefit of education, retention of heritage and community identity. Individuals benefit from the displays and the information.	Fees and Charges + General Rates and Revenue + Grants	N/A	General Rates and Revenue	Borrowings + Reserves	High	Low
LibraryPlus		Low	High	Low to Medium	Low	Individuals receive high benefit from the use of this service, however there is a wider benefit to the community in the availability of this service for social purposes.	Fees and Charges + General Rates and Revenue	Grants + Bequests + Borrowings	General Rates and Revenue + Investment Income	Reserves + Borrowings + General Rates and Revenue	High	Low
<b>DISTRICT ECONOMY</b>												
Economic Development	Prosperous and Vibrant	Low to Medium	Low	Low	Low to Medium	Individuals benefit directly from the use of the service and the community indirectly benefits from this activity because of the positive economic impact.	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	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>DISTRICT ECONOMY</b>												
Tourism and Events	Prosperous and Vibrant	Low to Medium	Low	Low	Low	Individuals benefit directly from the use of the service and attending events. The community indirectly benefits from this activity because of the positive economic impact. The wider community benefits by the vibrancy events bring.	Fees and Charges + General Rates and Revenue	Borrowings	General Rates and Revenue + Reserves	General Rates and Revenue + Borrowings + Reserves	High	Low
<b>COMMUNITY DEVELOPMENT</b>												
Community Development	Vibrant, Together and Sustainable	Low	Low	Medium	Low	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		Low	Low	Low	High	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

# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>ENVIRONMENTAL MANAGEMENT</b>												
Environment and Sustainability		Low	Medium	Low	High	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, Revenue and Grants	High	Low
Environmental Policy	Prosperous Together and Sustainable	Low	Low	Low to Medium	Low	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		Very Low	Low	Low to Medium	Low	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
<b>REGULATORY SERVICES</b>												
Building Control		Medium to High	Low	Low to Medium	Low to Medium	There is a high level of private benefit to the applicant, but there are also some public benefits.	Fees and Charges	N/A	General Rates and Revenue	Borrowings + Reserves	Low	High
Planning	Prosperous and Sustainable	Medium to High	Low	High	Low	There is a high level of private benefit to the applicant, but there are also some public benefits.	Fees and Charges	N/A	General Rates and Revenue	Borrowings + Reserves	Medium to High	Low to Medium
Environmental Health - Licensing, Alcohol and Gambling		Medium to High	Low	High	Medium to High	High	These activities have a high public good because of public protection.	Fees and Charges	N/A	General Rates and Revenue	N/A	Medium to High



# Kaupapa Here Moni Ā – Tau Me Te Pūtea

## Revenue and Financing Policy

Community Outcomes	Use or beneficiary principle	Intergenerational equity principle	Negative Effect/Exacerbator	Cost and benefits	Rationale	Funding Sources Private		Funding Sources Public		Benefit Proportions		
						Operational	Private	Operational	Public	Public %	Private %	
<b>REGULATORY SERVICES</b>												
Nuisance Control (Noise)	Prosperous and Sustainable	Low	Low	High	High	This activity has a high public good because of public protection.	Fees and Charges	N/A	General Rates and Revenue	N/A	High	Low
Animal Services		Medium to High	Low to Medium	Very High	Medium	Within the activity there is a high degree of public benefit, but the costs are influenced by the exacerbator.	Fees and Charges	Fees and Charges + Borrowings + Reserves	General Rates and Revenue	General Rates and Revenue + Borrowings + Reserves	Low to Medium	Medium to High
Parking Control		Medium to High	Low	High	High	This activity has a high public good because, by creating the availability of carparks, there are some benefits for retailers in the CBDs.	Fees and Charges	N/A	General Rates and Revenue	Borrowings + Reserves	Low	High
<b>COASTAL STRUCTURE</b>												
Coastal Structures	Prosperous, Vibrant and Sustainable	Low	Low	Low	Low	Individuals receive high benefit from the provision of the service, however there are social benefits to the community.	General Rates and Revenue	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:

<b>High</b>	(80% - 100%)
<b>Medium to High</b>	(60% - 80%)
<b>Medium</b>	(40% - 60%)
<b>Low to Medium</b>	(20% - 40%)
<b>Low</b>	(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 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	2,553	2,754	2,965	3,010	3,091	3,251	3,249	3,297	3,495	3,502	3,571
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	548	494	512	506	511	498	489	492	489	484	488
<b>Total operating funding (A)</b>	<b>3,101</b>	<b>3,248</b>	<b>3,478</b>	<b>3,516</b>	<b>3,601</b>	<b>3,749</b>	<b>3,737</b>	<b>3,789</b>	<b>3,984</b>	<b>3,986</b>	<b>4,058</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	1,008	1,133	1,252	1,191	1,220	1,346	1,282	1,314	1,449	1,380	1,414
Finance costs	2	1	2	2	2	2	2	2	2	2	2
Internal charges and overheads applied	2,079	2,108	2,208	2,307	2,363	2,384	2,445	2,464	2,524	2,595	2,633
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>3,089</b>	<b>3,242</b>	<b>3,462</b>	<b>3,500</b>	<b>3,585</b>	<b>3,732</b>	<b>3,728</b>	<b>3,780</b>	<b>3,975</b>	<b>3,977</b>	<b>4,049</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>12</b>	<b>7</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	-5	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
<b>Total sources of capital funding (C)</b>	<b>-5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TE POUMANUKURA / DEMOCRACY AND LEADERSHIP

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- 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	7	16	16	16	16	9	9	9	9	9
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>7</b>	<b>7</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-12</b>	<b>-7</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>	<b>-9</b>	<b>-9</b>	<b>-9</b>	<b>-9</b>	<b>-9</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	<b>7</b>	<b>7</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ PUNA WAI / WATER SUPPLY

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	13,153	14,054	14,585	15,069	15,733	16,455	17,291	18,209	19,151	19,505	19,982
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	87	94	98	100	103	106	109	112	116	120	124
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	641	435	450	462	474	488	501	517	535	553	570
<b>Total operating funding (A)</b>	<b>13,882</b>	<b>14,583</b>	<b>15,132</b>	<b>15,631</b>	<b>16,310</b>	<b>17,049</b>	<b>17,901</b>	<b>18,839</b>	<b>19,801</b>	<b>20,177</b>	<b>20,676</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	3,517	3,771	3,556	3,676	3,809	3,919	4,129	4,091	4,221	4,356	4,550
Finance costs	2,060	1,725	1,564	1,741	1,595	1,559	1,461	1,417	1,439	1,334	1,282
Internal charges and overheads applied	2,365	2,645	2,759	2,925	2,916	2,947	3,098	3,054	3,131	3,305	3,273
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>7,942</b>	<b>8,142</b>	<b>7,879</b>	<b>8,343</b>	<b>8,319</b>	<b>8,424</b>	<b>8,687</b>	<b>8,562</b>	<b>8,791</b>	<b>8,996</b>	<b>9,105</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>5,939</b>	<b>6,442</b>	<b>7,253</b>	<b>7,289</b>	<b>7,991</b>	<b>8,624</b>	<b>9,214</b>	<b>10,276</b>	<b>11,010</b>	<b>11,181</b>	<b>11,571</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0	1,602	2	4	0	0	0	159	0	0	0
Development and financial contributions	0	574	634	217	300	384	433	293	148	0	0
Increase (decrease) in debt	1,345	9,026	1,171	1,733	1,577	-786	-1,596	-1,596	1,254	-1,479	-1,479
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
<b>Total sources of capital funding (C)</b>	<b>1,345</b>	<b>11,202</b>	<b>1,806</b>	<b>1,954</b>	<b>1,877</b>	<b>-402</b>	<b>-1,163</b>	<b>-1,144</b>	<b>1,402</b>	<b>-1,479</b>	<b>-1,479</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ PUNA WAI / WATER SUPPLY

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	3,847	6,053	225	372	526	541	556	0	0	0	0
- To improve the level of service	1,478	4,860	4,207	4,498	3,237	2,904	1,541	4,796	6,624	108	125
- To replace existing assets	4,663	6,167	3,734	3,918	6,450	6,284	5,418	5,338	5,320	6,309	6,714
Increase (decrease) in reserves	-2,704	563	893	454	-346	-1,507	536	-1,002	468	3,286	3,253
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>7,285</b>	<b>17,644</b>	<b>9,060</b>	<b>9,242</b>	<b>9,867</b>	<b>8,222</b>	<b>8,051</b>	<b>9,132</b>	<b>12,413</b>	<b>9,702</b>	<b>10,091</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-5,939</b>	<b>-6,442</b>	<b>-7,253</b>	<b>-7,289</b>	<b>-7,991</b>	<b>-8,624</b>	<b>-9,214</b>	<b>-10,276</b>	<b>-11,010</b>	<b>-11,181</b>	<b>-11,571</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	4,995	5,319	5,854	6,005	6,170	6,953	7,081	7,158	8,141	8,383	8,386

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TE WAI ĀWHĀTANGA / STORMWATER

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	901	1,102	1,163	1,255	1,299	1,471	1,505	1,519	1,613	1,632	1,634
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	0	1	1	1	1	1	1	1	1	1	1
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	194	198	201	211	215	225	227	227	226	225	223
<b>Total operating funding (A)</b>	<b>1,104</b>	<b>1,309</b>	<b>1,374</b>	<b>1,476</b>	<b>1,524</b>	<b>1,707</b>	<b>1,743</b>	<b>1,757</b>	<b>1,850</b>	<b>1,869</b>	<b>1,869</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	251	224	231	238	245	306	314	322	331	341	350
Finance costs	183	154	134	155	136	129	118	111	103	91	86
Internal charges and overheads applied	340	365	384	409	408	413	431	425	436	457	454
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>774</b>	<b>743</b>	<b>750</b>	<b>802</b>	<b>789</b>	<b>848</b>	<b>863</b>	<b>858</b>	<b>870</b>	<b>889</b>	<b>889</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>330</b>	<b>566</b>	<b>624</b>	<b>674</b>	<b>735</b>	<b>859</b>	<b>880</b>	<b>899</b>	<b>980</b>	<b>980</b>	<b>980</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	319	478	513	572	632	656	444	225	0	0
Increase (decrease) in debt	171	1,464	17	243	-42	-200	-239	-239	-239	-180	-114
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
<b>Total sources of capital funding (C)</b>	<b>171</b>	<b>1,783</b>	<b>495</b>	<b>756</b>	<b>530</b>	<b>432</b>	<b>417</b>	<b>205</b>	<b>-14</b>	<b>-180</b>	<b>-114</b>



# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TE WAI ĀWHĀTANGA / STORMWATER

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	1,196	596	753	797	820	843	0	0	0	0
- To improve the level of service	480	255	110	394	177	171	54	0	0	0	0
- To replace existing assets	19	905	411	282	289	298	306	366	378	391	403
Increase (decrease) in reserves	2	-7	2	2	2	2	95	738	588	409	463
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>501</b>	<b>2,349</b>	<b>1,119</b>	<b>1,430</b>	<b>1,264</b>	<b>1,291</b>	<b>1,297</b>	<b>1,104</b>	<b>966</b>	<b>800</b>	<b>866</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-330</b>	<b>-566</b>	<b>-624</b>	<b>-674</b>	<b>-735</b>	<b>-859</b>	<b>-880</b>	<b>-899</b>	<b>-980</b>	<b>-980</b>	<b>-980</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	468	689	732	747	771	857	878	897	976	976	976

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ WAIPARAPARA / WASTEWATER

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	4,781	5,370	5,899	6,347	6,794	7,156	7,480	7,849	8,221	8,513	8,640
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1,042	1,175	1,216	1,248	1,282	1,319	1,356	1,399	1,446	1,494	1,541
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	4	4	4	4	4	4	4	5	5	5
<b>Total operating funding (A)</b>	<b>5,823</b>	<b>6,549</b>	<b>7,119</b>	<b>7,599</b>	<b>8,080</b>	<b>8,480</b>	<b>8,840</b>	<b>9,252</b>	<b>9,671</b>	<b>10,012</b>	<b>10,186</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	2,805	3,327	3,318	3,435	3,557	3,673	3,775	3,892	4,015	4,145	4,270
Finance costs	1,365	1,092	1,039	1,200	1,127	1,114	1,399	1,779	1,733	1,724	1,795
Internal charges and overheads applied	895	1,075	1,110	1,189	1,197	1,198	1,264	1,253	1,266	1,340	1,342
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>5,065</b>	<b>5,494</b>	<b>5,467</b>	<b>5,825</b>	<b>5,881</b>	<b>5,985</b>	<b>6,438</b>	<b>6,924</b>	<b>7,015</b>	<b>7,208</b>	<b>7,407</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>758</b>	<b>1,055</b>	<b>1,652</b>	<b>1,774</b>	<b>2,199</b>	<b>2,495</b>	<b>2,402</b>	<b>2,328</b>	<b>2,656</b>	<b>2,804</b>	<b>2,780</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0	640	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	164	334	583	572	557	470	317	162	0	0
Increase (decrease) in debt	890	3,826	2,115	1,813	2,038	-119	11,671	13,640	-1,083	2,633	3,328
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
<b>Total sources of capital funding (C)</b>	<b>890</b>	<b>4,630</b>	<b>2,449</b>	<b>2,395</b>	<b>2,610</b>	<b>438</b>	<b>12,141</b>	<b>13,957</b>	<b>-921</b>	<b>2,633</b>	<b>3,328</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ WAIPARAPARA / WASTEWATER

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	615	636	935	574	591	607	0	0	0	0
- To improve the level of service	129	2,073	698	1,234	1,984	1,307	11,944	12,380	673	4,133	4,540
- To replace existing assets	1,576	2,562	2,749	1,892	1,769	1,095	1,590	3,874	1,239	1,348	1,734
Increase (decrease) in reserves	-57	435	19	109	482	-60	402	31	-176	-44	-166
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>1,648</b>	<b>5,685</b>	<b>4,102</b>	<b>4,170</b>	<b>4,809</b>	<b>2,933</b>	<b>14,543</b>	<b>16,285</b>	<b>1,735</b>	<b>5,437</b>	<b>6,107</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-758</b>	<b>-1,055</b>	<b>-1,652</b>	<b>-1,774</b>	<b>-2,199</b>	<b>-2,495</b>	<b>-2,402</b>	<b>-2,328</b>	<b>-2,656</b>	<b>-2,804</b>	<b>-2,780</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	1,528	1,565	1,643	1,672	1,719	1,941	1,982	2,256	2,746	2,761	2,851

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### PARA TOTOKA / SOLID WASTE

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	583	551	472	437	324	311	235	127	89	38	-29
Targeted Rates	1,931	1,604	1,604	1,604	1,688	1,688	1,688	1,688	1,773	1,857	1,899
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1,118	1,442	1,591	1,835	1,987	2,069	2,151	2,246	2,347	2,455	2,561
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	718	735	816	953	1,028	1,061	1,090	1,127	1,166	1,207	1,250
<b>Total operating funding (A)</b>	<b>4,350</b>	<b>4,332</b>	<b>4,483</b>	<b>4,829</b>	<b>5,028</b>	<b>5,130</b>	<b>5,165</b>	<b>5,188</b>	<b>5,376</b>	<b>5,557</b>	<b>5,681</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	3,444	3,591	3,786	4,136	4,299	4,438	4,525	4,644	4,767	4,893	5,021
Finance costs	146	112	110	115	98	91	83	77	73	67	63
Internal charges and overheads applied	496	450	474	498	505	511	527	525	539	556	561
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>4,086</b>	<b>4,153</b>	<b>4,369</b>	<b>4,749</b>	<b>4,903</b>	<b>5,040</b>	<b>5,135</b>	<b>5,246</b>	<b>5,379</b>	<b>5,516</b>	<b>5,645</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>264</b>	<b>179</b>	<b>114</b>	<b>80</b>	<b>125</b>	<b>89</b>	<b>30</b>	<b>-58</b>	<b>-3</b>	<b>42</b>	<b>35</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	-117	94	318	-148	-144	-216	-138	-120	-120	-120	-120
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
<b>Total sources of capital funding (C)</b>	<b>-117</b>	<b>94</b>	<b>318</b>	<b>-148</b>	<b>-144</b>	<b>-216</b>	<b>-138</b>	<b>-120</b>	<b>-120</b>	<b>-120</b>	<b>-120</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### PARA TOTOKA / SOLID WASTE

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	27	194	415	37	12	12	12	6	7	7	7
- To replace existing assets	5	101	113	42	73	4	67	6	52	0	0
Increase (decrease) in reserves	115	-23	-96	-147	-103	-142	-187	-191	-182	-85	-91
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>147</b>	<b>273</b>	<b>432</b>	<b>-68</b>	<b>-19</b>	<b>-126</b>	<b>-108</b>	<b>-178</b>	<b>-123</b>	<b>-78</b>	<b>-84</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-264</b>	<b>-179</b>	<b>-114</b>	<b>-80</b>	<b>-125</b>	<b>-89</b>	<b>-30</b>	<b>58</b>	<b>3</b>	<b>-42</b>	<b>-35</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	49	108	155	145	151	154	163	172	178	184	175

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ HUARAHI ARA RAU / ROADING AND FOOTPATHS (INCLUDING ROAD SAFETY AND PATHWAYS)

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	40	36	35	35	34	38	37	38	42	42	42
Targeted Rates	6,502	6,121	6,472	6,704	7,120	7,563	8,270	8,858	8,986	9,700	10,079
Subsidies and grants for operating purposes	5,022	6,186	6,140	6,321	6,502	6,944	7,137	7,342	7,552	7,764	7,985
Fees and charges	187	140	144	148	153	157	161	166	171	176	181
Internal charges and overheads recovered	1,268	771	794	813	852	872	885	905	926	936	969
Local authorities fuel tax, fines, infringement fees and other receipts	1,195	1,318	1,337	1,371	1,364	1,485	1,520	1,527	1,668	1,731	1,719
<b>Total operating funding (A)</b>	<b>14,214</b>	<b>14,571</b>	<b>14,923</b>	<b>15,392</b>	<b>16,025</b>	<b>17,058</b>	<b>18,012</b>	<b>18,836</b>	<b>19,346</b>	<b>20,349</b>	<b>20,975</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	9,863	10,986	10,976	11,336	11,651	12,400	12,745	13,110	13,486	13,860	14,256
Finance costs	283	259	229	250	221	216	207	191	177	160	152
Internal charges and overheads applied	401	382	404	439	433	438	466	448	460	492	480
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>10,547</b>	<b>11,628</b>	<b>11,610</b>	<b>12,025</b>	<b>12,305</b>	<b>13,053</b>	<b>13,418</b>	<b>13,749</b>	<b>14,123</b>	<b>14,512</b>	<b>14,888</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>3,667</b>	<b>2,943</b>	<b>3,313</b>	<b>3,367</b>	<b>3,720</b>	<b>4,005</b>	<b>4,594</b>	<b>5,087</b>	<b>5,222</b>	<b>5,837</b>	<b>6,087</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	4,580	5,297	5,462	5,626	5,790	5,959	6,128	6,308	6,492	6,677	6,872
Development and financial contributions	0	253	407	461	446	431	415	280	142	0	0
Increase (decrease) in debt	1,070	2,096	-4	-50	-146	-120	-94	-577	-438	-296	-296
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
<b>Total sources of capital funding (C)</b>	<b>5,650</b>	<b>7,645</b>	<b>5,864</b>	<b>6,037</b>	<b>6,090</b>	<b>6,270</b>	<b>6,449</b>	<b>6,012</b>	<b>6,196</b>	<b>6,381</b>	<b>6,575</b>



# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ HUARAHI ARA RAU / ROADING AND FOOTPATHS (INCLUDING ROAD SAFETY AND PATHWAYS)

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	1,084	658	678	576	593	609	0	0	0	0
- To improve the level of service	2,091	11,339	2,733	2,815	2,897	2,982	3,066	3,156	3,249	3,341	3,438
- To replace existing assets	6,119	7,700	5,949	6,128	6,307	6,491	6,675	6,871	7,072	7,273	7,485
Increase (decrease) in reserves	1,108	-9,534	-163	-217	30	210	692	1,072	1,098	1,604	1,738
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>9,318</b>	<b>10,589</b>	<b>9,177</b>	<b>9,404</b>	<b>9,810</b>	<b>10,276</b>	<b>11,043</b>	<b>11,099</b>	<b>11,419</b>	<b>12,218</b>	<b>12,662</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-3,667</b>	<b>-2,943</b>	<b>-3,313</b>	<b>-3,367</b>	<b>-3,720</b>	<b>-4,005</b>	<b>-4,594</b>	<b>-5,087</b>	<b>-5,222</b>	<b>-5,837</b>	<b>-6,087</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	7,266	7,426	7,931	7,994	8,076	9,151	9,209	9,276	10,573	10,623	10,694

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ WHARE-Ā-HAPORI / COMMUNITY FACILITIES

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	5,605	5,636	5,934	6,145	6,756	7,115	7,346	7,527	7,600	7,653	7,930
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	23	7	7	7	7	7	7	7	7	7	7
Fees and charges	2,153	1,580	1,626	1,690	1,739	1,782	1,824	1,869	1,916	1,965	2,011
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	3,281	2,914	2,922	2,916	2,953	2,901	2,874	2,888	2,852	2,848	2,872
<b>Total operating funding (A)</b>	<b>11,062</b>	<b>10,137</b>	<b>10,490</b>	<b>10,758</b>	<b>11,454</b>	<b>11,804</b>	<b>12,051</b>	<b>12,291</b>	<b>12,375</b>	<b>12,474</b>	<b>12,821</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	6,494	5,974	6,231	6,298	6,730	7,109	7,119	7,369	7,481	7,656	8,112
Finance costs	1,257	831	722	761	640	605	541	500	457	396	352
Internal charges and overheads applied	1,383	1,448	1,551	1,658	1,703	1,717	1,761	1,746	1,798	1,843	1,861
Operating funding applications	40	1	1	1	1	1	1	1	1	1	1
<b>Total applications of operating funding (B)</b>	<b>9,174</b>	<b>8,255</b>	<b>8,505</b>	<b>8,720</b>	<b>9,074</b>	<b>9,432</b>	<b>9,423</b>	<b>9,617</b>	<b>9,737</b>	<b>9,897</b>	<b>10,327</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>1,888</b>	<b>1,882</b>	<b>1,985</b>	<b>2,038</b>	<b>2,380</b>	<b>2,373</b>	<b>2,629</b>	<b>2,674</b>	<b>2,638</b>	<b>2,577</b>	<b>2,494</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0	32	1	1	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	1,663	481	-120	-1,135	-1,294	-1,088	-1,561	-1,591	-1,486	-1,555	-1,556
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	5	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
<b>Total sources of capital funding (C)</b>	<b>1,668</b>	<b>513</b>	<b>-119</b>	<b>-1,134</b>	<b>-1,294</b>	<b>-1,088</b>	<b>-1,561</b>	<b>-1,591</b>	<b>-1,486</b>	<b>-1,555</b>	<b>-1,556</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ WHARE-Ā-HAPORI / COMMUNITY FACILITIES

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	340	223	270	9	9	43	9	10	10	10	10
- To replace existing assets	1,977	2,326	1,857	993	765	859	479	491	718	249	475
Increase (decrease) in reserves	1,240	828	107	-389	-25	-6	175	171	-5	315	-37
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>3,557</b>	<b>3,378</b>	<b>2,234</b>	<b>613</b>	<b>748</b>	<b>896</b>	<b>664</b>	<b>672</b>	<b>722</b>	<b>574</b>	<b>448</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-1,888</b>	<b>-2,865</b>	<b>-2,352</b>	<b>-1,747</b>	<b>-2,042</b>	<b>-1,985</b>	<b>-2,225</b>	<b>-2,263</b>	<b>-2,208</b>	<b>-2,129</b>	<b>-2,004</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>-983</b>	<b>-368</b>	<b>291</b>	<b>338</b>	<b>388</b>	<b>404</b>	<b>411</b>	<b>430</b>	<b>448</b>	<b>490</b>
<b>Excludes depreciation of:</b>	<b>2,839</b>	<b>2,776</b>	<b>2,908</b>	<b>2,751</b>	<b>2,610</b>	<b>2,291</b>	<b>2,281</b>	<b>2,247</b>	<b>2,235</b>	<b>2,165</b>	<b>2,021</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ MAHI Ā-TOI ME RĒHIA / ARTS AND CULTURE

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	2,584	2,843	2,957	3,093	3,134	3,173	3,228	3,250	3,357	3,478	3,537
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	43	41	41	16	16	16	16	16	16	16	16
Fees and charges	35	27	61	62	63	64	65	66	67	68	65
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	643	591	600	617	617	587	589	591	578	591	596
<b>Total operating funding (A)</b>	<b>3,305</b>	<b>3,501</b>	<b>3,658</b>	<b>3,788</b>	<b>3,829</b>	<b>3,839</b>	<b>3,897</b>	<b>3,922</b>	<b>4,017</b>	<b>4,153</b>	<b>4,214</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	1,963	2,078	2,142	2,209	2,237	2,305	2,329	2,358	2,399	2,498	2,540
Finance costs	36	24	20	22	23	27	30	32	34	35	40
Internal charges and overheads applied	959	1,029	1,135	1,214	1,248	1,268	1,285	1,266	1,308	1,332	1,342
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>2,958</b>	<b>3,131</b>	<b>3,297</b>	<b>3,445</b>	<b>3,508</b>	<b>3,600</b>	<b>3,644</b>	<b>3,656</b>	<b>3,741</b>	<b>3,865</b>	<b>3,922</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>347</b>	<b>370</b>	<b>361</b>	<b>342</b>	<b>321</b>	<b>239</b>	<b>253</b>	<b>266</b>	<b>277</b>	<b>288</b>	<b>292</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	-45	-45	-45	6	116	144	146	91	97	87	226
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
<b>Total sources of capital funding (C)</b>	<b>-45</b>	<b>-45</b>	<b>-45</b>	<b>6</b>	<b>116</b>	<b>144</b>	<b>146</b>	<b>91</b>	<b>97</b>	<b>87</b>	<b>226</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ MAHI Ā-TOI ME RĒHIA / ARTS AND CULTURE

	Annual Plan 2020/21 <i>For the years ended 30 June</i> (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- 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	367	313	325	326	389	334	350	308	323	324	466
Increase (decrease) in reserves	-65	12	-9	23	48	48	49	50	51	51	52
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>302</b>	<b>325</b>	<b>316</b>	<b>348</b>	<b>437</b>	<b>382</b>	<b>399</b>	<b>357</b>	<b>374</b>	<b>375</b>	<b>518</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-347</b>	<b>-370</b>	<b>-361</b>	<b>-342</b>	<b>-321</b>	<b>-239</b>	<b>-253</b>	<b>-266</b>	<b>-277</b>	<b>-288</b>	<b>-292</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	<b>487</b>	<b>407</b>	<b>372</b>	<b>333</b>	<b>295</b>	<b>212</b>	<b>226</b>	<b>238</b>	<b>248</b>	<b>259</b>	<b>262</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### ŌHANGA Ā-ROHE / DISTRICT ECONOMY

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	1,063	1,153	1,270	1,316	1,278	1,318	1,359	1,408	1,489	1,543	1,468
Targeted Rates	166	169	172	175	178	181	185	189	193	198	202
Subsidies and grants for operating purposes	24	0	0	0	0	0	0	0	0	0	0
Fees and charges	91	102	106	104	107	109	115	114	117	120	123
Internal charges and overheads recovered	0	45	46	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	1,094	1,035	1,055	1,103	1,090	1,092	979	995	1,003	1,013	1,311
<b>Total operating funding (A)</b>	<b>2,438</b>	<b>2,504</b>	<b>2,649</b>	<b>2,699</b>	<b>2,652</b>	<b>2,700</b>	<b>2,638</b>	<b>2,706</b>	<b>2,802</b>	<b>2,874</b>	<b>3,104</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	1,048	1,095	1,143	1,116	1,145	1,176	1,200	1,227	1,260	1,284	1,166
Finance costs	399	292	267	286	246	237	221	214	205	189	180
Internal charges and overheads applied	330	334	359	382	391	395	404	400	411	422	425
Operating funding applications	289	289	292	295	298	301	185	189	193	198	202
<b>Total applications of operating funding (B)</b>	<b>2,067</b>	<b>2,009</b>	<b>2,061</b>	<b>2,079</b>	<b>2,079</b>	<b>2,109</b>	<b>2,010</b>	<b>2,030</b>	<b>2,069</b>	<b>2,093</b>	<b>1,973</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>371</b>	<b>495</b>	<b>588</b>	<b>620</b>	<b>573</b>	<b>591</b>	<b>627</b>	<b>677</b>	<b>733</b>	<b>781</b>	<b>1,131</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	2,020	1,340	-551	-300	-300	-300	-300	-300	-300	-296	-296
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	1,022	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
<b>Total sources of capital funding (C)</b>	<b>3,042</b>	<b>1,340</b>	<b>-551</b>	<b>-300</b>	<b>-300</b>	<b>-300</b>	<b>-300</b>	<b>-300</b>	<b>-300</b>	<b>-296</b>	<b>-296</b>



# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### ŌHANGA Ā-ROHE / DISTRICT ECONOMY

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	3,196	5,055	2,219	2,342	2,367	1,299	1,840	2,074	1,309	1,344	1,668
- To replace existing assets	0	0	12	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	217	-2,863	-1,554	319	273	290	327	377	433	486	835
Increase (decrease) in investments	0	-357	-639	-2,342	-2,367	-1,299	-1,840	-2,074	-1,309	-1,344	-1,668
<b>Total applications of capital funding (D)</b>	<b>3,413</b>	<b>1,835</b>	<b>38</b>	<b>320</b>	<b>273</b>	<b>291</b>	<b>327</b>	<b>376</b>	<b>433</b>	<b>485</b>	<b>835</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-371</b>	<b>-495</b>	<b>-588</b>	<b>-620</b>	<b>-573</b>	<b>-591</b>	<b>-627</b>	<b>-677</b>	<b>-733</b>	<b>-781</b>	<b>-1,131</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	<b>333</b>	<b>438</b>	<b>517</b>	<b>595</b>	<b>654</b>	<b>715</b>	<b>760</b>	<b>826</b>	<b>897</b>	<b>941</b>	<b>984</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### WHAKAWHANAKE HAPORI / COMMUNITY DEVELOPMENT

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	1,003	1,032	1,052	1,072	1,100	1,126	1,150	1,159	1,180	1,197	1,213
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	293	272	263	270	266	267	261	272	250	262	251
<b>Total operating funding (A)</b>	<b>1,296</b>	<b>1,304</b>	<b>1,315</b>	<b>1,342</b>	<b>1,366</b>	<b>1,394</b>	<b>1,411</b>	<b>1,431</b>	<b>1,430</b>	<b>1,458</b>	<b>1,464</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	371	397	398	416	417	436	436	456	457	478	477
Finance costs	52	37	33	35	30	28	26	25	24	22	20
Internal charges and overheads applied	269	262	288	307	317	322	325	322	332	338	343
Operating funding applications	578	560	562	550	552	554	556	558	561	564	566
<b>Total applications of operating funding (B)</b>	<b>1,270</b>	<b>1,257</b>	<b>1,281</b>	<b>1,307</b>	<b>1,315</b>	<b>1,340</b>	<b>1,343</b>	<b>1,361</b>	<b>1,373</b>	<b>1,401</b>	<b>1,407</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>26</b>	<b>48</b>	<b>35</b>	<b>35</b>	<b>51</b>	<b>54</b>	<b>68</b>	<b>69</b>	<b>57</b>	<b>57</b>	<b>57</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	-28	-41	-28	-37	-40	-42	-43	-44	-44	-44	-44
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
<b>Total sources of capital funding (C)</b>	<b>-28</b>	<b>-41</b>	<b>-28</b>	<b>-37</b>	<b>-40</b>	<b>-42</b>	<b>-43</b>	<b>-44</b>	<b>-44</b>	<b>-44</b>	<b>-44</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### WHAKAWHANAKE HAPORI / COMMUNITY DEVELOPMENT

	Annual Plan 2020/21 <i>For the years ended 30 June (\$000)</i>	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- 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	-2	6	7	-2	12	13	25	25	13	13	13
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>-2</b>	<b>6</b>	<b>7</b>	<b>-2</b>	<b>12</b>	<b>13</b>	<b>25</b>	<b>25</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-26</b>	<b>-48</b>	<b>-35</b>	<b>-35</b>	<b>-51</b>	<b>-54</b>	<b>-68</b>	<b>-69</b>	<b>-57</b>	<b>-57</b>	<b>-57</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TIAKI TAI AO / ENVIRONMENTAL MANAGEMENT

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	753	715	698	761	656	834	1,187	1,019	908	883	872
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	180	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	268	128	121	157	113	137	197	183	175	192	215
<b>Total operating funding (A)</b>	<b>1,201</b>	<b>843</b>	<b>818</b>	<b>918</b>	<b>769</b>	<b>971</b>	<b>1,384</b>	<b>1,202</b>	<b>1,083</b>	<b>1,075</b>	<b>1,087</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	758	472	421	475	485	495	507	450	460	471	482
Finance costs	0	3	4	11	18	25	23	21	19	17	15
Internal charges and overheads applied	312	110	117	124	127	129	132	131	134	139	140
Operating funding applications	0	65	65	65	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>1,070</b>	<b>650</b>	<b>607</b>	<b>675</b>	<b>630</b>	<b>649</b>	<b>662</b>	<b>602</b>	<b>614</b>	<b>626</b>	<b>637</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>131</b>	<b>193</b>	<b>211</b>	<b>243</b>	<b>139</b>	<b>322</b>	<b>722</b>	<b>601</b>	<b>470</b>	<b>449</b>	<b>450</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0	12	12	12	12	12	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	80	66	205	282	246	-49	-59	-66	-66	-66
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
<b>Total sources of capital funding (C)</b>	<b>0</b>	<b>92</b>	<b>78</b>	<b>217</b>	<b>294</b>	<b>258</b>	<b>-49</b>	<b>-59</b>	<b>-66</b>	<b>-66</b>	<b>-66</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TIAKI TAI AO / ENVIRONMENTAL MANAGEMENT

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	3	98	101	272	395	407	113	116	120	124	128
- To replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	128	187	227	187	37	172	559	424	283	258	256
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>131</b>	<b>284</b>	<b>328</b>	<b>459</b>	<b>432</b>	<b>579</b>	<b>672</b>	<b>540</b>	<b>403</b>	<b>382</b>	<b>384</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-131</b>	<b>-193</b>	<b>-250</b>	<b>-242</b>	<b>-138</b>	<b>-321</b>	<b>-721</b>	<b>-600</b>	<b>-469</b>	<b>-448</b>	<b>-450</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>1</b>	<b>-39</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Excludes depreciation of:</b>	<b>1</b>	<b>6</b>	<b>24</b>	<b>55</b>	<b>101</b>	<b>149</b>	<b>162</b>	<b>175</b>	<b>189</b>	<b>204</b>	<b>196</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### RATONGA WHAKATURE / REGULATORY SERVICES

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	905	1,136	1,200	1,306	1,329	1,365	1,389	1,388	1,430	1,468	1,528
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	1,794	2,131	2,227	2,346	2,389	2,464	2,499	2,581	2,627	2,722	2,691
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	203	216	220	233	233	221	221	221	212	214	223
<b>Total operating funding (A)</b>	<b>2,902</b>	<b>3,484</b>	<b>3,647</b>	<b>3,884</b>	<b>3,950</b>	<b>4,050</b>	<b>4,109</b>	<b>4,190</b>	<b>4,269</b>	<b>4,404</b>	<b>4,442</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	1,944	2,222	2,322	2,447	2,493	2,578	2,612	2,703	2,728	2,829	2,856
Finance costs	19	17	14	15	11	11	11	11	11	10	11
Internal charges and overheads applied	896	1,171	1,265	1,336	1,377	1,395	1,417	1,410	1,452	1,483	1,506
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>2,859</b>	<b>3,409</b>	<b>3,600</b>	<b>3,798</b>	<b>3,881</b>	<b>3,984</b>	<b>4,040</b>	<b>4,125</b>	<b>4,191</b>	<b>4,322</b>	<b>4,372</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>43</b>	<b>74</b>	<b>47</b>	<b>86</b>	<b>69</b>	<b>66</b>	<b>70</b>	<b>65</b>	<b>78</b>	<b>82</b>	<b>69</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	105	144	-21	-25	-17	24	-31	0	-6	-46	55
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
<b>Total sources of capital funding (C)</b>	<b>105</b>	<b>144</b>	<b>-21</b>	<b>-25</b>	<b>-17</b>	<b>24</b>	<b>-31</b>	<b>0</b>	<b>-6</b>	<b>-46</b>	<b>55</b>



# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### RATONGA WHAKATURE / REGULATORY SERVICES

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	133	146	0	0	0	5	0	0	43	0	6
- To replace existing assets	17	24	11	6	24	56	9	37	0	7	89
Increase (decrease) in reserves	-1	49	-24	55	29	30	30	30	30	30	30
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>149</b>	<b>219</b>	<b>-13</b>	<b>62</b>	<b>53</b>	<b>91</b>	<b>39</b>	<b>66</b>	<b>73</b>	<b>37</b>	<b>125</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-43</b>	<b>-75</b>	<b>-8</b>	<b>-87</b>	<b>-70</b>	<b>-67</b>	<b>-71</b>	<b>-66</b>	<b>-79</b>	<b>-83</b>	<b>-70</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>-1</b>	<b>39</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>
<b>Excludes depreciation of:</b>	63	70	84	84	66	54	55	56	54	52	56

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ MOMO HANGA KI TAI / COASTAL STRUCTURES

	Annual Plan 2020/21 (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	112	124	94	102	115	122	123	127	131	137	112
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	24	22	16	17	19	19	18	19	18	19	15
<b>Total operating funding (A)</b>	<b>135</b>	<b>147</b>	<b>110</b>	<b>119</b>	<b>135</b>	<b>141</b>	<b>141</b>	<b>146</b>	<b>150</b>	<b>156</b>	<b>127</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	23	66	24	25	26	26	27	28	29	30	31
Finance costs	30	23	20	22	21	20	19	18	18	16	16
Internal charges and overheads applied	60	22	24	25	26	26	27	26	27	28	28
Operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding (B)</b>	<b>113</b>	<b>112</b>	<b>68</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>73</b>	<b>74</b>	<b>74</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>23</b>	<b>35</b>	<b>42</b>	<b>47</b>	<b>63</b>	<b>69</b>	<b>68</b>	<b>74</b>	<b>76</b>	<b>82</b>	<b>53</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
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	245	623	-19	-19	35	-19	-19	-19	-19	-19	-19
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
<b>Total sources of capital funding (C)</b>	<b>245</b>	<b>623</b>	<b>-19</b>	<b>-19</b>	<b>35</b>	<b>-19</b>	<b>-19</b>	<b>-19</b>	<b>-19</b>	<b>-19</b>	<b>-19</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ MOMO HANGA KI TAI / COASTAL STRUCTURES

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	161	0	0	0	116	0	0	0	0	67	0
- To replace existing assets	108	658	11	11	532	12	43	13	13	13	14
Increase (decrease) in reserves	-1	0	12	17	-550	37	6	42	44	-19	20
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>268</b>	<b>658</b>	<b>23</b>	<b>28</b>	<b>98</b>	<b>49</b>	<b>49</b>	<b>54</b>	<b>57</b>	<b>62</b>	<b>34</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-23</b>	<b>-35</b>	<b>-42</b>	<b>-47</b>	<b>-63</b>	<b>-69</b>	<b>-68</b>	<b>-74</b>	<b>-76</b>	<b>-82</b>	<b>-53</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	273	265	285	285	348	348	339	340	336	336	297

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ KAWENGA TŌPŪRANGA / CORPORATE ACTIVITIES

	Annual Plan 2020/21 For the years ended 30 June (\$000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	-143	94	1	334	534	349	270	256	293	275	29
Targeted Rates	292	290	275	260	240	230	188	135	72	26	0
Subsidies and grants for operating purposes	25	12	12	12	12	12	12	0	0	0	0
Fees and charges	57	636	645	661	676	695	712	730	748	770	788
Internal charges and overheads recovered	15,034	16,110	17,154	18,158	18,514	18,627	19,144	19,041	19,544	20,176	20,339
Local authorities fuel tax, fines, infringement fees and other receipts	2,318	2,868	2,944	3,085	2,948	3,399	3,783	4,197	4,474	4,671	4,575
<b>Total operating funding (A)</b>	<b>17,583</b>	<b>20,011</b>	<b>21,032</b>	<b>22,509</b>	<b>22,924</b>	<b>23,313</b>	<b>24,110</b>	<b>24,359</b>	<b>25,131</b>	<b>25,919</b>	<b>25,731</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	12,012	12,607	13,007	13,534	13,605	13,887	14,368	14,347	14,664	15,153	15,237
Finance costs	352	344	297	344	316	290	257	234	211	185	166
Internal charges and overheads applied	3,323	3,764	4,098	4,336	4,535	4,503	4,556	4,540	4,673	4,767	4,853
Operating funding applications	62	59	59	59	59	59	59	59	59	59	59
<b>Total applications of operating funding (B)</b>	<b>15,750</b>	<b>16,774</b>	<b>17,461</b>	<b>18,273</b>	<b>18,516</b>	<b>18,739</b>	<b>19,240</b>	<b>19,181</b>	<b>19,607</b>	<b>20,165</b>	<b>20,315</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>1,833</b>	<b>3,236</b>	<b>3,570</b>	<b>4,236</b>	<b>4,408</b>	<b>4,574</b>	<b>4,870</b>	<b>5,178</b>	<b>5,524</b>	<b>5,754</b>	<b>5,416</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	0	8	1	3	1	1	1	1	1	1	1
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	-46	348	-321	541	327	-887	-820	-795	-768	-595	-706
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
<b>Total sources of capital funding (C)</b>	<b>-46</b>	<b>356</b>	<b>-320</b>	<b>543</b>	<b>328</b>	<b>-886</b>	<b>-818</b>	<b>-794</b>	<b>-767</b>	<b>-593</b>	<b>-704</b>

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### NGĀ KAWENGA TŌPŪRANGA / CORPORATE ACTIVITIES

	Annual Plan 2020/21 <i>For the years ended 30 June (\$000)</i>	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- To improve the level of service	325	957	893	1,747	1,275	694	324	432	268	422	214
- To replace existing assets	421	1,758	1,192	432	609	187	416	545	354	464	312
Increase (decrease) in reserves	1,042	-106	797	2,890	3,189	3,195	3,715	3,817	4,565	4,723	4,675
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding (D)</b>	<b>1,788</b>	<b>2,610</b>	<b>2,883</b>	<b>5,070</b>	<b>5,074</b>	<b>4,076</b>	<b>4,455</b>	<b>4,795</b>	<b>5,187</b>	<b>5,609</b>	<b>5,201</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-1,833</b>	<b>-2,254</b>	<b>-3,202</b>	<b>-4,526</b>	<b>-4,746</b>	<b>-4,962</b>	<b>-5,274</b>	<b>-5,589</b>	<b>-5,954</b>	<b>-6,202</b>	<b>-5,906</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>983</b>	<b>368</b>	<b>-291</b>	<b>-338</b>	<b>-388</b>	<b>-404</b>	<b>-411</b>	<b>-430</b>	<b>-448</b>	<b>-490</b>
<b>Excludes depreciation of:</b>	773	1,216	1,648	1,794	1,849	1,605	1,495	1,388	1,398	1,438	1,462

# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TE KAUNIHERA KATOA / WHOLE OF COUNCIL

	Annual Plan 2020/21 <i>For the years ended 30 June (\$000)</i>	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	15,720	16,931	17,594	18,609	19,388	20,200	20,799	20,827	21,332	21,545	21,593
Targeted Rates	26,326	27,117	28,508	29,646	31,226	32,731	34,544	36,354	37,805	39,190	40,178
Subsidies and grants for operating purposes	5,137	6,246	6,200	6,356	6,537	6,978	7,172	7,364	7,575	7,787	8,007
Fees and charges	6,744	7,329	7,714	8,195	8,498	8,766	8,994	9,285	9,557	9,891	10,086
Interest and dividends from investments	8,491	8,457	8,651	8,834	8,775	9,280	9,598	10,060	10,385	10,627	10,869
Local authorities fuel tax, fines, infringement fees and other receipts	1,435	1,707	1,834	2,084	2,154	2,234	2,324	2,395	2,484	2,634	2,705
<b>Total operating funding (A)</b>	<b>63,853</b>	<b>67,787</b>	<b>70,501</b>	<b>73,724</b>	<b>76,578</b>	<b>80,189</b>	<b>83,432</b>	<b>86,285</b>	<b>89,137</b>	<b>91,674</b>	<b>93,440</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	41,923	45,001	45,781	47,472	48,825	50,929	52,127	52,986	54,336	55,883	57,175
Finance costs	5,326	4,286	3,928	4,435	4,054	3,968	4,067	4,345	4,258	4,046	4,012
Operating funding applications	970	975	980	970	910	915	801	808	815	822	828
<b>Total applications of operating funding (B)</b>	<b>48,219</b>	<b>50,262</b>	<b>50,689</b>	<b>52,877</b>	<b>53,789</b>	<b>55,813</b>	<b>56,995</b>	<b>58,139</b>	<b>59,409</b>	<b>60,750</b>	<b>62,015</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>15,635</b>	<b>17,525</b>	<b>19,812</b>	<b>20,847</b>	<b>22,789</b>	<b>24,376</b>	<b>26,436</b>	<b>28,145</b>	<b>29,728</b>	<b>30,924</b>	<b>31,424</b>
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	4,580	7,591	5,478	5,646	5,803	5,972	6,129	6,468	6,493	6,678	6,873
Development and financial contributions	0	1,310	1,852	1,774	1,890	2,004	1,974	1,334	677	0	0
Increase (decrease) in debt	8,606	20,773	3,916	4,163	3,728	-2,026	8,250	9,614	-2,037	-939	-117
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	1,027	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
<b>Total sources of capital funding (C)</b>	<b>14,213</b>	<b>29,673</b>	<b>11,246</b>	<b>11,583</b>	<b>11,421</b>	<b>5,950</b>	<b>16,353</b>	<b>17,416</b>	<b>5,134</b>	<b>5,740</b>	<b>6,756</b>



# Te Tauāki Whakapānga Pūtea

## Funding Impact Statements

### TE KAUNIHERA KATOA / WHOLE OF COUNCIL

	Annual Plan 2020/21 <i>For the years ended 30 June (\$000)</i>	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
- To meet additional demand	3,847	8,948	2,116	2,737	2,473	2,546	2,616	0	0	0	0
- To improve the level of service	8,363	25,201	11,645	13,349	12,468	9,825	18,903	22,970	12,302	9,556	10,136
- To replace existing assets	15,270	22,513	16,364	14,030	17,206	15,619	15,354	17,849	15,470	16,378	17,691
Increase (decrease) in reserves	2,367	-9,108	1,572	4,655	4,431	3,636	7,755	6,816	8,399	12,074	12,020
Increase (decrease) in investments	0	-357	-639	-2,342	-2,367	-1,299	-1,840	-2,074	-1,309	-1,344	-1,668
<b>Total applications of capital funding (D)</b>	<b>29,847</b>	<b>47,198</b>	<b>31,058</b>	<b>32,429</b>	<b>34,211</b>	<b>30,326</b>	<b>42,789</b>	<b>45,561</b>	<b>34,862</b>	<b>36,663</b>	<b>38,180</b>
<b>Surplus (deficit) of capital funding (C - D)</b>	<b>-15,635</b>	<b>-17,525</b>	<b>-19,812</b>	<b>-20,847</b>	<b>-22,789</b>	<b>-24,376</b>	<b>-26,436</b>	<b>-28,145</b>	<b>-29,728</b>	<b>-30,924</b>	<b>-31,424</b>
<b>Funding Balance ((A - B) + (C - D))</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excludes depreciation of:</b>	19,083	20,292	22,170	22,477	22,827	24,448	24,642	25,040	27,981	28,332	28,369

## Funding Impact Statements - 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 2018. This revaluation remains effective for the 2021/22 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 2021 and will be effective for the 2022/23 rating year and the two consecutive rating years (subject again to subsequent maintenance valuations).

Objective:

- 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.

2021/22
---------

0.09225 cents
---------------

### 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.

2021/22
---------

\$663.16
----------

### Targeted Rates

The Council will charge the following

targeted rates:

- Rooding Rate
- Water supply (non-metered and metered)
- Wastewater
- Kerbside collection services
- Hāwera Business Rate for town promotion
- Eltham Drainage Rate
- Warmer Homes Scheme

### Rooding Rate

The rooding rate is based on the capital value, assessed on all rateable rating units in the District to fund the maintenance and development of the rooding 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.

2021/22
---------

0.06372 cents
---------------

### 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

# Funding Impact Statements - Rating Mechanisms

treatment and distribution of water supply. We have the following payment mechanisms for water supply:

## 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 amounts per SUIP (including GST) are in the table below.

	2021/22
Connected	\$661.25
Serviceable	\$330.63

## 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 in the table below.

	2021/22
Urban - Town	\$2.75
Urban - Extra High User	\$2.97
Waimate West Rural	\$1.10

The amount per connection (including GST) is set in the table below.

Water meter charge up to...	2021/22
<= 32mm connection	\$150
<= 32mm connection with backflow	\$260
<= 40mm connection	\$175
<= 40mm connection with backflow	\$325
<= 50mm connection with backflow	\$460
> 50mm connection with backflow	\$630

## Water by Meter Rate – Urban Water Supply

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 Urban - Extra High User rate.

## Wastewater

The wastewater rate funds treatment and disposal of wastewater as a fixed amount per SUIP, set under Section 16 of the Local Government (Rating) Act

2002.

## Wastewater differentials

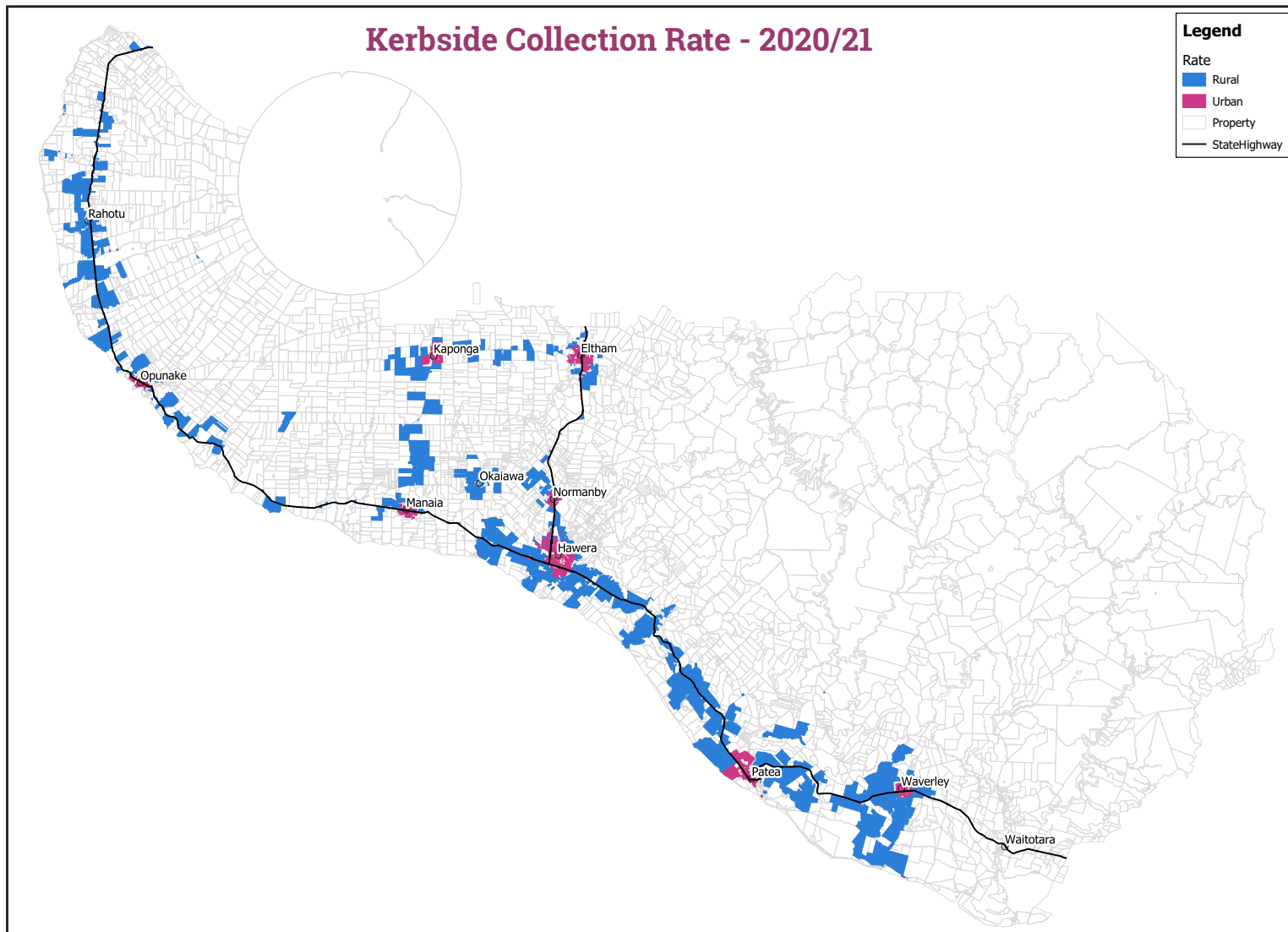
The differential categories for the wastewater disposal rate are:

- 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 such a drain. A half charge of the connected wastewater is assessed for serviceable rating units.

The amount per SUIP (including GST) is set in the table below.

	2021/22
Connected	\$759.00
Serviceable	\$379.50

# Funding Impact Statements - Rating Mechanisms



## 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 - \$218.50 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 - \$218.50 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.

# Funding Impact Statements - Rating Mechanisms

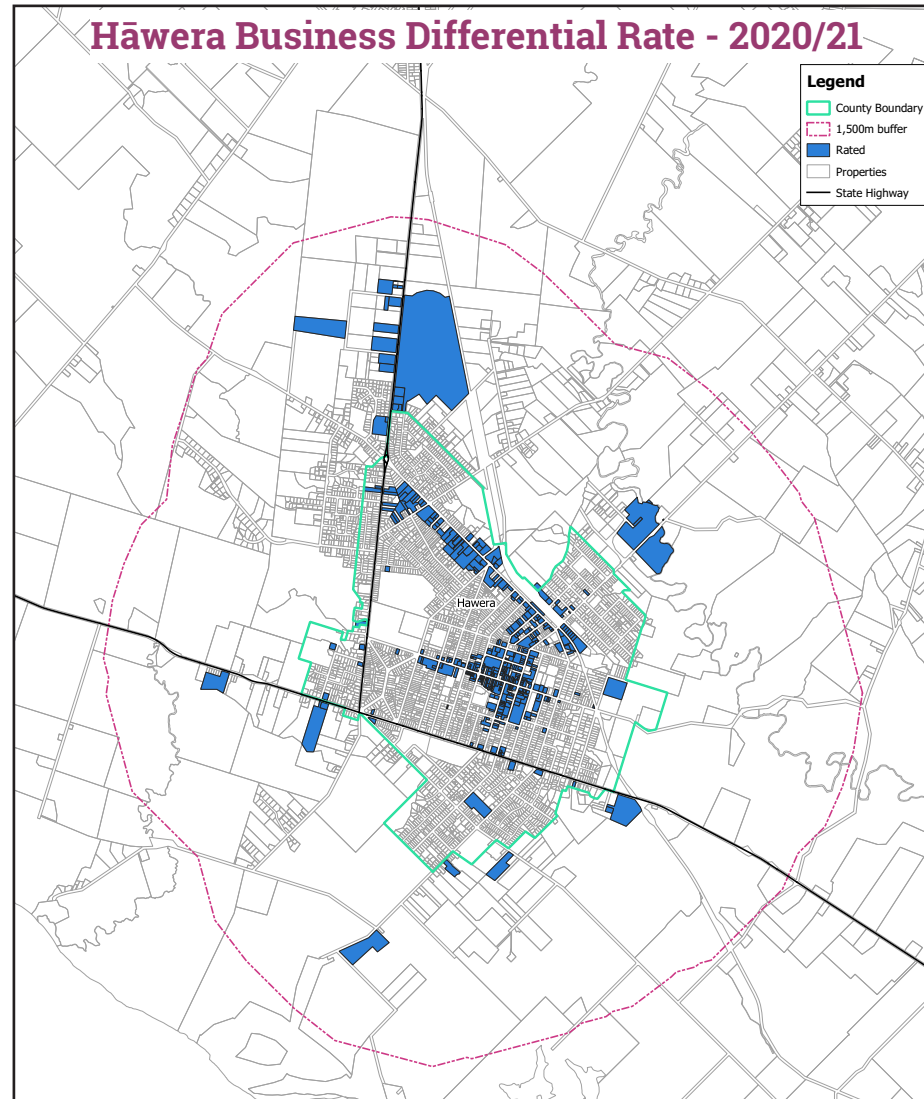
## Hāwera Business Rate

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.

2021/22
---------

0.09034 cents
---------------



## 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
  - 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



## Funding Impact Statements - Rating Mechanisms

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.

	2021/22
Class A Land	0.01107 cents
Class B Land	0.00720 cents
Class C Land	0.00386 cents

### 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 being 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 (2021/22) is 4.00%

First year rated*	Percentage paid this year
2013/14	14.57
2014/15	14.37
2015/16	14.18
2016/17	13.99
2017/18	13.81
2018/19	13.64
2019/20	13.47
2020/21	13.33
2021/22	13.25

\*this refers to the first year the targeted rate is added to the property

### Due dates and penalties

The Council’s rates (except for water by meter and water meter services) for the 2021/22 year (1 July 2021 to 30 June 2022) will be payable in four instalments, due on or by:

Due Dates for Payment of Rates	
1st Instalment	25 August 2021
2nd Instalment	24 November 2021
3rd Instalment	23 February 2022
4th Instalment	25 May 2022

Water by Meter (and Water Meter Servicing) Rate Due Dates	
Invoice Month	Due Dates
July 2021	20 August 2021
August 2021	20 September 2021
September 2021	20 October 2021
October 2021	22 November 2021
November 2021	20 December 2021
December 2021	20 January 2022
January 2022	21 February 2022
February 2022	21 March 2022
March 2022	20 April 2022
April 2022	20 May 2022
May 2022	20 June 2022
June 2022	20 July 2022

If an invoice includes consumption over the period spanning two financial years this will be pro-rated (that is, the per cubic metre 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 by meter rates) that remains unpaid after the due date.

Dates when Penalties will be applied	
1st Instalment	26 August 2021
2nd Instalment	25 November 2021
3rd Instalment	24 February 2022
4th Instalment	26 May 2022

### 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 by meter rates, will be allowed where they are paid in full on or before 25th August 2021.

# Funding Impact Statements - Rating Mechanisms

## Rating Base Information

	Projected number of rating units	Projected total capital value of rating units (\$m)	Projected total land value of rating units (\$m)
2021/22	14,149	11,047	7,504
2022/23	14,169	11,062	7,514
2023/24	14,189	11,078	7,525
2024/25	14,209	11,093	7,536
2025/26	14,229	11,109	7,546
2026/27	14,249	11,125	7,557
2027/28	14,269	11,140	7,568
2028/29	14,289	11,156	7,578
2029/30	14,309	11,171	7,589
2030/31	14,329	11,187	7,599

### 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.

## 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.



# Funding Impact Statements - Rating Mechanisms

## Rating Examples (GST inclusive)

Urban \$320,000 Capital Value		
	2020/21	2021/22
General Rates	\$281.07	\$295.20
Roading	\$217.26	\$203.90
UAGC	\$604.00	\$663.16
Water	\$624.45	\$661.25
Wastewater	\$678.50	\$759.00
Kerbside	\$264.50	\$218.50
	<b>\$2,669.78</b>	<b>\$2,801.01</b>

Urban \$600,000 Capital Value		
	2020/21	2021/22
General Rates	\$527.00	\$553.50
Roading	\$407.36	\$382.31
UAGC	\$604.00	\$663.16
Water	\$624.45	\$661.25
Wastewater	\$678.50	\$759.00
Kerbside	\$264.50	\$218.50
	<b>\$3,105.81</b>	<b>\$3,237.72</b>

Rural \$5,300,000 Capital Value		
	2020/21	2021/22
General Rates	\$4,655.15	\$4,889.28
Roading	\$3,598.33	\$3,377.08
UAGC	\$604.00	\$663.16
	<b>\$8,857.49</b>	<b>\$8,929.51</b>

Urban \$480,000 Capital Value		
	2020/21	2021/22
General Rates	\$421.60	\$442.80
Roading	\$325.89	\$305.85
UAGC	\$604.00	\$663.16
Water	\$624.45	\$661.25
Wastewater	\$678.50	\$759.00
Kerbside	\$264.50	\$218.50
	<b>\$2,918.94</b>	<b>\$3,050.56</b>

Hāwera Commercial \$600,000 Capital Value		
	2020/21	2021/22
General Rates	\$527.00	\$553.50
Roading	\$407.36	\$382.31
UAGC	\$604.00	\$663.16
Water	\$624.45	\$661.25
Wastewater	\$678.50	\$759.00
Hāwera Business Rate	\$538.11	\$542.04
	<b>\$3,379.42</b>	<b>\$3,561.26</b>

Rural \$8,000,000 Capital Value		
	2020/21	2021/22
General Rates	\$7,026.64	\$7,380.04
Roading	\$5,431.44	\$5,097.47
UAGC	\$604.00	\$663.16
	<b>\$13,062.09</b>	<b>\$13,140.67</b>

# Funding Impact Statements - Rating Mechanisms

## NGĀ REITI KATOĀ / TOTAL RATES

	Annual Plan 2020/21 (\$000)	LTP 2021/22 (\$000)
General Rates	\$8,411	\$8,861
Uniform Annual General Charge (UAGC)	\$7,383	\$8,151
<b>Sub-total</b>	<b>\$15,794</b>	<b>\$17,012</b>
Roading Rate	\$6,502	\$6,121
Urban Water Targeted Rates – Connected and Serviceable	\$4,394	\$4,618
Urban Water – Water by meter charges	\$3,903	\$4,399
Waimate West Water Supply – Water by meter charges	\$4,857	\$5,037
Wastewater Targeted Rates	\$4,781	\$5,370
Kerside Collection Rates – Urban and Rural	\$1,931	\$1,604
Eltham Drainage Rates	\$9	\$9
Hāwera Business Rates	\$166	\$169
Warmer Homes Scheme Rates	\$299	\$290
<b>Sub-total Targeted Rates</b>	<b>\$26,840</b>	<b>\$27,617</b>
<b>Total</b>	<b>\$42,635</b>	<b>\$44,629</b>

The figures above do not include GST. GST will be added at applicable rates.

\*The above figures include internal Rates the Council charges itself.

# Prospective Financial Statements

## TE MAHI TAUĀKI HAURAPA PŪTEA TAWHITIROA / PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<i>For the years ended 30 June</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>
<b>REVENUE</b>											
<b>Revenue from exchange transactions</b>											
- Water by meter rate	8,578	9,531	9,839	10,139	10,658	11,152	11,715	12,360	13,025	13,268	13,548
- LTIF Income	8,190	8,407	8,596	8,774	8,710	9,210	9,523	9,980	10,300	10,537	10,774
- Interest Income	301	50	55	60	65	70	75	80	85	90	95
<b>Revenue from non-exchange transactions</b>											
- Rates	33,468	34,517	36,263	38,115	39,956	41,780	43,628	44,821	46,112	47,468	48,223
- Fees and charges	6,744	7,329	7,714	8,195	8,498	8,766	8,994	9,285	9,557	9,891	10,086
- Sundry revenue	1,435	1,708	1,834	2,084	2,154	2,234	2,324	2,395	2,484	2,634	2,705
- Operational grants and subsidies	5,137	6,246	6,200	6,356	6,537	6,978	7,172	7,364	7,575	7,787	8,007
- Capital Contributions, grants and subsidies	5,608	8,900	7,330	7,420	7,693	7,976	8,103	7,802	7,171	6,679	6,873
<b>Total Revenue</b>	<b>69,461</b>	<b>76,688</b>	<b>77,831</b>	<b>81,144</b>	<b>84,271</b>	<b>88,166</b>	<b>91,534</b>	<b>94,087</b>	<b>96,308</b>	<b>98,353</b>	<b>100,312</b>
<b>EXPENDITURE</b>											
Community Development	1,271	1,257	1,281	1,308	1,316	1,341	1,344	1,362	1,374	1,402	1,408
Arts and Culture	3,429	3,524	3,657	3,766	3,793	3,803	3,861	3,886	3,982	4,117	4,177
Democracy and Leadership	3,095	3,248	3,478	3,516	3,601	3,749	3,737	3,789	3,984	3,986	4,058
District Economy	2,390	2,388	2,518	2,660	2,719	2,810	2,755	2,840	2,950	3,017	2,941
Environmental Management	1,071	656	631	730	731	797	823	777	803	830	832
Regulatory Services	2,922	3,479	3,684	3,882	3,947	4,039	4,094	4,180	4,244	4,374	4,428
Community Facilities	11,595	10,601	10,986	11,032	11,236	11,264	11,234	11,382	11,478	11,555	11,827
Roading and Footpaths	16,436	18,197	18,672	19,129	19,462	21,269	21,683	22,065	23,718	24,152	24,569
Solid Waste	4,082	4,219	4,487	4,858	5,023	5,167	5,274	5,396	5,535	5,676	5,796
Stormwater	1,129	1,332	1,388	1,455	1,471	1,618	1,657	1,673	1,766	1,787	1,787

# Prospective Financial Statements

## TE MAHI TAUĀKI HAURAPA PŪTEA TAWHITIROA / PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<i>For the years ended 30 June</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>
Wastewater	6,176	6,728	6,808	7,192	7,321	7,657	8,164	8,933	9,524	9,743	10,040
Waster Supply Services	11,863	12,691	12,983	13,581	13,742	14,629	15,022	14,969	16,176	16,620	16,725
Coastal Structures	386	377	353	357	420	420	412	412	409	410	371
Corporate Activities	1,458	1,855	1,933	1,887	1,833	1,699	1,575	1,513	1,448	1,414	1,426
<b>Total Expenditure</b>	<b>67,302</b>	<b>70,554</b>	<b>72,859</b>	<b>75,354</b>	<b>76,616</b>	<b>80,261</b>	<b>81,637</b>	<b>83,179</b>	<b>87,390</b>	<b>89,082</b>	<b>90,384</b>
Net cost of services - Surplus/(Deficit)	2,159	6,134	4,972	5,790	7,655	7,904	9,897	10,907	8,918	9,271	9,928
Taxation	0	0	0	0	0	0	0	0	0	0	0
<b>Surplus/(Deficit) after taxation</b>	<b>2,159</b>	<b>6,134</b>	<b>4,972</b>	<b>5,790</b>	<b>7,655</b>	<b>7,904</b>	<b>9,897</b>	<b>10,907</b>	<b>8,918</b>	<b>9,271</b>	<b>9,928</b>
Disclosures											
Total expenditure includes:											
Direct Costs	42,893	45,976	46,761	48,443	49,734	51,845	52,929	53,795	55,150	56,704	58,003
Interest	5,326	4,286	3,928	4,435	4,054	3,968	4,067	4,345	4,258	4,046	4,012
Amortisation and Depreciation	19,083	20,292	22,170	22,476	22,828	24,448	24,642	25,039	27,981	28,332	28,370

\*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 a management fee on the LTIF and is funded by income from the LTIF.

# Prospective Financial Statements

## TE AROĀ MONI Ā-TAU ME TE WHAKAPAU UTU TAUĀKI HAURAPA PŪTEA TAWHITIROA PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<i>For the years ended 30 June</i>	<i>(\$000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>
<b>REVENUE</b>											
<b>Revenue from exchange transactions</b>											
- Water by meter rate	8,578	9,531	9,839	10,139	10,658	11,152	11,715	12,360	13,025	13,268	13,548
- LTIF Income	8,190	8,407	8,596	8,774	8,710	9,210	9,523	9,980	10,300	10,537	10,774
- Interest Income	301	50	55	60	65	70	75	80	85	90	95
<b>Revenue from non-exchange transactions</b>											
- Rates	33,468	34,517	36,263	38,115	39,956	41,780	43,628	44,821	46,112	47,468	48,223
- Fees and charges	6,744	7,329	7,714	8,195	8,498	8,766	8,994	9,285	9,557	9,891	10,086
- Sundry revenue	1,435	1,708	1,834	2,084	2,154	2,234	2,324	2,395	2,484	2,634	2,705
- Operational grants and subsidies	5,137	6,246	6,200	6,356	6,537	6,978	7,172	7,364	7,575	7,787	8,007
- Capital Contributions, grants and subsidies	5,608	8,900	7,330	7,420	7,693	7,976	8,103	7,802	7,171	6,679	6,873
<b>Total Revenue</b>	<b>69,462</b>	<b>76,688</b>	<b>77,831</b>	<b>81,144</b>	<b>84,271</b>	<b>88,166</b>	<b>91,534</b>	<b>94,087</b>	<b>96,308</b>	<b>98,353</b>	<b>100,312</b>
<b>EXPENDITURE</b>											
Other costs	42,893	45,976	46,761	48,443	49,734	51,845	52,929	53,795	55,150	56,704	58,003
Interests	5,326	4,286	3,928	4,435	4,054	3,968	4,067	4,345	4,258	4,046	4,012
Depreciation	19,083	20,292	22,170	22,476	22,828	24,448	24,642	25,039	27,981	28,332	28,370
<b>Total Expenditure</b>	<b>67,302</b>	<b>70,554</b>	<b>72,859</b>	<b>75,354</b>	<b>76,616</b>	<b>80,261</b>	<b>81,637</b>	<b>83,179</b>	<b>87,390</b>	<b>89,082</b>	<b>90,384</b>
<b>Surplus (Deficit) After Tax</b>	<b>2,159</b>	<b>6,134</b>	<b>4,972</b>	<b>5,790</b>	<b>7,654</b>	<b>7,903</b>	<b>9,896</b>	<b>10,907</b>	<b>8,919</b>	<b>9,270</b>	<b>9,927</b>
<b>Other comprehensive revenue and Expenditure for the year</b>											
Gains on assets revaluations	-	30,037	-	-	93,392	-	-	119,211	-	-	162,254
<b>Total comprehensive income for the year</b>	<b>2,159</b>	<b>36,171</b>	<b>4,972</b>	<b>5,790</b>	<b>101,046</b>	<b>7,903</b>	<b>9,896</b>	<b>130,118</b>	<b>8,919</b>	<b>9,270</b>	<b>172,181</b>

# Prospective Financial Statements

## TE TAUĀKI HAURAPA HURINGA PŪTEA / PROSPECTIVE STATEMENT OF CHANGES IN EQUITY

	Annual Plan 2020/21 (\$000)	Proposed Ten Year Plan 2021/22 (\$,000)	Proposed Ten Year Plan 2022/23 (\$,000)	Proposed Ten Year Plan 2023/24 (\$,000)	Proposed Ten Year Plan 2024/25 (\$,000)	Proposed Ten Year Plan 2025/26 (\$,000)	Proposed Ten Year Plan 2026/27 (\$,000)	Proposed Ten Year Plan 2027/28 (\$,000)	Proposed Ten Year Plan 2028/29 (\$,000)	Proposed Ten Year Plan 2029/30 (\$,000)	Proposed Ten Year Plan 2030/31 (\$,000)
<i>For the years ended 30 June</i>											
<b>EQUITY AT THE START OF THE YEAR</b>	<b>908,547</b>	<b>943,666</b>	<b>979,837</b>	<b>984,809</b>	<b>990,600</b>	<b>1,091,646</b>	<b>1,099,549</b>	<b>1,109,447</b>	<b>1,239,565</b>	<b>1,248,483</b>	<b>1,257,753</b>
Total other comprehensive revenue and expenditure for the year	0	30,037	0	0	93,392	0	0	119,211	0	0	162,254
Surplus/(Deficit) for the year	2,159	6,134	4,972	5,790	7,654	7,903	9,896	10,907	8,919	9,270	9,927
<b>EQUITY AT THE END OF THE YEAR</b>	<b>910,706</b>	<b>979,837</b>	<b>984,809</b>	<b>990,600</b>	<b>1,091,646</b>	<b>1,099,549</b>	<b>1,109,447</b>	<b>1,239,565</b>	<b>1,248,483</b>	<b>1,257,753</b>	<b>1,429,935</b>

# Prospective Financial Statements

## TE TAUĀKI HAURAPA WHAKATAUNGA PŪTEA / PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<i>For the years ended 30 June</i>	<i>(\$000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>
<b>CURRENT ASSETS</b>											
<b>Cash will be provided from:</b>											
Cash and cash equivalents	5,097	2,297	843	1,717	2,426	1,863	5,262	7,223	6,323	7,343	7,566
Accounts Receivable	10,265	11,024	11,188	11,664	12,114	12,674	13,158	13,525	13,844	14,138	14,420
Stocks	207	121	121	126	126	131	131	136	136	141	141
Prepayments	2,260	856	656	506	606	656	576	666	586	686	616
Long Term Investment Fund	106,665	110,834	113,144	114,189	115,095	117,205	119,164	121,171	123,963	126,755	129,142
<b>Total Current Assets</b>	<b>124,494</b>	<b>125,132</b>	<b>125,952</b>	<b>128,203</b>	<b>130,367</b>	<b>132,529</b>	<b>138,290</b>	<b>142,721</b>	<b>144,853</b>	<b>149,063</b>	<b>151,885</b>
<b>NON CURRENT ASSETS</b>											
Long Term Investment Fund	26,666	27,709	28,286	28,547	28,774	29,301	29,791	30,293	30,991	31,689	32,286
Intangible Assets	511	611	511	611	550	500	450	400	350	300	250
Property, Plant and Equipment	908,716	983,235	991,291	998,831	1,101,602	1,105,193	1,117,476	1,252,517	1,252,357	1,250,009	1,411,772
Other Investments	3,566	3,539	3,484	3,426	3,363	3,296	3,224	3,147	8,092	14,068	21,068
Other Assets	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non Current Assets</b>	<b>939,459</b>	<b>1,015,093</b>	<b>1,023,572</b>	<b>1,031,415</b>	<b>1,134,289</b>	<b>1,138,291</b>	<b>1,150,940</b>	<b>1,286,356</b>	<b>1,291,790</b>	<b>1,296,066</b>	<b>1,465,375</b>
<b>Total Assets</b>	<b>1,063,953</b>	<b>1,140,226</b>	<b>1,149,523</b>	<b>1,159,618</b>	<b>1,264,657</b>	<b>1,270,819</b>	<b>1,289,230</b>	<b>1,429,077</b>	<b>1,436,643</b>	<b>1,445,130</b>	<b>1,617,260</b>
<b>CURRENT LIABILITIES</b>											
Other Current Liabilities	910	970	1,070	990	1,110	1,020	1,100	1,067	1,167	1,077	1,057
Accounts Payable	9,365	8,958	9,250	9,567	9,727	10,190	10,365	10,560	11,095	11,310	11,475
Income Received in Advance	758	429	489	439	469	429	489	449	499	529	449
Current Portion of Term Liabilities	25,105	12,112	12,112	12,112	12,112	12,112	12,112	12,112	12,112	12,112	12,112
<b>Total Current Liabilities</b>	<b>36,138</b>	<b>22,469</b>	<b>22,921</b>	<b>23,108</b>	<b>23,418</b>	<b>23,751</b>	<b>24,066</b>	<b>24,188</b>	<b>24,873</b>	<b>25,028</b>	<b>25,093</b>



# Prospective Financial Statements

## TE TAUĀKI HAURAPA WHAKATAUNGA PŪTEA / PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<i>For the years ended 30 June</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>	<i>(\$,000)</i>
<b>NON CURRENT LIABILITIES</b>											
Term Liabilities	102,889	120,284	124,200	128,362	132,091	130,065	138,314	147,928	145,891	144,952	144,835
Landfill Aftercare Provision and Other Liabilities	14,220	17,636	17,593	17,548	17,501	17,453	17,403	17,395	17,395	17,395	17,395
<b>Total Non Current Liabilities</b>	<b>117,109</b>	<b>137,920</b>	<b>141,793</b>	<b>145,910</b>	<b>149,592</b>	<b>147,518</b>	<b>155,717</b>	<b>165,323</b>	<b>163,286</b>	<b>162,347</b>	<b>162,230</b>
<b>Total Liabilities</b>	<b>153,247</b>	<b>160,388</b>	<b>164,714</b>	<b>169,018</b>	<b>173,009</b>	<b>171,269</b>	<b>179,782</b>	<b>189,511</b>	<b>188,158</b>	<b>187,375</b>	<b>187,323</b>
<b>Net Assets</b>	<b>910,706</b>	<b>979,837</b>	<b>984,810</b>	<b>990,600</b>	<b>1,091,648</b>	<b>1,099,551</b>	<b>1,109,448</b>	<b>1,239,566</b>	<b>1,248,485</b>	<b>1,257,755</b>	<b>1,429,937</b>
<b>REPRESENTED BY:</b>											
Accumulated Balances	403,684	489,134	491,641	496,600	504,083	512,029	519,177	528,460	533,293	535,055	538,437
Restricted and Statutory Reserves	1,973	1,983	2,161	2,318	2,472	2,636	2,807	2,985	3,171	3,366	3,570
Investment Revaluation Reserves	36	0	0	0	0	0	0	0	0	0	0
Separate Operating Reserves	3,387	915	1,754	2,194	2,288	640	1,437	398	549	3,870	6,904
Capital Replacement Reserves	160	679	673	912	1,007	1,279	1,866	2,847	3,921	5,147	6,389
Council Created Reserves	150,764	154,698	156,152	156,147	155,976	157,146	158,340	159,844	162,518	165,284	167,351
Asset Revaluation Reserves	350,702	332,429	332,429	332,429	425,821	425,821	425,821	545,032	545,032	545,032	707,286
<b>Total Equity</b>	<b>910,706</b>	<b>979,837</b>	<b>984,810</b>	<b>990,600</b>	<b>1,091,648</b>	<b>1,099,551</b>	<b>1,109,448</b>	<b>1,239,566</b>	<b>1,248,485</b>	<b>1,257,755</b>	<b>1,429,937</b>

# Prospective Financial Statements

## TE TAUĀKI HAURAPA RERENGA PŪTEA / PROSPECTIVE STATEMENT OF CASH FLOWS

<i>For the year ended 30 June</i>	2020/21 (\$,000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Cash will be provided from:</b>											
Rates	42,544	46,457	46,078	47,973	50,034	52,356	54,879	56,759	58,848	60,306	61,640
Dividends	0	0	0	0	0	0	0	0	0	0	0
Interest on Investments	2,090	1,897	1,945	1,989	1,981	2,096	2,170	2,276	2,351	2,408	2,465
Other Revenue	18,924	24,183	23,078	24,055	24,882	25,955	26,593	26,846	26,786	26,991	27,672
Regional Council Rates	2,250	2,200	2,250	2,300	2,350	2,400	2,450	2,500	2,550	2,600	2,650
	<b>65,809</b>	<b>74,737</b>	<b>73,351</b>	<b>76,318</b>	<b>79,247</b>	<b>82,807</b>	<b>86,092</b>	<b>88,380</b>	<b>90,535</b>	<b>92,305</b>	<b>94,427</b>
<b>Cash will be applied to</b>											
Payments to Suppliers and Employees	43,855	45,535	45,718	47,763	48,838	50,983	51,972	53,068	53,831	55,956	57,469
Agency Rates paid over	2,250	2,200	2,250	2,300	2,350	2,400	2,450	2,500	2,550	2,600	2,650
Provision for Landfill Aftercare	0	40	43	45	47	48	50	55	0	0	0
Interest Paid on Loans	5,326	4,286	3,928	4,435	4,054	3,968	4,067	4,345	4,258	4,046	4,012
	<b>51,431</b>	<b>52,061</b>	<b>51,938</b>	<b>54,543</b>	<b>55,289</b>	<b>57,400</b>	<b>58,539</b>	<b>59,968</b>	<b>60,639</b>	<b>62,602</b>	<b>64,131</b>
<b>Net Cash from Operating Activities</b>	<b>14,378</b>	<b>22,676</b>	<b>21,412</b>	<b>21,775</b>	<b>23,958</b>	<b>25,407</b>	<b>27,553</b>	<b>28,412</b>	<b>29,896</b>	<b>29,703</b>	<b>30,296</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Cash will be provided from:</b>											
Net cash inflow from Investments	4,668	2,984	3,343	5,053	5,169	4,045	4,469	4,755	4,013	4,189	4,871
<b>Total Investing cash provided</b>	<b>4,668</b>	<b>2,984</b>	<b>3,343</b>	<b>5,053</b>	<b>5,169</b>	<b>4,045</b>	<b>4,469</b>	<b>4,755</b>	<b>4,013</b>	<b>4,189</b>	<b>4,871</b>
<b>Cash will be applied to:</b>											
Purchase and Development of Fixed Assets	30,395	56,663	30,125	30,116	32,146	27,989	36,874	40,819	27,772	25,933	27,828
Purchase of Investments	0	0	0	0	0	0	0	0	5,000	6,000	7,000
<b>Total Investing Cash Applied</b>	<b>30,395</b>	<b>56,663</b>	<b>30,125</b>	<b>30,116</b>	<b>32,146</b>	<b>27,989</b>	<b>36,874</b>	<b>40,819</b>	<b>32,772</b>	<b>31,933</b>	<b>34,828</b>
<b>Net Cash From Investing Activities</b>	<b>(25,727)</b>	<b>(53,680)</b>	<b>(26,783)</b>	<b>(25,064)</b>	<b>(26,977)</b>	<b>(23,943)</b>	<b>(32,405)</b>	<b>(36,065)</b>	<b>(28,759)</b>	<b>(27,745)</b>	<b>(29,956)</b>

# Prospective Financial Statements

## TE TAUĀKI HAURAPA RERENGA PŪTEA / PROSPECTIVE STATEMENT OF CASH FLOWS

<i>For the year ended 30 June</i>	2020/21 (\$,000)	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Cash will be provided from:</b>											
Loans Raised	12,337	26,855	9,277	8,910	8,720	3,150	13,487	15,312	3,521	4,471	5,329
<b>Total Financing Cash Provided</b>	<b>12,337</b>	<b>26,855</b>	<b>9,277</b>	<b>8,910</b>	<b>8,720</b>	<b>3,150</b>	<b>13,487</b>	<b>15,312</b>	<b>3,521</b>	<b>4,471</b>	<b>5,329</b>
<b>Cash will be applied to</b>											
Repayment of Loans	3,773	6,083	5,361	4,747	4,991	5,176	5,238	5,698	5,558	5,410	5,446
<b>Total Financing Cash Applied</b>	<b>3,773</b>	<b>6,083</b>	<b>5,361</b>	<b>4,747</b>	<b>4,991</b>	<b>5,176</b>	<b>5,238</b>	<b>5,698</b>	<b>5,558</b>	<b>5,410</b>	<b>5,446</b>
<b>Net Cash from Financing Activities</b>	<b>8,564</b>	<b>20,773</b>	<b>3,916</b>	<b>4,163</b>	<b>3,728</b>	<b>( 2,026)</b>	<b>8,250</b>	<b>9,614</b>	<b>(2,037)</b>	<b>(939)</b>	<b>(117)</b>
<b>Net Increase / (Decrease) in Cash Held</b>	<b>(2,785)</b>	<b>(10,231)</b>	<b>(1,455)</b>	<b>874</b>	<b>709</b>	<b>(563)</b>	<b>3,398</b>	<b>1,961</b>	<b>(900)</b>	<b>1,020</b>	<b>223</b>
<b>Total Cash Resources at 1 July</b>	<b>7,882</b>	<b>12,528</b>	<b>2,297</b>	<b>843</b>	<b>1,717</b>	<b>2,426</b>	<b>1,863</b>	<b>5,262</b>	<b>7,223</b>	<b>6,323</b>	<b>7,343</b>
<b>Total Cash Resources at 30 June</b>	<b>5,097</b>	<b>2,297</b>	<b>843</b>	<b>1,717</b>	<b>2,426</b>	<b>1,863</b>	<b>5,262</b>	<b>7,223</b>	<b>6,323</b>	<b>7,343</b>	<b>7,566</b>

Mō ngā tāke Kaunihera

Katoa

**All about Rates**

# Ngā Tāke Kaunihera Katoa

## All about Rates

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

	For the year ended 30 June	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>RATE</b>												
District Rate*		0.00%	3.75%	4.39%	5.20%	4.72%	4.76%	4.71%	2.14%	2.15%	3.08%	1.39%
General Rate – Cents per \$		0.08783	0.09225	0.09439	0.10004	0.10359	0.10676	0.10740	0.10340	0.10494	0.10430	0.10284
Roading Rate – Cents per \$		0.06789	0.06372	0.06738	0.06979	0.07412	0.07873	0.08610	0.09221	0.09355	0.10098	0.10493
UAGC		\$604	\$663	\$700	\$740	\$776	\$818	\$862	\$896	\$926	\$949	\$965
<b>TARGETED RATES**</b>												
Water Targeted Rate		\$624	\$661	\$690	\$713	\$730	\$759	\$794	\$828	\$863	\$874	\$897
Wastewater Targeted Rate		\$679	\$759	\$834	\$897	\$960	\$1,006	\$1,047	\$1,093	\$1,139	\$1,173	\$1,185
Kerbside Collection Rate		\$265	\$219	\$219	\$219	\$230	\$230	\$230	\$230	\$242	\$253	\$259
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
<b>WATER BY METER RATES PER CUBIC METRE</b>												
Town		\$2.62	\$2.75	\$2.86	\$2.94	\$3.05	\$3.16	\$3.29	\$3.43	\$3.57	\$3.61	\$3.68
Urban Water High User		\$2.62	\$2.75	\$2.86	\$2.94	\$3.05	\$3.16	\$3.29	\$3.43	\$3.57	\$3.61	\$3.68
Urban Water Extra High User		\$2.84	\$2.97	\$3.06	\$3.11	\$3.13	\$3.16	\$3.29	\$3.43	\$3.57	\$3.61	\$3.68
Waimate West / Inaha Water		\$1.08	\$1.10	\$1.13	\$1.16	\$1.22	\$1.28	\$1.33	\$1.40	\$1.46	\$1.48	\$1.51

\* 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).

# Ngā Tāke Kaunihera Katoa

## All about Rates



# URBAN

### Urban \$320,000 capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$281.07	\$295.20	\$302.06	\$320.13	\$331.48	\$341.64	\$343.68	330.88	335.79	333.76	329.10
Roading	\$217.26	\$203.90	\$215.61	\$223.34	\$237.20	\$251.95	\$275.51	295.09	299.35	323.14	335.78
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	896.39	926.10	949.15	965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	828.00	862.50	874.00	897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	1,092.50	1,138.50	1,173.00	1,184.50
Kerbside	\$264.50	\$218.50	\$218.50	\$218.50	\$230.00	\$230.00	\$230.00	230.00	241.50	253.00	258.75
<b>Total Rates</b>	<b>\$2,669.78</b>	<b>\$2,801.01</b>	<b>\$2,960.26</b>	<b>\$3,111.53</b>	<b>\$3,264.82</b>	<b>\$3,406.58</b>	<b>\$3,551.28</b>	<b>3,672.86</b>	<b>3,803.74</b>	<b>3,906.05</b>	<b>3,970.34</b>
<b>Increase each year</b>		<b>\$131.23</b>	<b>\$159.25</b>	<b>\$151.27</b>	<b>\$153.28</b>	<b>\$141.76</b>	<b>\$144.70</b>	<b>121.58</b>	<b>130.88</b>	<b>102.31</b>	<b>64.28</b>
<b>Percentage increase</b>		<b>4.92%</b>	<b>5.69%</b>	<b>5.11%</b>	<b>4.93%</b>	<b>4.34%</b>	<b>4.25%</b>	<b>3.42%</b>	<b>3.56%</b>	<b>2.69%</b>	<b>1.65%</b>

### Urban \$480,000 capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$421.60	\$442.80	\$453.09	\$480.19	\$497.21	\$512.45	\$515.52	\$496.32	\$503.69	\$500.64	\$493.65
Roading	\$325.89	\$305.85	\$323.42	\$335.02	\$355.80	\$377.92	\$413.27	\$442.63	\$449.03	\$484.71	\$503.67
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	\$828.00	\$862.50	\$874.00	\$897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	\$1,092.50	\$1,138.50	\$1,173.00	\$1,184.50
Kerbside	\$264.50	\$218.50	\$218.50	\$218.50	\$230.00	\$230.00	\$230.00	\$230.00	\$241.50	\$253.00	\$258.75
<b>Total Rates</b>	<b>\$2,918.94</b>	<b>\$3,050.56</b>	<b>\$3,219.10</b>	<b>\$3,383.27</b>	<b>\$3,549.15</b>	<b>\$3,703.37</b>	<b>\$3,860.87</b>	<b>\$3,985.85</b>	<b>\$4,121.31</b>	<b>\$4,234.50</b>	<b>\$4,302.78</b>
<b>Increase each year</b>		<b>\$131.62</b>	<b>\$168.54</b>	<b>\$164.17</b>	<b>\$165.89</b>	<b>\$154.21</b>	<b>\$157.51</b>	<b>\$124.97</b>	<b>\$135.47</b>	<b>\$113.19</b>	<b>\$68.27</b>
<b>Percentage increase</b>		<b>4.51%</b>	<b>5.52%</b>	<b>5.10%</b>	<b>4.90%</b>	<b>4.35%</b>	<b>4.25%</b>	<b>3.24%</b>	<b>3.40%</b>	<b>2.75%</b>	<b>1.61%</b>

# Ngā Tāke Kaunihera Katoa

## All about Rates



### URBAN

#### Urban \$600,000 capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$527.00	\$553.50	\$566.36	\$600.24	\$621.52	\$640.57	\$644.40	\$620.40	\$629.61	\$625.80	\$617.06
Roading	\$407.36	\$382.31	\$404.27	\$418.77	\$444.75	\$472.40	\$516.59	\$553.29	\$561.29	\$605.88	\$629.59
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	\$828.00	\$862.50	\$874.00	\$897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	\$1,092.50	\$1,138.50	\$1,173.00	\$1,184.50
Kerbside	\$264.50	\$218.50	\$218.50	\$218.50	\$230.00	\$230.00	\$230.00	\$230.00	\$241.50	\$253.00	\$258.75
<b>Total Rates</b>	<b>\$3,105.81</b>	<b>\$3,237.72</b>	<b>\$3,413.23</b>	<b>\$3,587.07</b>	<b>\$3,762.41</b>	<b>\$3,925.96</b>	<b>\$4,093.07</b>	<b>\$4,220.58</b>	<b>\$4,359.49</b>	<b>\$4,480.84</b>	<b>\$4,552.11</b>
<b>Increase each year</b>		<b>\$131.91</b>	<b>\$175.50</b>	<b>\$173.84</b>	<b>\$175.34</b>	<b>\$163.55</b>	<b>\$167.11</b>	<b>\$127.51</b>	<b>\$138.91</b>	<b>\$121.35</b>	<b>\$71.27</b>
<b>Percentage increase</b>		<b>4.25%</b>	<b>5.42%</b>	<b>5.09%</b>	<b>4.89%</b>	<b>4.35%</b>	<b>4.26%</b>	<b>3.12%</b>	<b>3.29%</b>	<b>2.78%</b>	<b>1.59%</b>



### HĀWERA COMMERCIAL

#### Hāwera commercial/industrial \$600,000 capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$527.00	\$553.50	\$566.36	\$600.24	\$621.52	\$640.57	\$644.40	\$620.40	\$629.61	\$625.80	\$617.06
Roading	\$407.36	\$382.31	\$404.27	\$418.77	\$444.75	\$472.40	\$516.59	\$553.29	\$561.29	\$605.88	\$629.59
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
Water	\$624.45	\$661.25	\$690.00	\$713.00	\$730.25	\$759.00	\$793.50	\$828.00	\$862.50	\$874.00	\$897.00
Wastewater	\$678.50	\$759.00	\$833.75	\$897.00	\$960.25	\$1,006.25	\$1,046.50	\$1,092.50	\$1,138.50	\$1,173.00	\$1,184.50
Hāwera Business Rate	\$538.11	\$542.04	\$551.25	\$560.62	\$569.59	\$580.42	\$592.02	\$605.05	\$618.97	\$633.20	\$647.77
<b>Total Rates</b>	<b>\$3,379.42</b>	<b>\$3,561.26</b>	<b>\$3,745.98</b>	<b>\$3,929.19</b>	<b>\$4,102.00</b>	<b>\$4,276.38</b>	<b>\$4,455.10</b>	<b>\$4,595.63</b>	<b>\$4,736.96</b>	<b>\$4,861.04</b>	<b>\$4,941.12</b>
<b>Increase each year</b>		<b>\$181.84</b>	<b>\$184.72</b>	<b>\$183.21</b>	<b>\$172.81</b>	<b>\$174.38</b>	<b>\$178.72</b>	<b>\$140.54</b>	<b>\$141.32</b>	<b>\$124.08</b>	<b>\$80.08</b>
<b>Percentage increase</b>		<b>5.38%</b>	<b>5.19%</b>	<b>4.89%</b>	<b>4.40%</b>	<b>4.25%</b>	<b>4.18%</b>	<b>3.15%</b>	<b>3.08%</b>	<b>2.62%</b>	<b>1.65%</b>

This does not include all rate examples so if you require further explanation please feel free to contact the Rates Department.



# Ngā Tāke Kaunihera Katoa

## All about Rates



### Rural \$5.3 million capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$4,655.15	\$4,889.28	\$5,002.87	\$5,302.08	\$5,490.08	\$5,658.34	\$5,692.20	\$5,480.24	\$5,561.57	\$5,527.92	\$5,450.67
Roading	\$3,598.33	\$3,377.08	\$3,571.09	\$3,699.13	\$3,928.62	\$4,172.90	\$4,563.17	\$4,887.39	\$4,958.02	\$5,351.97	\$5,561.40
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
<b>Total Rates</b>	<b>\$8,857.49</b>	<b>\$8,929.51</b>	<b>\$9,274.30</b>	<b>\$9,740.7</b>	<b>\$10,194.34</b>	<b>\$10,648.98</b>	<b>\$11,117.45</b>	<b>\$11,264.02</b>	<b>\$11,445.69</b>	<b>\$11,829.04</b>	<b>\$11,977.27</b>
Increase each year		\$72.03	\$344.79	\$466.47	\$453.57	\$454.64	\$468.47	\$146.57	\$181.66	\$383.36	\$148.23
Percentage increase		0.81%	3.86%	5.03%	4.66%	4.46%	4.40%	1.32%	1.61%	3.35%	1.25%

### Rural \$8 million capital value property

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General	\$7,026.64	\$7,380.04	\$7,551.51	\$8,003.13	\$8,286.91	\$8,540.89	\$8,591.99	\$8,272.07	\$8,394.82	\$8,344.03	\$8,227.42
Roading	\$5,431.44	\$5,097.47	\$5,390.33	\$5,583.59	\$5,929.99	\$6,298.72	\$6,887.80	\$7,377.19	\$7,483.81	\$8,078.44	\$8,394.56
UAGC	\$604.00	\$663.16	\$700.34	\$739.57	\$775.64	\$817.74	\$862.09	\$896.39	\$926.10	\$949.15	\$965.21
<b>Total Rates</b>	<b>\$13,062.09</b>	<b>\$13,140.67</b>	<b>\$13,642.17</b>	<b>\$14,326.29</b>	<b>\$14,992.54</b>	<b>\$15,657.35</b>	<b>\$16,341.88</b>	<b>\$16,545.65</b>	<b>\$16,804.72</b>	<b>\$17,371.63</b>	<b>\$17,587.20</b>
Increase each year		\$78.58	\$501.50	\$684.12	\$666.25	\$664.81	\$684.53	\$203.77	\$259.07	\$566.90	\$215.57
Percentage increase		0.60%	3.82%	5.01%	4.65%	4.43%	4.37%	1.25%	1.57%	3.37%	1.24%

# RURAL

## Financial Prudence Benchmarks

### Long Term Plan Disclosure Statement for period Commencing 1 July 2021

#### 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

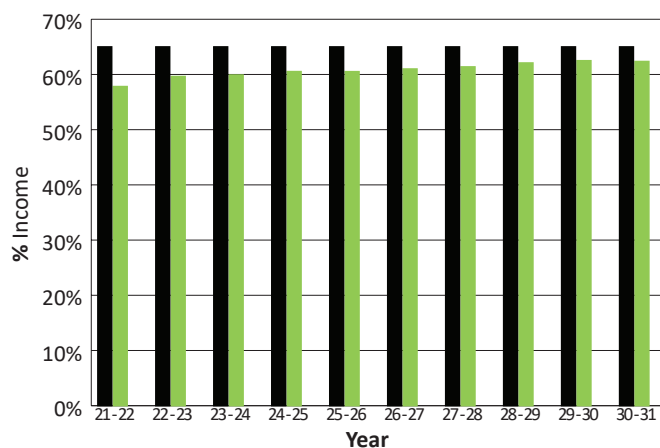
The Council meets the Rates Affordability Benchmark if –

- 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

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.

#### Rates (Income) Affordability Benchmark

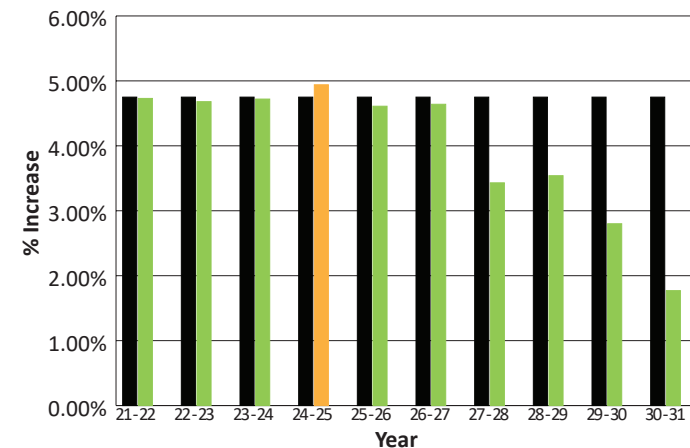


Quantified limit on rates income  
 Proposed rates income  
 Proposed rates income (exceeds limit)

### Rates (Increases) Affordability

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 (2.75%) plus 2% for growth if applicable.

#### Rates (Increases) Affordability Benchmark



Quantified limit on rates increase  
 Proposed rates increases  
 Proposed rates increases(exceeds limit)

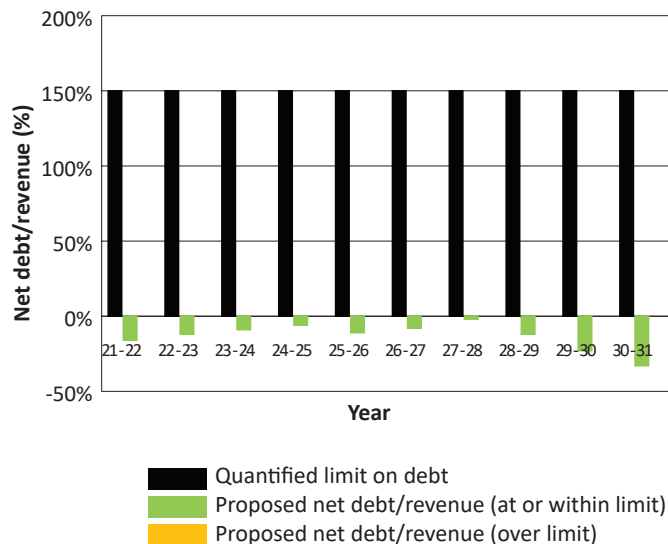
# Te Pūtea Pae Matawhāiti

## Financial Prudence Benchmarks

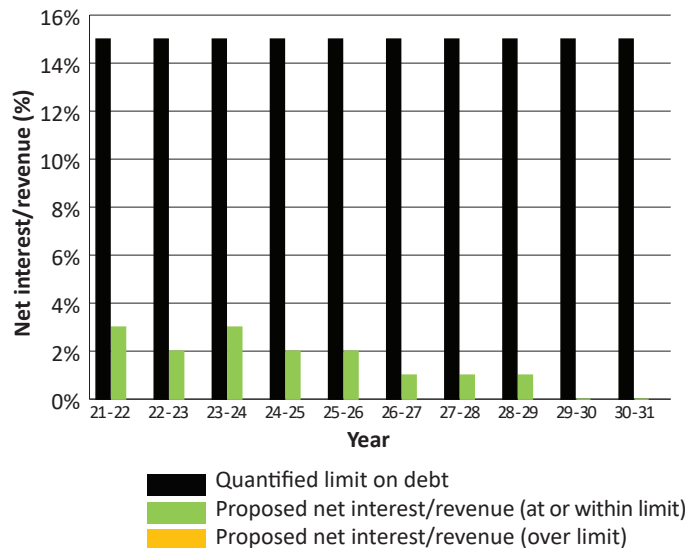
### Debt Affordability

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit of borrowing. The following four graphs compares 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.

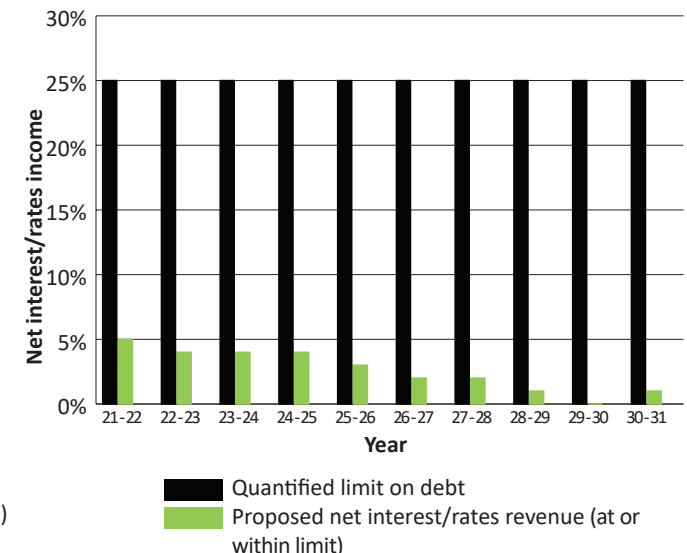
1. The quantified limit is net debt less than 150% of revenue



2. Net interest expense as a percentage of total annual income of not more than 15%



3. Net interest expense as a percentage of total annual rates of not more than 25%



# Financial Prudence Benchmarks

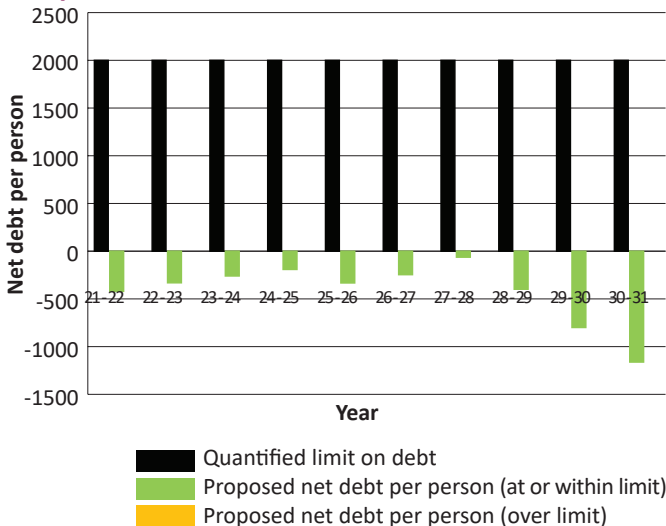
## Balanced Budget Benchmark

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.

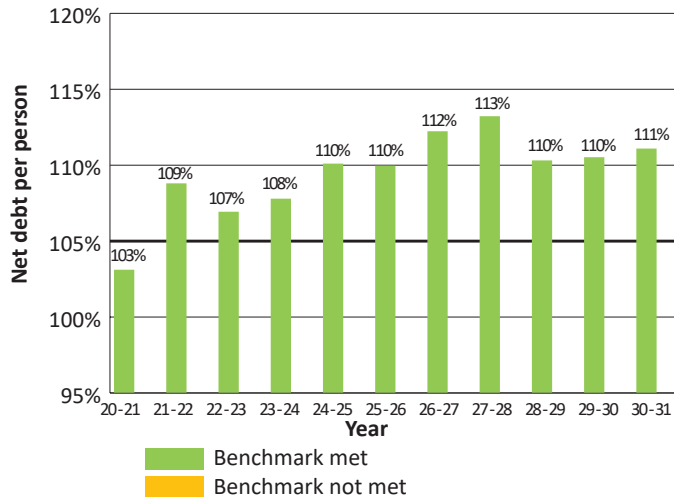
## Essential Services Benchmark

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 equal or is greater than expected depreciation on network services.

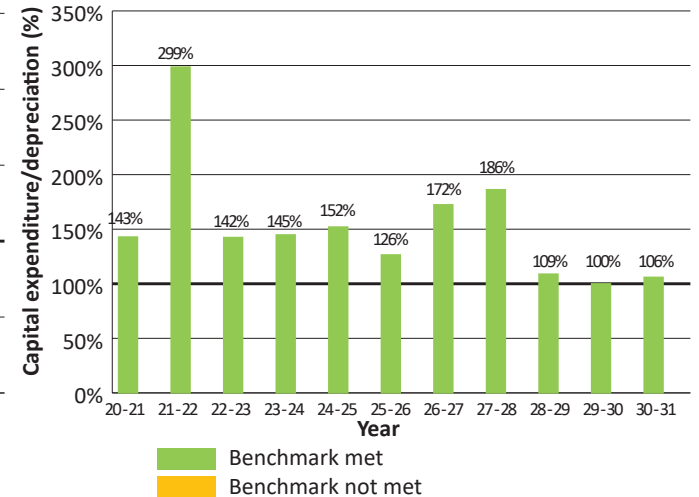
### 4. Net debt per capita is less than \$2,000 per person



### Balanced Budget Benchmark



### Essential Services Benchmark



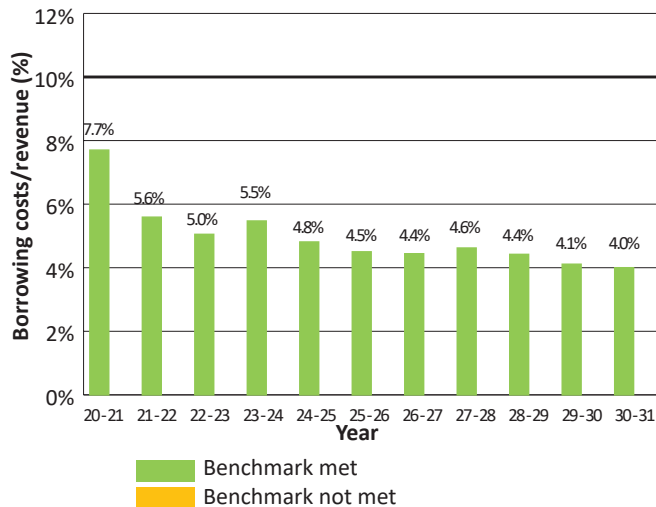
# Financial Prudence Benchmarks

## Debt Servicing Benchmark

The following graphs 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 is equal or less than 10% of its planned revenue.

**Explanation:** The rate cap will be breached in year 2024/25 mainly to allow for increased levels of service in that particular year.

## Debt Servicing Benchmark



# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>WATER SUPPLY - URBAN</b>											
13125	Resource Consent Renewals - Urban	\$174,900	\$191,097	-	-	-	\$366,900	-	\$130,400	\$134,800	\$347,500
70010	Urban Water Supply Reticulation Renewals	\$2,120,000	\$1,316,400	\$1,689,000	\$2,312,000	\$2,975,000	\$3,057,500	\$2,524,000	\$2,608,000	\$4,044,000	\$4,170,000
71010	Pipework capital upgrades	-	-	-	-	\$59,500	\$61,150	-	-	-	-
71013	Additional trunk main metering	-	-	-	-	\$119,000	-	-	-	-	-
71015	Demand management	\$190,800	\$197,460	\$202,680	\$57,800	\$59,500	\$61,150	\$63,100	\$65,200	\$67,400	\$69,500
71016	Water filling stations	-	-	-	-	\$41,650	-	-	-	-	-
71017	Scott Street generator and pump	-	-	-	\$404,600	-	-	-	-	-	-
71018	Pātea low pressure issues	\$265,000	\$274,250	-	-	-	-	-	-	-	-
71019	Ōhawe reservoir-to-PRV upgrade	\$159,000	-	-	-	-	-	-	-	-	-
71020	Normanby resilience	-	-	-	-	-	-	\$126,200	\$2,608,000	-	-
71021	Turuturu Rd water supply issues	\$106,000	\$309,217	\$317,391	-	-	-	-	-	-	-
71022	Eltham flushing enhancements	-	-	-	-	\$148,750	-	-	-	-	-
71025	Hāwera Residential Development Water Infrastructure	-	-	\$140,750	\$144,500	\$148,750	\$152,875	-	-	-	-
72002	South Taranaki Business Park Water Supply Mains	\$217,694	\$225,293	\$231,249	\$381,480	\$392,700	\$403,590	-	-	-	-
73010	Urban Water Treatment Renewals	\$265,000	\$274,250	\$281,500	\$289,000	\$297,500	\$305,750	\$315,500	\$326,000	\$337,000	\$347,500
74010	Urban Water Treatment Capital	\$138,860	\$87,760	\$135,120	\$57,800	\$95,200	\$110,070	\$63,100	\$39,120	\$40,440	\$55,600
74012	Ōpunakē discolouration issues	-	-	-	-	-	-	\$757,200	-	-	-
74014	Pātea WTP treatment enhancement WSP action	\$1,828,500	\$795,325	-	-	-	-	-	-	-	-
74016	Ōpunakē reservoir 2	-	\$109,700	\$1,801,600	-	-	-	-	-	-	-
74017	Eltham bore	\$106,000	\$1,535,800	-	-	-	-	-	-	-	-
74018	Kāpuni borehole 2	-	-	\$337,800	\$2,080,800	-	-	-	-	-	-
74019	Waverley reservoir 2	-	-	\$56,300	\$578,000	-	-	-	-	-	-
74020	Waverley replacement bore	-	-	-	-	\$1,428,595	-	-	-	-	-

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
74021	Replacement Rāhotu reservoir	-	-	-	-	-	-	\$504,800	-	-	-
74022	Ōpunakē - WT - Ōpunakē Treatment Optimisation	\$53,000	\$548,500	-	-	-	-	-	-	-	-
74023	Kāpuni inlet screen replacement	\$53,000	\$109,700	-	-	-	\$61,150	\$315,500	-	-	-
74024	Replace Rāhotu treatment building	-	-	-	-	-	-	-	\$521,600	-	-
74025	District - WT - Access improvements (Urban reservoir ladders)	\$41,340	\$42,783	\$43,351	-	-	-	-	-	-	-
<b>Total Urban</b>		<b>\$5,719,094</b>	<b>\$6,017,535</b>	<b>\$5,236,741</b>	<b>\$6,305,980</b>	<b>\$5,766,145</b>	<b>\$4,580,135</b>	<b>\$4,669,400</b>	<b>\$6,298,320</b>	<b>\$4,623,640</b>	<b>\$4,990,100</b>
<b>RURAL WATER SUPPLY</b>											
74013	Water treatment plant fencing-Inaha	\$132,500	-	-	-	-	-	-	-	-	-
76010	Waimate West/Inaha Retic Renewals	\$1,590,000	\$1,316,400	\$1,689,000	\$1,387,200	\$1,428,000	\$1,467,600	\$1,514,400	\$1,564,800	\$1,617,600	\$1,668,000
76510	Construction of Kaponga and Manaia water filling stations	-	-	-	-	-	\$85,610	-	-	-	-
76512	Trunk main duplication	-	-	-	\$57,800	\$2,380,000	-	-	-	-	-
76513	Pipe bridge structural condition assessments-Waimate West	\$42,400	\$43,880	\$45,040	-	-	-	-	-	-	-
76514	Replace Waimate West reservoir 1	-	-	-	-	-	\$1,223,000	\$3,786,000	\$3,912,000	-	-
77010	Rural Water Treatment Plant renewals	\$137,800	\$142,610	\$146,380	\$150,280	\$154,700	\$158,990	\$164,060	\$169,520	\$175,240	\$180,700
77011	Waimate West Mangawhero abstraction consent RC0635-3	\$212,000	-	-	-	-	-	-	-	-	-
77510	Backwash pond sludge disposal as per WSP	\$530,000	\$219,400	-	-	-	-	-	-	-	-
77512	Critical pipeline bridges - vegetation removal	-	-	\$67,560	-	-	-	-	-	-	-
77514	Process resilience improvements project	\$106,000	-	\$225,200	-	-	-	-	-	-	-
77515	District - WT - Access Improvements (Rural reservoir ladders)	\$41,340	\$42,783	\$43,351	-	-	-	-	-	-	-
78510	Kāpuni-Inaha transfer line enhancement	-	-	\$168,900	-	-	-	-	-	-	-
78511	Inaha Reservoir 1 floor rehabilitation	\$53,000	\$383,950	-	-	-	-	-	-	-	-



# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
79511	Backwash recycling and filter renewal	-	-	\$112,600	\$2,312,000	-	-	-	-	-	-
<b>Total Rural Water Supply</b>		<b>\$2,845,040</b>	<b>\$2,149,023</b>	<b>\$2,498,031</b>	<b>\$3,907,280</b>	<b>\$3,962,700</b>	<b>\$2,935,200</b>	<b>\$5,464,460</b>	<b>\$5,646,320</b>	<b>\$1,792,840</b>	<b>\$1,848,700</b>
<b>Capital Carry-overs from 2020/21</b>		<b>\$8,564,134</b>	<b>\$8,166,558</b>	<b>\$7,734,772</b>	<b>\$10,213,260</b>	<b>\$9,728,845</b>	<b>\$7,515,335</b>	<b>\$10,133,860</b>	<b>\$11,944,640</b>	<b>\$6,416,480</b>	<b>\$6,838,800</b>
<b>Total Water Supply</b>		<b>\$17,080,579</b>	<b>\$8,166,558</b>	<b>\$8,788,372</b>	<b>\$10,213,260</b>	<b>\$9,728,845</b>	<b>\$7,515,335</b>	<b>\$10,133,860</b>	<b>\$11,944,640</b>	<b>\$6,416,480</b>	<b>\$6,838,800</b>
<b>STORMWATER</b>											
15340	Stormwater Reticulation CCTV	\$106,000	\$109,700	\$112,600	\$115,600	\$119,000	-	-	-	-	-
90010	Stormwater Renewals	\$159,000	\$164,550	\$281,500	\$289,000	\$297,500	\$305,750	\$365,980	\$378,160	\$390,920	\$403,100
92012	Resolve Matangarara landfill drainage culvert issues	\$238,500	\$246,825	-	-	-	-	-	-	-	-
92013	Resolve Weld St, Normanby, flooding issues	-	-	\$281,500	-	-	-	-	-	-	-
92014	Stormwater modelling when LIDAR available	-	-	-	\$61,268	\$52,360	\$53,812	-	-	-	-
92015	South Taranaki Business Park stormwater	\$575,989	\$596,094	\$611,855	\$652,331	\$671,517	\$690,139	-	-	-	-
92020	Hāwera Residential Development SW Infrastructure	-	-	\$140,750	\$144,500	\$148,750	\$152,875	-	-	-	-
<b>Capital Carry-overs from 2020/21</b>		<b>\$1,079,489</b>	<b>\$1,117,169</b>	<b>\$1,428,205</b>	<b>\$1,262,699</b>	<b>\$1,289,127</b>	<b>\$1,202,576</b>	<b>\$365,980</b>	<b>\$378,160</b>	<b>\$390,920</b>	<b>\$403,100</b>
<b>Total Stormwater</b>		<b>\$2,356,161</b>	<b>\$1,117,169</b>	<b>\$1,428,205</b>	<b>\$1,262,699</b>	<b>\$1,289,127</b>	<b>\$1,202,576</b>	<b>\$365,980</b>	<b>\$378,160</b>	<b>\$390,920</b>	<b>\$403,100</b>
<b>WASTEWATER</b>											
10074	Hāwera WWTP - Desludge Anerobic Lagoon	-	\$783,258	-	-	-	-	\$1,893,000	-	-	-
13091	Pātea bank planting/stabilisation	\$53,000	\$274,250	-	-	-	-	-	-	-	-
13102	Hāwera WWTP track renewals	-	-	-	-	-	-	-	-	-	\$65,678
15362	WWTP screen replacement	\$106,000	-	\$112,600	\$115,600	-	\$122,300	\$126,200	-	-	\$139,000
15402	Manaia WWTP wetland renewal	-	-	-	-	-	-	-	-	\$67,400	\$208,500
15420	Consent Renewals	\$84,800	\$32,910	\$33,780	\$34,680	-	\$244,600	\$504,800	\$39,120	\$40,440	\$41,700
15425	Hāwera WWTP Transformer Upgrade	-	-	-	-	\$217,413	-	-	-	-	-

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
80003	Wastewater Reticulation Rehabilitation	\$1,272,000	\$1,316,400	\$1,351,200	\$1,387,200	\$856,800	\$880,560	\$908,640	\$938,880	\$970,560	\$1,000,800
84003	Wastewater Network Model Development	\$21,200	\$21,940	\$5,630	\$5,780	\$5,950	\$6,115	\$61,838	\$6,520	\$6,740	\$6,950
84015	Hāwera Residential Development WW Infrastructure	-	-	\$281,500	\$289,000	\$297,500	\$305,750	-	-	-	-
85010	South Taranaki Business Park wastewater	\$614,800	\$636,260	\$653,080	\$285,147	\$293,534	\$301,673	-	-	-	-
86001	Oxidation Pond Desludging and Sludge Survey	\$107,611	\$177,187	\$56,300	\$115,600	\$119,000	\$122,300	\$126,200	\$130,400	\$134,800	\$139,000
86006	Pātea WWTP - Waveband	\$53,000	\$219,400	-	-	-	\$97,840	-	-	-	-
86010	Wastewater Treatment Renewals	\$212,000	\$219,400	\$337,800	\$115,600	\$119,000	\$122,300	\$315,500	\$130,400	\$134,800	\$139,000
87003	Wastewater Health and Safety Improvements	\$11,660	\$12,067	\$12,386	\$12,716	\$13,090	\$13,453	\$13,882	\$14,344	\$14,828	\$15,290
87004	Fencing at Pātea WWTP	\$47,700	-	-	-	-	-	-	-	-	-
87010	Wastewater Plant BPO studies	\$159,000	-	-	\$231,200	-	-	-	-	-	-
87011	Remove Hāwera WWTP house off site	\$15,900	-	-	-	-	-	-	-	-	-
87012	Waverley tertiary WWTP	-	\$329,100	\$1,126,000	\$1,156,000	-	-	-	-	-	-
87013	Ōpunakē wetland soakage field enhancements	-	-	\$90,080	\$578,000	-	-	-	-	-	-
87014	Hāwera tertiary WWTP	-	-	-	-	\$1,071,000	\$11,924,250	\$12,304,500	-	-	-
87015	Pātea tertiary WWTP	-	-	-	-	-	-	-	\$652,000	\$2,696,000	\$2,780,000
87016	Kaponga tertiary WWTP	-	-	-	-	-	-	-	-	\$707,700	\$729,750
87017	Manaia tertiary WWTP	-	-	-	-	-	-	-	-	\$707,700	\$729,750
87018	Mechanical aeration at Ōpunakē WWTP	-	-	-	-	-	-	-	-	-	\$278,000
87020	Fencing at Eltham WWTP	-	\$60,335	-	-	-	-	-	-	-	-
		<b>\$2,758,671</b>	<b>\$4,082,507</b>	<b>\$4,060,356</b>	<b>\$4,326,523</b>	<b>\$2,993,287</b>	<b>\$14,141,141</b>	<b>\$16,254,560</b>	<b>\$1,911,664</b>	<b>\$5,480,968</b>	<b>\$6,273,418</b>
	<b>Capital Carry-overs from 2020/21</b>	<b>\$2,491,295</b>									
	<b>Total Wastewater</b>	<b>\$5,249,966</b>	<b>\$4,082,507</b>	<b>\$4,060,356</b>	<b>\$4,326,523</b>	<b>\$2,993,287</b>	<b>\$14,141,141</b>	<b>\$16,254,560</b>	<b>\$1,911,664</b>	<b>\$5,480,968</b>	<b>\$6,273,418</b>

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>SOLID WASTE</b>											
10153	Hāwera Transfer Station Renewals	\$78,440	\$112,991	\$28,150	\$23,120	\$1,190	\$67,265	\$6,310	\$52,160	-	-
19242	Storage Shed - Hāwera Transfer Station	\$26,500	-	-	-	-	-	-	-	-	-
19243	Wastewater Pump Station - Hāwera Transfer Station	-	-	-	\$11,560	-	-	-	-	-	-
22002	Public Place Recycling Bins	\$21,200	\$21,940	\$22,520	\$11,560	\$11,900	\$12,230	\$6,310	\$6,520	\$6,740	\$6,950
22057	Rotokare Farm Structures - Proliq Concrete Pad	-	\$21,940	-	-	-	-	-	-	-	-
22058	Rotokare Farm Structures - Replace Roller Door (Farm Shed)	-	-	\$4,729	-	-	-	-	-	-	-
22059	Rotokare Farm Services - Replace Switchboards	\$8,915	-	-	-	-	-	-	-	-	-
22060	Rotokare Farm Plant - Backing Gate and Motors	\$13,780	-	-	-	-	-	-	-	-	-
22061	Rotokare Farm Plant - Milk Chilling Vat	\$15,900	-	-	-	-	-	-	-	-	-
22062	Rotokare Farm - Bathroom and Kitchen Extraction Fans	-	-	\$1,239	-	-	-	-	-	-	-
22063	Rotokare Farm - Heat Pump Replacement	-	-	\$9,008	-	-	-	-	-	-	-
22064	Rotokare Farm Plant - Generator	-	-	\$12,949	-	-	-	-	-	-	-
22065	Rotokare Farm - Replacement Stove	-	-	-	-	\$2,380	-	-	-	-	-
22066	Rotokare Farm - Effluent System and Pond Lining	\$106,000	-	-	-	-	-	-	-	-	-
22067	Rotokare Farm - Matting in Pit	-	\$3,291	-	-	-	-	-	-	-	-
22068	Rotokare Farm - New Calf Shed	-	-	-	\$38,148	-	-	-	-	-	-
22133	Roof protection over Hwa transfer station	\$15,900	\$367,495	-	-	-	-	-	-	-	-
22136	Rotokare Farm Plant - 2x water heaters for milking shed	\$8,480	-	-	-	-	-	-	-	-	-
<b>Total Solid Waste</b>		<b>\$295,115</b>	<b>\$527,657</b>	<b>\$78,595</b>	<b>\$84,388</b>	<b>\$15,470</b>	<b>\$79,495</b>	<b>\$12,620</b>	<b>\$58,680</b>	<b>\$6,740</b>	<b>\$6,950</b>

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>ROADING AND FOOTPATHS (INCLUDES ROAD SAFETY)</b>											
5212	Sealed Road Resurfacing	\$2,375,900	\$2,449,500	\$2,523,100	\$2,596,700	\$2,672,600	\$2,748,500	\$2,829,000	\$2,911,800	\$2,994,600	\$3,082,000
5213	Drainage Renewals	\$665,355	\$685,967	\$706,578	\$727,189	\$748,444	\$769,700	\$792,243	\$815,431	\$838,618	\$863,094
5214	Pavement Rehabilitation	\$2,427,550	\$2,502,750	\$2,577,950	\$2,653,150	\$2,730,700	\$2,808,250	\$2,890,500	\$2,975,100	\$3,059,700	\$3,149,000
5222	Traffic Services Renewal	\$289,240	\$298,200	\$307,160	\$316,120	\$325,360	\$334,600	\$344,400	\$354,480	\$364,560	\$375,200
5225	Subsidised Footpath Renewal	\$698,308	\$719,940	\$741,572	\$763,204	\$785,512	\$807,820	\$831,480	\$855,816	\$880,152	\$905,840
5341	Minor Improvements	\$1,952,370	\$2,012,850	\$2,073,330	\$2,133,810	\$2,196,180	\$2,258,550	\$2,324,700	\$2,392,740	\$2,460,780	\$2,532,600
6013	South Taranaki Business Park Roading	\$638,297	\$658,070	\$677,843	\$575,790	\$592,620	\$609,450	-	-	-	-
6111	Street Lighting Renewals	\$12,396	\$12,780	\$13,164	\$13,548	\$13,944	\$14,340	\$14,760	\$15,192	\$15,624	\$16,080
		\$9,059,416	\$9,340,056	\$9,620,697	\$9,779,511	\$10,065,360	\$10,351,210	\$10,027,083	\$10,320,559	\$10,614,034	\$10,923,814
	<b>Capital Carry-overs from 2020/21</b>	\$11,063,635									
	<b>Total Roading and Footpaths</b>	\$20,123,051	\$9,340,056	\$9,620,697	\$9,779,511	\$10,065,360	\$10,351,210	\$10,027,083	\$10,320,559	\$10,614,034	\$10,923,814
<b>COMMUNITY FACILITIES - CEMETERIES</b>											
22089	Cemetery lowering device replacement	-	\$19,080	-	-	-	-	-	-	-	-
22090	Cemetery mats renewals	\$2,580	-	-	\$2,780	-	-	\$2,993	-	-	\$3,225
22091	New concrete berms	\$8,256	\$8,480	\$8,688	\$8,896	\$9,120	\$9,344	\$9,576	\$9,824	\$10,080	\$10,320
22092	Ōpunakē Cemetery extension	\$25,800	-	-	-	-	-	-	-	-	-
22093	Waihi Cemetery extension	-	\$26,500	-	-	-	-	-	-	-	-
22094	Kaponga Cemetery entrance renewal	\$15,480	-	-	-	-	-	-	-	-	-
	<b>Total Cemeteries</b>	\$52,116	\$54,060	\$8,688	\$11,676	\$9,120	\$9,344	\$12,569	\$9,824	\$10,080	\$13,545
<b>COMMUNITY FACILITIES - HALLS</b>											
15190	Manaia Hall - Refurbishment	\$258,000	-	-	-	-	-	-	-	-	-
19412	Hāwera Community Centre - Replace two dishwashers	-	-	-	-	-	\$3,504	-	-	-	-
19413	Hāwera Memorial Theatre - Outdoor lighting LED upgrade	-	-	-	\$11,120	-	-	-	-	-	-
19416	Normanby Hall - Vinyl Replacement	\$13,416	-	-	-	-	-	-	-	-	-

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22095	Upgrade Kaponga Hall lights to LED	\$4,128	-	-	-	-	-	-	-	-	-
22096	Community Centre - drapes in Hall	-	\$53,000	-	-	-	-	-	-	-	-
22097	Community Centre - drapes in Lounges	\$15,480	-	-	\$16,680	-	-	-	-	-	-
22098	Eltham Town Hall Building Compliance	\$30,960	\$180,200	-	-	-	-	-	-	-	-
22099	Community Centre - replace tables	\$4,128	-	-	-	\$4,560	-	-	-	-	-
22100	Normanby Hall security lighting	\$2,580	-	-	-	-	-	-	-	-	-
22101	Normanby Hall carparking	-	\$21,200	-	-	-	-	-	-	-	-
<b>Total Halls</b>		<b>\$328,692</b>	<b>\$254,400</b>	<b>-</b>	<b>\$27,800</b>	<b>\$4,560</b>	<b>\$3,504</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### COMMUNITY FACILITIES - PARKS, RESERVES AND PUBLIC SPACES

15110	King Edward Park Gates Renewal	-	-	\$108,600	-	-	-	-	-	-	-
15112	All Playgrounds - Softfall	-	\$217,300	-	-	\$233,700	-	-	\$251,740	-	-
15151	Water Blaster Trailer - Replacement	-	-	\$13,032	-	-	-	-	-	-	-
15189	Horticultural Renewals	\$22,188	\$22,790	\$23,349	\$23,908	\$24,510	\$25,112	\$25,736	\$26,402	\$27,090	\$27,735
19440	Parks Furniture - District Wide	\$4,128	\$4,240	\$4,344	\$4,448	\$4,560	\$4,672	\$4,788	\$4,912	\$5,040	\$5,160
19470	Playground Upgrades - District Wide	-	\$116,600	-	\$122,320	-	\$128,480	-	\$135,080	-	\$141,900
19480	Fence Replacement - District Wide	\$8,256	\$8,480	\$8,688	\$8,896	\$9,120	\$9,344	\$9,576	\$9,824	\$10,080	\$10,320
19485	District Park Signage Replacement and Refurbishment	\$3,096	\$3,180	\$3,258	\$3,336	\$3,420	\$3,504	\$3,591	\$3,684	\$3,780	\$3,870
19488	Taylor Park - Dog leash free fencing	\$10,320	-	-	-	-	-	-	-	-	-
22102	Replace ride-on mower	-	-	\$32,580	-	-	-	-	-	-	\$38,700
22103	Replace Kubota Tractor	-	-	-	-	-	-	\$17,955	-	-	-
22104	Replace Chipper/Shredder	-	-	\$16,290	-	-	-	-	-	-	\$19,350
22105	King Edward Park replace greenhouse	-	\$26,500	-	-	-	-	-	-	-	-
22106	Te Ngutu o Te Manu footbridge	\$10,320	-	-	-	-	-	-	-	-	-
22108	Bridger Park - Bridge Renewal	\$5,160	\$31,800	-	-	-	-	-	-	-	-
22109	Dallison Park - Arena Fencing	-	-	\$43,440	-	-	-	-	-	-	-
22110	Dallison Park - Concrete around grandstand	\$7,740	-	\$21,720	-	-	-	-	-	-	-

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## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22111	District Garden and Tree Labelling	-	\$3,180	-	-	-	-	-	-	-	-
22112	King Edward Park High Street entrance angle parking	-	-	-	-	\$34,200	-	-	-	-	-
22113	Bridger Park - Lighting upgrade	\$8,256	-	-	-	-	-	-	-	-	-
22114	Bin Replacements 2021-2031 District-wide	\$3,715	\$3,816	\$3,910	\$4,003	\$4,104	\$4,205	\$4,309	\$4,421	\$4,536	\$4,644
22115	Lake Rotokare - water supply upgrade	\$7,224	-	-	-	-	-	-	-	-	-
22116	Lake Rotokare - Boat Ramp retaining repairs	\$5,160	-	-	-	-	-	-	-	-	-
22117	Ōpunakē BMX Track re-development	\$3,612	\$4,240	-	-	-	-	-	-	-	-
22131	Ōpunakē Beach M/Plan - Dune mgmt plan; foreshore furniture	\$56,760	-	-	-	-	-	-	-	-	-
22132	Ōpunakē Beach M/Plan -Zig-zag track upgrade; external shower	-	\$37,100	-	-	-	-	-	-	-	-
<b>Total Parks, Reserves and Public Spaces</b>		<b>\$155,935</b>	<b>\$479,226</b>	<b>\$279,211</b>	<b>\$166,911</b>	<b>\$313,614</b>	<b>\$175,317</b>	<b>\$65,955</b>	<b>\$436,063</b>	<b>\$50,526</b>	<b>\$251,679</b>
<b>COMMUNITY FACILITIES - RURAL SWIMMING POOLS</b>											
15066	Rural Pools Waverley - Replace distribution sparges	-	-	\$36,407	-	-	-	-	-	-	-
15067	Rural Pools Waverley - Build new floor in main pool	-	-	\$105,094	-	-	-	-	-	-	-
15068	Rural Pools Waverley - Water treatment plant and plant room	-	-	\$119,247	-	-	-	-	-	-	-
22127	Rural Pools - Plant Renewals LTP21-31	\$30,960	\$31,800	\$32,580	\$33,360	\$34,200	\$35,040	\$35,910	\$36,840	\$37,800	\$38,700
22128	Rawhitiroa Pool - Separate staff amenities	-	\$15,900	-	-	-	-	-	-	-	-
<b>Total Rural Swimming Pools</b>		<b>\$30,960</b>	<b>\$47,700</b>	<b>\$293,329</b>	<b>\$33,360</b>	<b>\$34,200</b>	<b>\$35,040</b>	<b>\$35,910</b>	<b>\$36,840</b>	<b>\$37,800</b>	<b>\$38,700</b>
<b>COMMUNITY FACILITIES - AQUATIC CENTRE</b>											
22125	Aquatic Centre - Plant Renewals LTP21-31	\$61,920	\$63,600	\$65,160	\$66,720	\$68,400	\$70,080	\$71,820	\$73,680	\$75,600	\$77,400
22126	Aquatic Centre - Separate staff amenities	\$25,800	-	-	-	-	-	-	-	-	-
<b>Total Aquatic Centre</b>		<b>\$87,720</b>	<b>\$63,600</b>	<b>\$65,160</b>	<b>\$66,720</b>	<b>\$68,400</b>	<b>\$70,080</b>	<b>\$71,820</b>	<b>\$73,680</b>	<b>\$75,600</b>	<b>\$77,400</b>

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## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>COMMUNITY FACILITIES - TSB HUB</b>											
22011	Reseal Indoor Courts	-	-	-	\$166,800	-	-	-	-	-	-
22012	TSB Hub Capital Renewals	\$51,600	\$53,000	\$54,300	\$55,600	\$57,000	\$58,400	\$59,850	\$61,400	\$63,000	\$64,500
22013	Change Court 3 to LED Lighting	-	\$37,100	-	-	-	-	-	-	-	-
22014	Re-carpet Hall of Fame	-	-	\$43,440	-	-	-	-	-	-	-
22015	Outside Grandstand Seating Replacement	-	\$53,000	-	-	-	-	-	-	-	-
22016	Replacement of Air Conditioning Units	-	-	\$32,580	-	\$34,200	-	\$35,910	-	-	-
22017	Complete Sound System Upgrade	\$30,960	-	-	-	-	-	-	-	-	-
22023	Recladding of Cricket Pavilion	\$30,960	-	-	-	-	-	-	-	-	-
22024	Replacement of High Jump Turf	-	-	-	\$14,456	-	-	-	-	-	-
<b>Total TSB Hub</b>		<b>\$113,520</b>	<b>\$143,100</b>	<b>\$130,320</b>	<b>\$236,856</b>	<b>\$91,200</b>	<b>\$58,400</b>	<b>\$95,760</b>	<b>\$61,400</b>	<b>\$63,000</b>	<b>\$64,500</b>
<b>COMMUNITY FACILITIES - PUBLIC TOILETS</b>											
15244	Toilet Replacement - Pātea Egmont Street	-	-	-	\$55,600	\$302,100	-	-	-	-	-
19585	Ōhawe Beach - replace Toilets	-	\$21,200	\$108,600	-	-	-	-	-	-	-
22124	Aotea Park - renew water line to toilets	\$2,580	-	-	-	-	-	-	-	-	-
<b>Total Public Toilets</b>		<b>\$2,580</b>	<b>\$21,200</b>	<b>\$108,600</b>	<b>\$55,600</b>	<b>\$302,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMMUNITY FACILITIES - HOUSING FOR THE ELDERLY</b>											
13401	Pensioner housing renewals	-	\$154,868	\$101,265	\$166,983	\$68,561	\$128,451	\$195,100	\$97,820	\$12,600	\$30,333
<b>Total Housing for the Elderly</b>		<b>-</b>	<b>\$154,868</b>	<b>\$101,265</b>	<b>\$166,983</b>	<b>\$68,561</b>	<b>\$128,451</b>	<b>\$195,100</b>	<b>\$97,820</b>	<b>\$12,600</b>	<b>\$30,333</b>
<b>COMMUNITY FACILITIES - CAMPGROUNDS</b>											
19272	Hāwera Holiday Park - furniture and chattels renewals	\$3,302	\$3,392	\$3,475	\$3,558	\$3,648	\$3,738	\$3,830	\$3,930	\$4,032	\$4,128
19494	Waiinu Beach - New Drainage	\$20,991	-	-	-	-	-	-	-	-	-
19750	Hāwera Holiday Park - Replace carpet and vinyl	\$36,120	-	-	-	-	-	-	-	-	-
22077	Ōpunakē Beach Holiday Park Plant Replacement LTP21-31	\$8,256	\$8,480	\$4,453	\$4,559	\$4,674	\$4,789	\$4,908	\$5,035	\$5,166	\$5,289



# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22078	Ōpunakē Beach Holiday Park Hard Surface Resealing	-	-	-	-	-	-	\$14,364	-	-	-
22118	Hāwera Holiday Park - replace washing machines/dryer	\$4,644	-	\$7,602	-	-	-	-	-	-	-
22119	Hāwera Holiday Park - replace large fridge/freezers in kitchen	-	-	-	-	\$2,850	-	-	\$3,070	-	-
22120	Waverley Beach amenities upgrade	\$51,600	\$212,000	-	-	-	-	-	-	-	-
22121	Waverley Beach amenities effluent field	\$10,320	-	-	-	-	-	-	-	-	-
22122	Pātea Dam boundary fence	\$6,192	-	-	-	-	-	-	-	-	-
22123	Hāwera Holiday Park - external water taps for sites	\$5,160	-	-	-	-	-	-	-	-	-
<b>Total Campgrounds</b>		<b>\$146,585</b>	<b>\$223,872</b>	<b>\$15,530</b>	<b>\$8,118</b>	<b>\$11,172</b>	<b>\$8,526</b>	<b>\$23,102</b>	<b>\$12,034</b>	<b>\$9,198</b>	<b>\$9,417</b>
<b>Capital Carry-overs from 2020/21</b>		<b>\$918,108</b>	<b>\$1,442,026</b>	<b>\$1,002,102</b>	<b>\$774,024</b>	<b>\$902,927</b>	<b>\$488,662</b>	<b>\$500,216</b>	<b>\$727,661</b>	<b>\$258,804</b>	<b>\$485,574</b>
<b>Total Community Facilities</b>		<b>\$1,631,992</b>	<b>\$684,771</b>								
<b>Total Community Facilities</b>		<b>\$2,550,100</b>	<b>\$2,126,797</b>	<b>\$1,002,102</b>	<b>\$774,024</b>	<b>\$902,927</b>	<b>\$488,662</b>	<b>\$500,216</b>	<b>\$727,661</b>	<b>\$258,804</b>	<b>\$485,574</b>
<b>ARTS AND CULTURE - LIBRARYPLUS</b>											
13273	Ōpunakē Library - replace veranda roof	-	-	-	\$26,838	-	-	-	-	-	-
15262	Ōpunakē heatpump replacement	\$22,136	-	-	-	-	-	-	-	-	\$27,671
15267	Eltham re-roof	-	-	-	\$26,154	-	-	-	-	-	-
15269	Eltham carpet and vinyl	-	-	-	-	-	\$43,800	-	-	-	-
15272	Kaponga carpet and vinyl	-	-	-	-	-	-	-	-	-	\$26,832
15279	Pātea heatpump replacement	-	-	\$16,833	-	-	-	-	-	-	-
19441	Replacement of large TV screen	-	-	-	-	\$22,800	-	-	-	-	-
19442	Eltham LibraryPlus heatpump replacement	-	-	\$13,032	-	-	-	-	-	-	-
19446	Pātea LibraryPlus carpet and vinyl	-	-	-	-	\$18,240	\$6,541	-	-	-	\$60,372
19448	LibraryPlus Furniture - District-wide	\$22,353	\$22,960	\$23,523	\$24,086	\$24,692	\$25,299	\$25,927	\$26,598	\$27,292	\$27,941
19449	LibraryPlus Signage - District-wide	-	-	-	-	-	-	-	-	-	\$19,350

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## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22075	Eltham Library fence replacement	-	-	-	-	-	-	-	\$7,982	-	-
22076	Eltham Library carpark	-	-	-	\$50,040	-	-	-	-	-	-
62201	Adults non fiction	\$55,947	\$57,465	\$58,874	\$60,284	\$61,802	\$63,320	\$64,892	\$66,572	\$68,307	\$69,933
62202	Adults fiction	\$74,250	\$76,265	\$78,136	\$80,006	\$82,021	\$84,035	\$86,122	\$88,352	\$90,654	\$92,813
62203	Large print	\$34,268	\$35,197	\$36,061	\$36,924	\$37,854	\$38,783	\$39,746	\$40,776	\$41,838	\$42,834
62204	Childrens	\$51,401	\$52,795	\$54,090	\$55,385	\$56,780	\$58,175	\$59,619	\$61,163	\$62,757	\$64,251
62205	Graphics	\$5,160	\$5,300	\$543	\$5,560	\$5,700	\$5,840	\$5,985	\$6,140	\$6,300	\$6,450
62211	E-books	\$21,732	\$22,321	\$22,869	\$23,417	\$24,006	\$24,596	\$25,206	\$25,859	\$26,533	\$27,165
62212	Te Ramanui book purchases	\$25,800	\$53,000	\$21,720	-	-	-	-	-	-	-
<b>Total Arts and Culture</b>		<b>\$313,047</b>	<b>\$325,303</b>	<b>\$325,681</b>	<b>\$388,694</b>	<b>\$333,895</b>	<b>\$350,388</b>	<b>\$307,506</b>	<b>\$323,443</b>	<b>\$323,681</b>	<b>\$465,613</b>
<b>CORPORATE ACTIVITIES - SUPPORT SERVICES</b>											
11205	Records management and compliancy	\$12,324	\$12,636	\$12,924	\$13,212	\$13,500	\$13,800	\$14,100	\$14,412	\$14,724	\$15,048
13556	IT hardware	\$61,312	\$426,465	\$420,030	\$160,746	\$230,625	\$310,500	\$418,300	\$253,411	\$407,364	\$199,386
15034	Fleet vehicles	\$349,180	\$424,359	\$358,641	\$295,068	\$85,500	\$394,450	\$377,175	\$336,280	\$445,401	\$248,292
16214	Aircon/heat pump renewal	-	\$10,486	-	-	-	-	-	-	-	-
19376	Aerial photos	\$35,945	-	-	\$38,535	-	-	\$41,125	-	-	\$43,890
19560	Headquarters airconditioning replacement	\$8,714	-	\$9,138	\$175,598	\$81,865	-	\$101,896	-	-	-
19562	Headquarters lift replacement	\$66,755	-	-	-	-	-	-	-	-	-
19764	Fleet vehicles-new	\$43,134	-	-	-	-	-	-	-	-	-
22007	Hāwera HQ renewals - services	-	\$18,282	\$14,859	-	-	-	-	-	-	-
22008	Hāwera HQ renewals - internal fittings	\$2,054	\$10,486	\$2,154	\$2,202	\$4,500	\$6,900	\$2,350	\$2,402	\$2,454	\$2,508
22009	Hāwera HQ renewals - plant replacement	\$1,541	\$1,580	\$1,616	\$1,652	\$1,688	\$1,725	\$1,763	\$1,802	\$1,841	\$1,881
22010	Automatic door replacement - Hāwera HQ	-	-	-	\$11,581	-	-	-	-	-	-
22080	Digital property file quality control	\$62,647	\$64,233	-	-	-	-	-	-	-	-
22081	Digital transformation	\$308,100	\$315,900	\$1,077,000	\$1,101,000	\$450,000	-	-	-	-	-
22082	Enterprise video conferencing	\$71,890	-	-	-	-	-	-	-	-	-

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## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22083	E-signatures	\$51,350	-	-	-	-	-	-	-	-	-
22084	Improve cyber security	\$56,485	-	-	-	-	-	-	-	-	-
22086	Make archives storage compliant	\$20,540	\$21,060	\$21,540	-	-	-	-	-	-	-
22087	Microfiche digitisation	\$30,810	-	-	-	-	-	-	-	-	-
22088	Minute book scanning	-	-	\$161,550	-	-	-	-	-	-	-
<b>Total Support Services</b>		<b>\$1,182,781</b>	<b>\$1,305,486</b>	<b>\$2,079,452</b>	<b>\$1,799,594</b>	<b>\$867,678</b>	<b>\$727,375</b>	<b>\$956,709</b>	<b>\$608,307</b>	<b>\$871,784</b>	<b>\$511,005</b>
<b>CORPORATE ACTIVITIES - CORPORATE PROPERTY</b>											
14231	Centennial Close rentals - renewals	-	\$8,480	\$20,884	\$41,144	-	-	-	-	-	-
15186	Hāwera i-SITE - replace carpet	-	\$12,744	-	-	-	-	-	-	-	-
16200	Council owned property - Earth-quake-Prone Building remedial work	\$670,800	\$689,000	-	-	-	-	-	-	-	-
17010	Testing and removal of asbestos	\$26,335	\$5,300	\$5,826	-	-	-	-	-	-	-
19558	Sundry property District-wide fencing replacement	\$5,160	\$5,300	\$5,430	\$5,560	\$5,700	\$5,840	\$5,985	\$6,140	\$6,300	\$6,450
19563	Earthquake-Prone buildings - DSA's	\$51,600	\$53,000	\$54,300	-	-	-	-	-	-	-
22019	Leased property - fence replacement	\$38,700	\$6,625	\$13,575	\$6,950	\$7,125	\$7,300	\$7,481	\$7,675	\$7,875	\$8,063
22021	Eltham sundry property - roof replacement	\$30,960	-	-	-	-	-	-	-	-	-
22022	Eltham sundry property - structure	\$30,960	-	-	-	-	-	-	-	-	-
22079	Hāwera Cinemas plant replacement	-	-	-	-	-	-	\$7,871	-	-	-
<b>Total Corporate Property</b>		<b>\$854,515</b>	<b>\$780,449</b>	<b>\$100,015</b>	<b>\$53,654</b>	<b>\$12,825</b>	<b>\$13,140</b>	<b>\$21,338</b>	<b>\$13,815</b>	<b>\$14,175</b>	<b>\$14,513</b>
<b>Capital Carry-overs from 2020/21</b>		<b>\$2,037,295</b>	<b>\$2,085,936</b>	<b>\$2,179,467</b>	<b>\$1,853,248</b>	<b>\$880,503</b>	<b>\$740,515</b>	<b>\$978,046</b>	<b>\$622,122</b>	<b>\$885,959</b>	<b>\$525,518</b>
<b>Total Corporate Activities</b>		<b>\$677,598</b>			<b>\$30,688</b>						
<b>Total Corporate Activities</b>		<b>\$2,714,893</b>	<b>\$2,085,936</b>	<b>\$2,179,467</b>	<b>\$1,883,936</b>	<b>\$880,503</b>	<b>\$740,515</b>	<b>\$978,046</b>	<b>\$622,122</b>	<b>\$885,959</b>	<b>\$525,518</b>
<b>DISTRICT ECONOMY - ECONOMIC DEVELOPMENT</b>											
15910	Te Ramanui o Ruapūtahunga	\$338,910	\$579,150	-	-	-	-	-	-	-	-
15911	Hāwera Town Centre development	\$1,027,000	-	-	-	-	-	-	-	-	-

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
15914	Hāwera Town Centre projects professional fees	\$513,500	-	-	-	-	-	-	-	-	-
22027	Waverley Town M/Plan - mainstreet public safety and amenity	-	\$31,590	\$290,790	-	-	-	-	-	\$61,350	-
22028	Waverley Town M/Plan - public art	\$205,400	-	-	-	-	-	-	-	\$184,050	-
22029	Waverley Town M/Plan - wayfinding/ storytelling signage	\$20,540	-	-	-	\$11,250	-	-	-	\$24,540	-
22030	Waverley Town M/Plan - beach connection pathway	-	-	\$32,310	\$660,600	-	-	-	-	-	-
22031	Waverley Town M/Plan - town belt pathway	-	-	-	-	-	-	\$23,500	\$450,375	-	-
22032	Pātea Town M/Plan - mainstreet public safety and amenity	-	\$52,650	\$376,950	-	-	\$92,000	-	-	-	\$62,700
22033	Pātea Town M/Plan - public art	-	-	\$129,240	-	-	-	\$164,500	-	-	-
22034	Pātea Town M/Plan - wayfinding/ storytelling signage	-	-	\$21,540	-	-	\$23,000	-	-	-	\$18,810
22035	Pātea Town M/Plan - gateway entrance	-	-	-	\$220,200	-	-	-	-	-	-
22036	Pātea Town M/Plan - beach upgrade	-	-	-	-	-	-	\$182,125	-	-	-
22037	Pātea Town M/Plan - town heart south (Chester St area)	-	-	-	-	-	-	-	\$60,050	\$460,125	\$470,250
22038	Eltham Town M/Plan - mainstreet public safety and amenity	\$38,513	\$355,388	\$80,775	-	-	-	-	-	-	\$100,320
22039	Eltham Town M/Plan - public art	-	-	-	\$165,150	-	-	-	-	-	\$163,020
22040	Eltham Town M/Plan - wayfinding/ storytelling signage	-	\$21,060	-	-	-	\$23,000	-	-	-	\$12,540
22041	Eltham Town M/Plan - gateway entrance	-	-	-	-	-	-	-	\$120,100	-	-
22042	Eltham Town M/Plan - Bridger / Stark Park enhancements	\$51,350	\$52,650	-	-	-	-	-	-	-	-
22043	Eltham Town M/Plan - town heart	-	-	-	-	\$84,375	\$632,500	\$352,500	-	-	-

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22044	Manaia Town M/Plan - mainstreet public safety and amenity	\$20,540	-	-	-	\$112,500	\$460,000	\$587,500	-	-	-
22045	Manaia Town M/Plan - public art	-	-	-	\$82,575	-	-	\$58,750	-	-	\$188,100
22046	Manaia Town M/Plan - wayfinding/storytelling signage	\$20,540	-	-	-	-	\$11,500	-	-	-	\$6,270
22047	Manaia Town M/Plan - gateway entrance	-	-	-	\$137,625	-	-	-	-	-	-
22048	Manaia Town M/Plan - public toilet upgrade	-	-	\$107,700	-	-	-	-	-	-	-
22049	Ōpunakē Town M/Plan - mainstreet public safety and amenity	-	\$52,650	\$592,350	\$55,050	-	-	-	-	-	\$18,810
22050	Ōpunakē Town M/Plan - public art	-	-	\$64,620	-	-	-	-	\$72,060	-	-
22051	Ōpunakē Town M/Plan - wayfinding/storytelling signage	-	\$21,060	-	-	\$22,500	-	-	\$6,005	-	-
22052	Ōpunakē Town M/Plan - gateway entrance	-	-	-	-	-	\$23,000	\$117,500	-	-	-
22053	Ōpunakē Town M/Plan - beach connection (Napier St)	-	-	\$53,850	\$495,450	-	-	-	-	-	-
22054	Ōpunakē Town M/Plan - beach connection (Havelock St)	-	-	\$53,850	-	\$506,250	-	-	-	-	-
22055	Ōpunakē Town M/Plan - Beach/Lake connection	-	\$52,650	-	-	-	-	-	-	-	-
22130	Hāwera Town Centre-additional projects	-	-	\$538,500	\$550,500	\$562,500	\$575,000	\$587,500	\$600,500	\$613,500	\$627,000
<b>Total Economic Development</b>		<b>\$2,236,293</b>	<b>\$1,218,848</b>	<b>\$2,342,475</b>	<b>\$2,367,150</b>	<b>\$1,299,375</b>	<b>\$1,840,000</b>	<b>\$2,073,875</b>	<b>\$1,309,090</b>	<b>\$1,343,565</b>	<b>\$1,667,820</b>
<b>Capital Carry-overs from 2020/21</b>		<b>\$2,818,619</b>	<b>\$1,012,023</b>								
<b>Total District Economy</b>		<b>\$5,054,912</b>	<b>\$2,230,871</b>	<b>\$2,342,475</b>	<b>\$2,367,150</b>	<b>\$1,299,375</b>	<b>\$1,840,000</b>	<b>\$2,073,875</b>	<b>\$1,309,090</b>	<b>\$1,343,565</b>	<b>\$1,667,820</b>
<b>REGULATORY SERVICES - LICENSING</b>											
18001	Signage - licensing (skate parks and liquor)	\$36,972	-	-	-	-	-	-	\$12,010	-	-
22025	Licensing - height adjustable monitor stands	\$2,054	-	-	-	-	-	-	-	-	-
<b>Total Licensing</b>		<b>\$39,026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$12,010</b>	<b>-</b>	<b>-</b>

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>REGULATORY SERVICES - ANIMAL SERVICES</b>											
15035	Hāwera Pound - fridge/freezer	-	-	-	-	-	\$2,300	-	-	-	-
18000	Signage - Animal Control	-	-	-	-	-	-	-	\$31,226	-	-
19122	Animal Control - cameras	-	-	-	-	\$5,063	-	-	-	-	\$5,643
19123	Animal Services - fencing	-	\$10,530	-	-	-	-	\$11,750	-	-	-
22026	Animal Services - height adjustable monitor stands	\$2,054	-	-	-	-	-	-	-	-	-
22134	Hāwera Pound building renewals	-	-	-	-	\$56,250	-	-	-	-	\$62,700
<b>Total Animal Services</b>		<b>\$2,054</b>	<b>\$10,530</b>	<b>-</b>	<b>-</b>	<b>\$61,313</b>	<b>\$2,300</b>	<b>\$11,750</b>	<b>\$31,226</b>	<b>-</b>	<b>\$68,343</b>
<b>REGULATORY SERVICES - PARKING</b>											
12222	Electronic parking tickets	-	-	\$6,462	-	-	\$6,900	-	-	\$7,362	-
<b>Total Parking</b>		<b>-</b>	<b>-</b>	<b>\$6,462</b>	<b>-</b>	<b>-</b>	<b>\$6,900</b>	<b>-</b>	<b>-</b>	<b>\$7,362</b>	<b>-</b>
<b>REGULATORY SERVICES - BUILDING CONTROL</b>											
22056	Replace devices and monitors for Building unit	23,724	-	-	23,517	-	-	25,098	-	-	26,785
<b>Total Building Control</b>		<b>23,724</b>	<b>-</b>	<b>-</b>	<b>23,517</b>	<b>-</b>	<b>-</b>	<b>25,098</b>	<b>-</b>	<b>-</b>	<b>26,785</b>
<b>Capital Carry-overs from 2020/21</b>		<b>\$105,408</b>	<b>10,530</b>	<b>6,462</b>	<b>23,517</b>	<b>61,313</b>	<b>9,200</b>	<b>36,848</b>	<b>43,236</b>	<b>7,362</b>	<b>95,128</b>
<b>Total Regulatory Services</b>		<b>\$170,212</b>	<b>\$10,530</b>	<b>\$6,462</b>	<b>\$23,517</b>	<b>\$61,313</b>	<b>\$9,200</b>	<b>\$36,848</b>	<b>\$43,236</b>	<b>\$7,362</b>	<b>\$95,128</b>
<b>COASTAL STRUCTURES</b>											
14037	Pungarehu - Bayly Road revetment	-	-	-	\$57,800	-	-	-	-	\$67,400	-
15341	Pātea Moles renewals	-	-	-	\$520,200	-	-	-	-	-	-
15427	Waihi Beach access improvements	-	-	-	-	-	\$30,575	-	-	-	-
22069	Middleton Bay - seawall renewals	\$5,300	\$5,485	\$5,630	\$5,780	\$5,950	\$6,115	\$6,310	\$6,520	\$6,740	\$6,950
22070	Ōpunakē Beach - retaining wall renewal	\$212,000	-	-	-	-	-	-	-	-	-
22072	Derelict wharf stabilisation and detritus removal - Pātea	-	-	-	\$57,800	-	-	-	-	-	-

# Te Ihirangi Take Whairawa

## Capital Projects Programme

ACTIVITY	PROJECT NAME	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
22073	Carlyle-Mana Bay - rockwall renewals	\$5,300	\$5,485	\$5,630	\$5,780	\$5,950	\$6,115	\$6,310	\$6,520	\$6,740	\$6,950
<b>Capital Carry-overs from 2020/21</b>		<b>\$222,600</b>	<b>\$10,970</b>	<b>\$11,260</b>	<b>\$647,360</b>	<b>\$11,900</b>	<b>\$42,805</b>	<b>\$12,620</b>	<b>\$13,040</b>	<b>\$80,880</b>	<b>\$13,900</b>
<b>Total Coastal Structures</b>		<b>\$657,674</b>	<b>\$10,970</b>	<b>\$11,260</b>	<b>\$647,360</b>	<b>\$11,900</b>	<b>\$42,805</b>	<b>\$12,620</b>	<b>\$13,040</b>	<b>\$80,880</b>	<b>\$13,900</b>
<b>ENVIRONMENTAL MANAGEMENT - ENVIRONMENT AND SUSTAINABILITY</b>											
22003	Reforestation of Council land	\$65,720	\$68,014	\$69,812	\$71,672	\$73,780	\$75,826	\$78,244	\$80,848	\$83,576	\$86,180
22004	Biodiversity Restoration - Council parks and reserves	\$31,800	\$32,910	\$33,780	\$34,680	\$35,700	\$36,690	\$37,860	\$39,120	\$40,440	\$41,700
22005	SNA Mapping - biodiversity and ecosystem protection	-	-	\$168,900	\$289,000	\$297,500	-	-	-	-	-
<b>Total Environmental Management</b>		<b>\$97,520</b>	<b>\$100,924</b>	<b>\$272,492</b>	<b>\$395,352</b>	<b>\$406,980</b>	<b>\$112,516</b>	<b>\$116,104</b>	<b>\$119,968</b>	<b>\$124,016</b>	<b>\$127,880</b>
<b>GRAND TOTAL</b>		<b>\$56,663,230</b>	<b>\$30,125,279</b>	<b>\$30,116,163</b>	<b>\$32,146,415</b>	<b>\$27,988,980</b>	<b>\$36,873,842</b>	<b>\$40,819,317</b>	<b>\$27,772,262</b>	<b>\$25,933,409</b>	<b>\$27,827,514</b>





# 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 year ended 30 June</i>	2021/22 (\$,000)	2022/23 (\$,000)	2023/24 (\$,000)	2024/25 (\$,000)	2025/26 (\$,000)	2026/27 (\$,000)	2027/28 (\$,000)	2028/29 (\$,000)	2029/30 (\$,000)	2030/31 (\$,000)
Term Liability	120,284	124,200	128,362	132,091	130,065	138,314	147,928	145,891	144,952	144,835
Current Portion of Term Liabilities	12,112	12,112	12,112	12,112	12,112	12,112	12,112	12,112	12,112	12,112
<b>Total Debt (External and Internal)</b>	<b>132,396</b>	<b>136,312</b>	<b>140,474</b>	<b>144,203</b>	<b>142,177</b>	<b>150,426</b>	<b>160,040</b>	<b>158,003</b>	<b>157,064</b>	<b>156,947</b>
LTIF and Other Investments	142,082	144,914	146,163	147,232	149,802	152,178	154,611	163,046	172,512	182,496
Cash/Near Cash	2,297	843	1,717	2,426	1,863	5,262	7,223	6,323	7,343	7,566
<b>Net Debt</b>	<b>-11,983</b>	<b>-9,445</b>	<b>-7,405</b>	<b>-5,455</b>	<b>-9,489</b>	<b>-7,014</b>	<b>-1,794</b>	<b>-11,366</b>	<b>-22,791</b>	<b>-33,115</b>
<b>Total Income per Comprehensive Income Statement</b>	<b>76,688</b>	<b>77,831</b>	<b>81,144</b>	<b>84,271</b>	<b>88,166</b>	<b>91,534</b>	<b>94,087</b>	<b>96,308</b>	<b>98,353</b>	<b>100,312</b>
Less: LTIF Surplus Income available for offset to net interest expense	2,126	2,189	2,312	2,162	2,599	2,966	3,360	3,619	3,796	3,679
<b>Total Income per Comprehensive Income Statement</b>	<b>74,562</b>	<b>75,642</b>	<b>78,831</b>	<b>82,109</b>	<b>85,567</b>	<b>88,569</b>	<b>90,726</b>	<b>92,689</b>	<b>94,557</b>	<b>96,634</b>
<b>Net Debt as percentage of total income &lt;150%</b>	<b>-16%</b>	<b>-12%</b>	<b>-9%</b>	<b>-7%</b>	<b>-11%</b>	<b>-8%</b>	<b>-2%</b>	<b>-12%</b>	<b>-24%</b>	<b>-34%</b>
Interest on External Debt	4,286	3,928	4,435	4,054	3,968	4,067	4,345	4,258	4,046	4,012
Less: LTIF Surplus Income available for offset	2,126	2,189	2,312	2,162	2,599	2,966	3,360	3,619	3,796	3,679
Net Interest Expenses	2,160	1,739	2,122	1,892	1,370	1,101	985	640	250	333
<b>Net Interest Expense as a percentage of total annual income &lt;15%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>
Total Rates Income	44,048	46,102	48,255	50,614	52,931	55,343	57,181	59,137	60,735	61,772
<b>Net Interest Expense as a percentage of total annual rates income &lt;25%</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>
<b>Net Debt per Capita (includes internal borrowings) &lt;\$2000</b>	<b>-\$420</b>	<b>-\$331</b>	<b>-\$260</b>	<b>-\$191</b>	<b>-\$333</b>	<b>-\$246</b>	<b>-\$63</b>	<b>-\$399</b>	<b>-\$800</b>	<b>-\$1,162</b>

## 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

	Opening balance \$000	Income \$000	Expenditure \$000	Other Adj \$000	Closing balance \$000	Purpose of funds
Roading and Regional Road Safety	(271)	233,335	(216,647)	(16,009)	409	To keep surpluses/deficits in each activity separate from other activities.
Water Supply Urban	320	115,043	(102,215)	(11,300)	1,848	
Wastewater	46	89,589	(84,781)	(4,664)	190	
Eltham Drainage	29	98	(80)	0	47	
Water Supply Waimate West / Inaha	953	65,807	(51,248)	(11,259)	4,253	
Solid Waste Collection	1,544	20,623	(22,029)	0	138	
Hāwera Town Co-ordinator	20	1,842	(1,842)	0	20	
<b>Total</b>	<b>2,642</b>	<b>526,336</b>	<b>(478,842)</b>	<b>(43,231)</b>	<b>6,905</b>	

The other adjustment 2021-31 column includes capital expenditure, loan repayments, new loans and depreciation.

# Statement of Special Reserves Funds

## MONI WHAIHUA Ā-KAUNIHERA / COUNCIL CREATED RESERVES

	Opening balance \$000	Income \$000	Expenditure \$000	Other Adj \$000	Closing balance \$000	Purpose of funds
Safer Communities	3	0	0	0	3	To manage the balance of funds from Safer Community grants to be used on youth programmes.
Economic Development Fund	23	2	0	0	26	The purpose of the reserve is to enable the Council to strategically intervene when required by practically supporting new business.
Forestry	179	19	0	0	197	To manage income and expenditure relating to the joint venture forestry investment.
Ōkōtuku Domain	16	2	(60)	58	16	To manage revenue from the leasing of Crown land which has been vested in the Council on behalf of the Ōkōtuku Domain Committee.
Centennial Close 1% Contribution	7	0	0	5	12	To manage the 1% contribution for the past 15 years from the deposit held for Centennial Close flats for the purpose of upgrading the units when they are vacated.
Long Term Investment Fund	135,437	0	0	25,990	161,427	To manage funds derived from the sale of the Council's shareholding in Egmont Electricity and to provide a rates subsidy.
LTIF – Internally Invested	16,912	0	0	(12,422)	4,489	Debt funding from LTIF
Tourism Reserve	167	800	(967)	0	0	To fund various tourism related projects
Tangata Whenua Reserves	1	0	0	0	1	To manage funding from Tangata Whenua grants
Community Board Funding	4	0	0	0	4	To manage funding from Community Board grants
Painting Reserves	26	2,016	(2,016)	0	26	To fund various painting jobs
District Plan Reserves	0	950	0	0	950	To fund district plan costs
Riparian / Indigenous	88	403	(290)	0	201	To fund riparian planting throughout the District.
<b>Total</b>	<b>152,861</b>	<b>4,192</b>	<b>(3,332)</b>	<b>13,630</b>	<b>167,351</b>	

## MONI WHAKAHUA Ā-PŪTEA TUTURU / CAPITAL REPLACEMENT RESERVES

	Opening balance \$000	Income \$000	Expenditure \$000	Other Adj \$000	Closing balance \$000	Purpose of funds
	298	0	0	6,091	6,389	



# Statement of Special Reserves Funds

## MONI RĀHUI / RESTRICTED RESERVES

	Opening balance \$000	Income \$000	Expenditure \$000	Other Adj \$000	Closing balance \$000	Purpose of funds
Eltham Property	16	2	0	0	17	To hold funds from property sold in the Eltham ward for funding of various projects in the Eltham ward.
Larcom Bequest – Turuturu Mokai	100	11	0	0	111	To manage a bequest from Samuel Larcom that was divided into four parts, ¼ for Parks and Reserves, ¼ for Turuturu Mokai Reserve, ¼ for Egmont A and P Association and ¼ for the Pukeiti Rhododendron Trust.
Pātea Property	169	18	0	0	187	To hold funds from property sold in the Pātea ward for funding of various projects in the Pātea ward.
Wairoa Recreation Res	629	97	0	625	1,350	To manage revenue from the leasing of Crown land that has been vested in the Council and fees/charges from the campground for capital works on the Wairoa Recreation Reserve.
Harbour Endowment	347	64	(220)	859	1,051	To manage lease income from land formerly owned by the Pātea Harbour Board to be used for: (a) maintenance and improvement of endowment properties (b) maintenance and improvement of Harbour facilities, including harbour walls, and (c) recreational and cultural facilities in the Pātea ward.
Centennial Bursary	66	7	0	(7)	66	To provide grants of up to \$400 towards tertiary education for eligible applicants. Only interest income from the fund may be used.
Kaūpokonui Beach	56	315	(100)	0	271	To manage lease income from Crown land vested in the Council for capital works requested by the Kaūpokonui Beach Society.
<b>Total</b>	<b>1,383</b>	<b>512</b>	<b>(320)</b>	<b>1,477</b>	<b>3,053</b>	

# Statement of Special Reserves Funds

## WHENUA RĀHUI Ā-TURE / STATUTORY RESERVES

	Opening balance \$000	Income \$000	Expenditure \$000	Other Adj \$000	Closing balance \$000	Purpose of funds
Eltham Reserves Contributions	45	5	0	0	50	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Eltham-Kaponga Ward
Hāwera Reserve Contributions	40	12,819	(12,815)	0	44	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Hāwera Ward
District Reserve Contributions	7	1	0	0	7	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the District
Waimate Development Levy	297	31	0	0	328	To hold funds derived from a levy on Kāpuni Petrochemical Development for the funding of projects on public assets which are located on Council owned property or reserves within the boundaries of the old Waimate Plains District Council. The principal fund to remain at no less than \$260,000.
Ōpunakē Reserve Contributions	34	4	0	0	38	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in the Taranaki Coastal Ward.
Manaia Reserve Contributions	44	5	0	0	49	To manage reserve contributions collected under RMA to be used for acquisition or development of reserves in Manaia (Taranaki Coastal Ward).
<b>Total</b>	<b>468</b>	<b>12,864</b>	<b>(12,815)</b>	<b>0</b>	<b>517</b>	

## 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 28 June 2021. 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 assumptions underlying the prospective financial statements 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.

### 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 PBE IPSAS 41

PBS IPSAS 41 Financial Instruments effective 1 January 2022 replace PBE IFRS 9 – Financial Instruments (which was adopted in 2018/19) and parts of PBE IPSAS 29 – Financial Instruments: Recognition and Measurement. This standard is effective from the year ending June 2022, and is not expected to have any material impact on the Council's reporting requirements

### 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



## Statement of Accounting Policies

approximately equal value in exchange.

An inflow of resources from non-exchange transaction recognised 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 resolution Council 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 South Taranaki 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 satisfied its rates remission policy.

Revenue from water rates by meter is recognised on an accrual basis. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis. Rate revenue is classified as non-exchange except for metered water rates which are classed as exchange revenue.

### **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. The Council receives 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 is 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

# Statement of Accounting Policies

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 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 current 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 (ie 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

## Statement of Accounting Policies

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. A variety of 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. 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 surplus or 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 flow 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 objectives is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be 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

# Statement of Accounting Policies

gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and 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 its 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 surplus or 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 of listed shares, bonds, and units in investment funds) and LGFA borrower notes.

## 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 Council and group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs 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 considers 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 considers a financial asset to be in default when the financial asset 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,

# Statement of Accounting Policies

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 with duration of less than 12 months 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. However, derivatives are accounted for as trading instruments. Derivative financial instruments are recognised initially at fair value and subsequently 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 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 5 under the "Other 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. It includes all funds held for day-to-day management and does not include funds set aside for specific purposes (for example, Reserve Funds).

# Statement of Accounting Policies

## 8. Accounts Receivable

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

The Council 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.

## 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



# Statement of Accounting Policies

revaluation reserves in respect of those assets are transferred to accumulated funds.

## Operational Assets

These include land, building, motor vehicles, plant and equipment and library books.

Land and buildings are valued at fair value, as determined from market based evidence, by Beca Projects NZ Limited, Registered Valuers, as at 30 June 2020.

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 Beca Projects NZ Limited, Registered Valuers, as at 30 June 2020.

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 Beca Projects NZ Limited, as at 30 June 2020. Valuations are carried out on a three-yearly cycle.

Heritage and Cultural Assets were valued at fair value by Ian J 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 2020.

Valuations are generally carried out on a three-yearly cycle unless market conditions require otherwise.

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 2017 as the deemed cost. Land under roads is no longer revalued.

Vested infrastructural assets value 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.

Buildings	3.33% - 20.00%
Motor Vehicles	4.00% - 20.00%
Plant and Equipment	3.33% - 33.33%
Information Systems Equipment	10.00% - 33.33%
Library Books	1.71% - 33.33%
Furniture and Fittings	5.00% - 33.33%
Office Equipment	10.00% - 33.33%

## 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.

Sewerage, water, drainage, and 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.



# Statement of Accounting Policies

- Estimating the replacement cost of the asset. The replacement cost is 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. For example, weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then the Council could be over-or-under-estimating 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, which provides further assurance over useful life estimates. Infrastructural assets (excluding land) have all been valued at optimised depreciated replacement cost by Beca Projects NZ Limited, Registered Valuers as at 30 June 2020. Valuations are generally carried out on a three-yearly cycle unless market conditions require otherwise. Infrastructural land under Roads are no longer revalued. Certain infrastructural assets and land have been vested in the Council as part of the sub-divisional 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.

### Roading

Provision has been made for depreciation of 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%
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	45 - 80 years	1.25% - 2.22%
Roading Base-course	40 - 80 years	1.25% - 2.50%

Berms, Markings, Shoulder and Formation Not depreciated

*Water, Wastewater and Stormwater Reticulation Systems*  
Provision has been made for

depreciation of components of the assets based on their remaining life.

Water Reticulation	4 - 143 years	0.70% - 25.00%
Water Treatment Plants	5 - 100 years	1.00% - 20.00%
Water Point	4 - 123 years	0.81% - 25.00%
Sewerage Reticulation	10 - 178 years	0.57% - 10.00%
Sewerage Treatment Plants	14 - 100 years	1.00% - 7.14%
Wastewater Point	10 - 124 years	0.81% - 10.00%
Wastewater Station	15 - 80 years	1.25% - 6.67%
Stormwater Pipes	20 - 150 years	0.67% - 5.00%
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.

	6 - 250 years	0.40% - 16.67%
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## Statement of Accounting Policies

### *Parks and recreation assets*

Provision has been made for depreciation of components of the assets based on their remaining life.

6 - 150 years	0.67% - 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 of 10.00% to 33.33% per annum.

### **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.

Provision is made in respect of 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 landfill 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 TRC.

The discount rate used is a rate that 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 the risks

# Statement of Accounting Policies

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.

Financing activities change the equity and debt capital structure of the Council.

## 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 the Council has 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*

There are a number of assumptions and estimates 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 (eg underground utilities). There are on-going physical inspections and condition

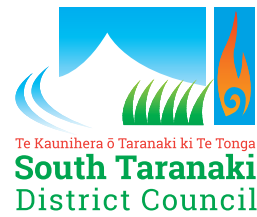
modelling assessments to improve information on these assets. Estimating any obsolescence or surplus capacity of any asset. Estimates are made determining the remaining useful lives over which the assets will be depreciated. Published guidelines, component design lives and local conditions have been 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 2020 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.



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