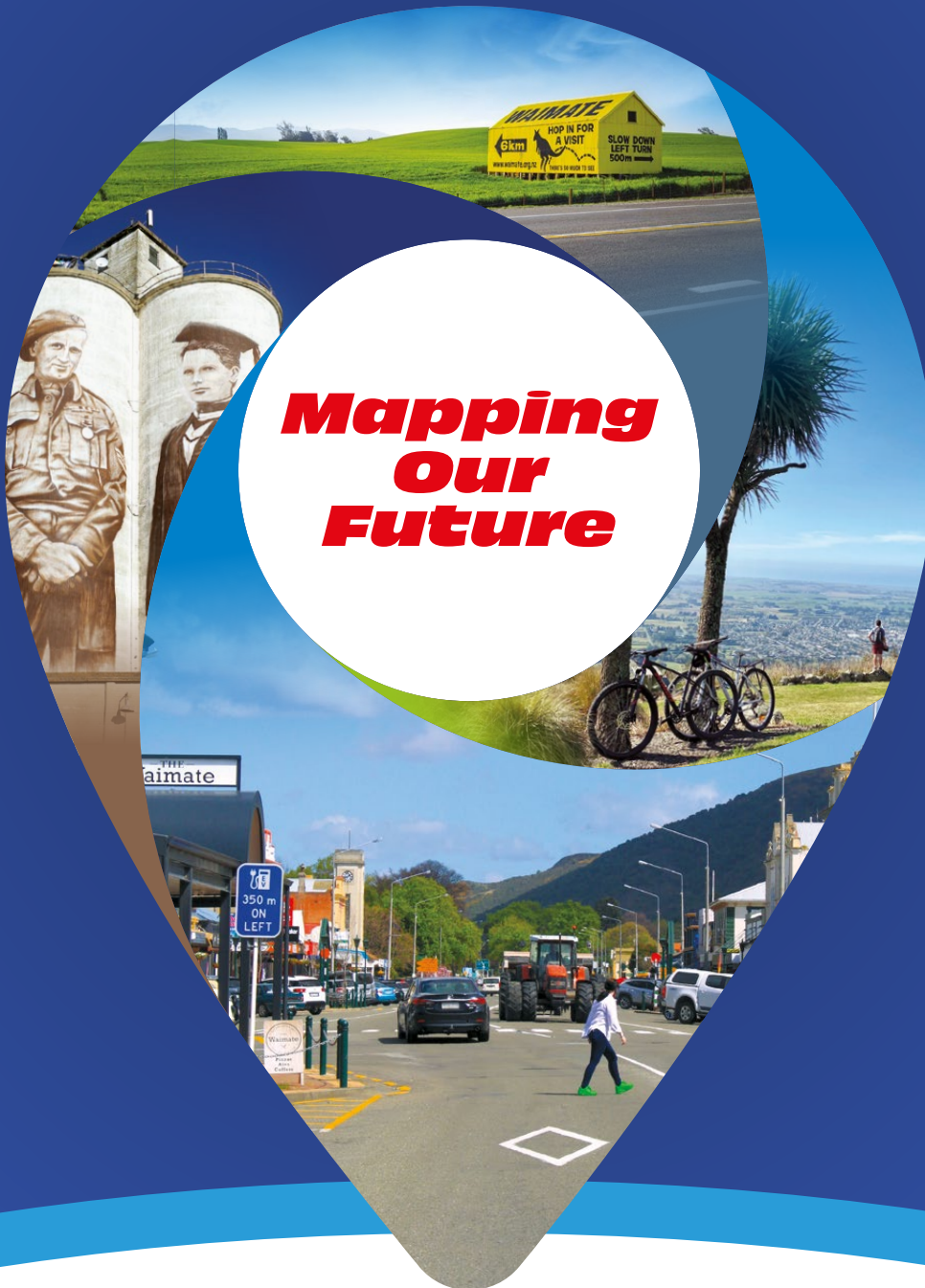


Long Term Plan 2025-2034

Mapping Our Future



Adopted 30 June 2025

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INTRODUCTION

Mayor & Chief Executive Message



Tēnā koutou katoa Greetings all

It is with great pleasure that we present the Long Term Plan 2025-2034. This plan outlines Council's direction over the next nine years, guiding us to deliver essential services efficiently while **remaining acutely aware of the financial pressures on our community. We are committed to making our services as affordable as possible.** Sustained inflationary pressures, incessant legislative changes and increasing costs of maintaining infrastructure are considerable challenges for Council and our district. Through this plan, we want you to understand how we will tackle each challenge head-on and ensure that our district grows sustainably. It will show you that your Council plans on spending ratepayer money responsibly while improving community well-being.

Council has agreed on overall average rates increase of 9.2% for 2025/26, 5.2% for 2026/27, 6.8% for 2027/28 and an average increase 2.8% per annum over the remaining six years of the Long Term Plan. We decided to not borrow any additional funds for smoothing rates increases. This approach will save our ratepayers from the burden of servicing the additional debt which takes away funds from Council's core services.

The overall average increase does not reflect the increase individual ratepayers will see in their rates bill. Your rates depend on where you live, the value of your property and the services you receive.

The last few years brought with them a lot of uncertainty and the future promises the same.

Council will work hard to navigate through these challenging times by keeping our house in order and focusing on the essentials. We will continue to efficiently manage our costs while keeping service levels uncompromised.

New Zealand's local governments are navigating a period of profound change in their operations and service provision. The 'Local Water Done Well' reform mandates a new approach to water services, and while councils have options for delivery, each pathway presents considerable financial implications.

The planned reforms to the resource management systems, changes to the Building Act and a reduction in NZTA funding have significant implications for Council. These unfunded mandates from the Government come at the expense of the ratepayer and local decision making. While we support sensible reform, Waimate District will always stand for localism and continue to advocate for local voices.

Whatever the future brings, it's vital **we continue our conversations and make decisions that truly serve the best interests of our community.** Your Council is committed to delivering on this plan and working alongside you to shape the future of our district and all its potential.

Craig Rowley
Mayor

Stuart Duncan
Chief Executive



Your Mayor & Councillors



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Councillor Sandy McAlwee

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Councillor Colin Pankhurst

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Lower Waihao Ward

Councillor Lisa Small

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Consultation and Decisions

Submissions Summary

Consultation took place from 1 April 2025 to 5 May 2025.

90

Total
submissions
received

13

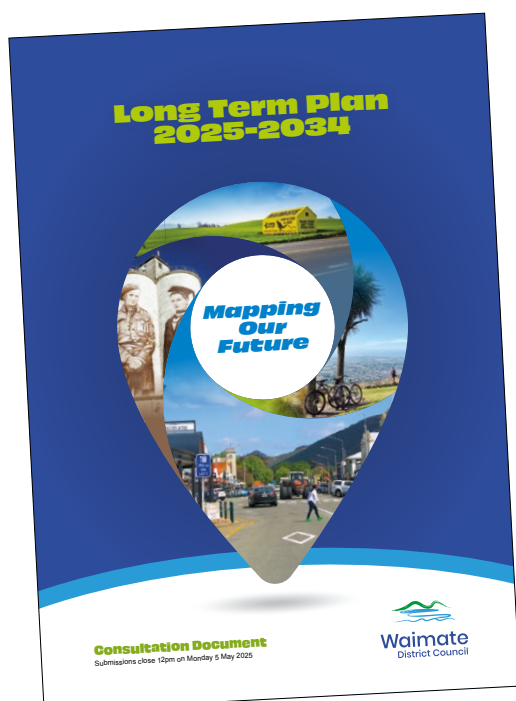
people
attended
the Council
Submission
Hearings

700+

people
accessed
Council's
LTP website

6

Community
Chat
sessions



Prior to the release of the Long Term Plan 2025-2034, the consultation document 'Mapping Our Future' was available for consultation on 1 April 2025, with submissions closing on 5 May 2025.

This consultation included

- Notification of consultation through Council's "Engagement HQ" and "Notify Me" systems
- Advertising in Council's 'Newline' flyer
- 6 Community Chat (drop-in) sessions throughout the district
- Regular updates on Council's website and social media channels
- Video messaging from Mayor Craig Rowley

How we responded

When making our final decisions on the Long Term Plan, Council considered all submissions, technical reports from staff, and feedback from Community Chat sessions across the district. In reaching our decisions, Council based its reasoning on achieving the best outcomes for the Waimate District and its communities.

Key Issue 1: Managing the Impact on Rates

What was proposed?

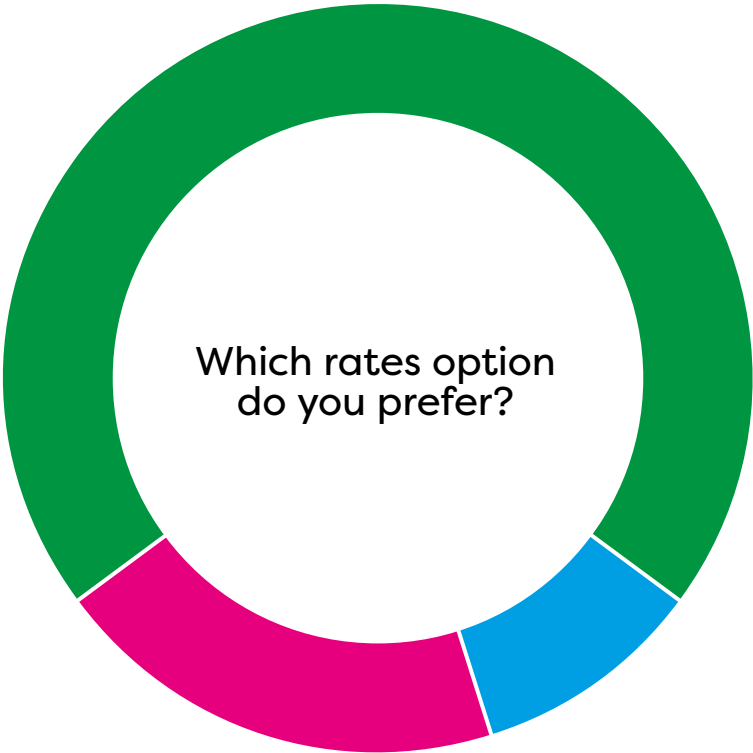
Council proposed three options to manage the impact of rates on the district, each offering a different approach to balancing affordability with overall cost.

Option 1 (Preferred)

Unsmoothed

No additional borrowing or interest costs

70.5%
43 votes



19.7%
12 votes

Option 2

Smoothed over 2 years

Loan of \$230,000
\$19,067 of interest costs

9.8%
6 votes

Option 3

Smoothed over 5 years

Loan of \$1,150,000
\$195,548 of interest costs

Council's decision: Option 1

Council's Reason: This is the lowest overall cost to Council to fund this budget and has the highest public support.

Key Issue 2: Roothing Funding Shortfall

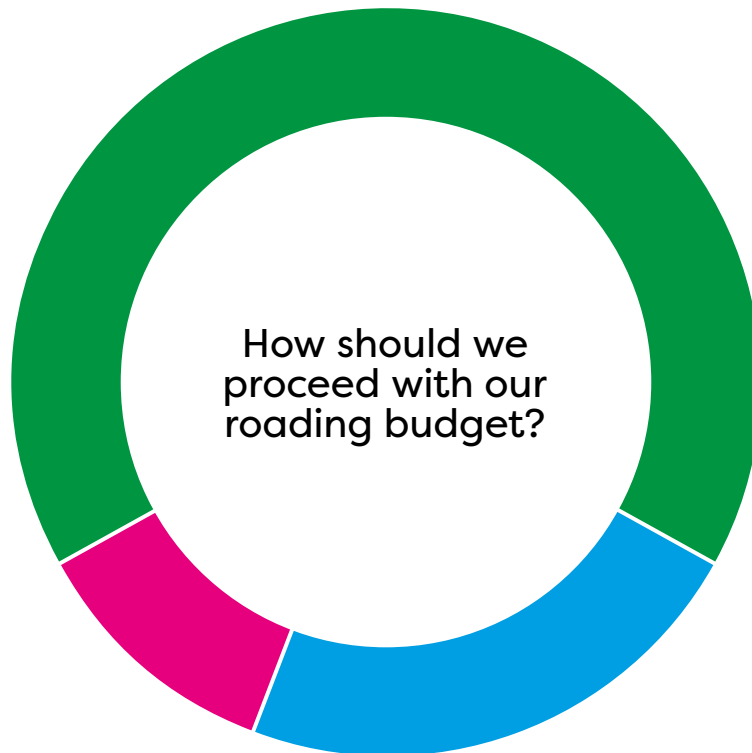
What was proposed?

Due to change in the scope of New Zealand Transport Agency's (NZTA) National Land Transport Fund (NLTF) some activities in our roading budget did not receive the co-funding from NZTA that we had budgeted for. Council proposed three options that would gauge how our communities wished to address this funding shortfall and ensure essential roading activities were carried out.

Option 1 (Preferred) **Proceed with proposed budget**

Includes \$952,475 of additional rates

66.1%
41 votes



11.3%
7 votes

Option 2 **Increase the roading budget for the next two years**

Includes \$1,113,175 of additional rates

22.6%
14 votes

Option 3 **Decrease the roading budget for the next two years**

Includes \$791,775 of additional rates

Council's Decision: Option 1

Council's Reason: Option 1 was the most preferred option. Due to the current financial pressures and changes in the scope of NZTA funding, this is the most pragmatic option for this budget.

Key Issue 3: Track Funding

What was proposed?

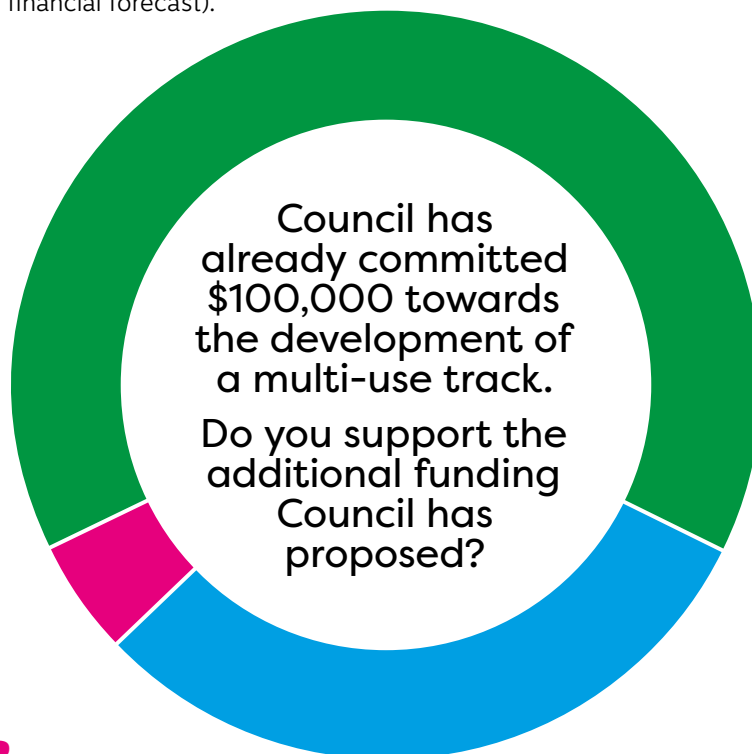
When new subdivisions are built in our district, developers contribute funds that go into a special account set aside specifically to improve recreational spaces for everyone. Council was approached by community-led development group 'Waimate2gether' with a proposal to use funds from this account to build a shared use trail for walkers, runners, and cyclists in the district. Council agreed to provide \$100,000 from the Subdivision Recreation Reserve Fund, with another \$150,000 dependent on community consultation. Three options were provided to gauge community interest in contributing additional funding towards the development of the track project.

Option 1 (Preferred)

Council contributes the full proposed amount of \$150,000 from the Subdivision Recreation Reserve

Loan required \$150,000 = average annual interest costs of \$7,200 (no impact as currently included in the financial forecast).

64.6%
51 votes



5.1%
4 votes

Option 2

Council contributes \$75,000 from the Subdivision Recreation Reserve

Loan required \$75,000 = average annual interest costs of \$3,600 (a reduction of 0.02% overall rates annually, compared to option 1).

30.4%
24 votes

Option 3

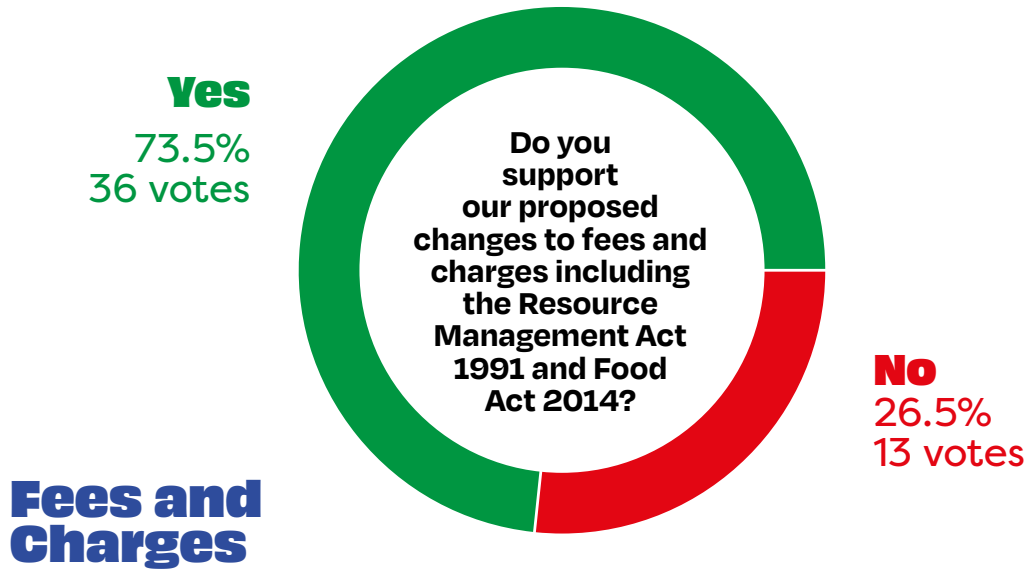
Council declines to contribute any additional funds towards the project

No funds required and a minor reduction in rates required (a reduction of 0.04% overall rates annually, compared to option 1).

Council's Decision: Option 1

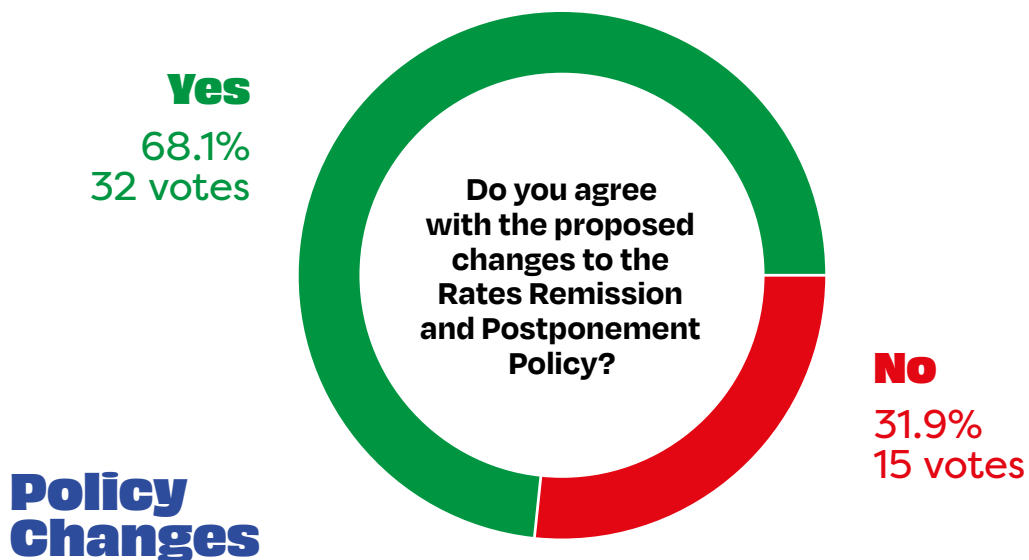
Council's Reason: This was the most preferred option. This project is seen as having a positive future impact for the Waimate District as part of the Economic Development Strategy, with a minimum impact on rates. Funding for this activity is collected via the Subdivision Recreation Reserve mechanism and utilised for projects of this type.

Other Considerations



Council's Decision: Council supports the proposed changes to Fees and Charges including the Resource Management Act 1991 and Food Act 2014.

Council's Reason: This is the most preferred option, being cost recovery. Council is keen to work with business in accessing options for a greater range of fees. This decision strikes the balance between user pays and rates funded.

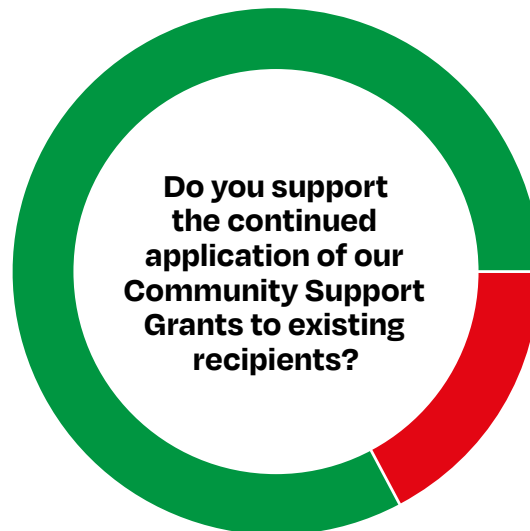


Council's Decision: Council agrees with the proposed changes to the Rates Remission and Postponement Policy.

Council's Reason: A statement of rates remission on Maori freehold land is a legislative requirement. This was the most preferred option. The removal of the rates remission on the community housing is in line with Council's direction in having community housing moving towards being self-sustaining.

Annual Grants

Yes
82.9%
58 votes



No
17.1%
12 votes

Council's Decision: Council supports the continued applications of Community Support Grants to existing recipients.

Council's Reason: Council sees these as essential services for the wellbeing of the community and for the small investment we believe there is significant benefit to the community. We are fully aware the grants given are a very small percentage of the organisations operating budgets. Council agrees to undertake a review of all community grant recipients and the terms of reference for grant funding.

Annual Grants (Bushtown)

Yes
67.1%
47 votes



No
32.9%
23 votes

Council's Decision: Council supports the additional grant funding of \$1,000 per annum to Bushtown Waimate Inc.

Council's Reason: Council agrees to support Waimate Bushtown with this additional grant funding. As above, Council agrees to undertake a review of all community grant recipients and the terms of reference for grant funding. There was clear support from the community for Council to support Bushtown.

Decision Tracker

Key consultation items and other considerations

No.	Decision Item	Relevant Submissions	Council Decision	Reason
1	Managing the impact on rates Question: Which rates option do you prefer?	All	Option 1: No additional borrowing or interest costs.	This is the lowest overall cost to Council to fund this budget and has the highest public support.
2	Roading funding shortfall Question: How should we proceed with our roading budget?	All	Option 1: Includes \$952,475 of additional rates.	Option 1 was the most preferred option. Due to the current financial pressures and changes in the scope of NZTA funding, this is the most pragmatic option for this budget.
3	Track Funding Question: Do you support the additional funding Council has proposed?	All	Option 1: Council contributes the full proposed amount of \$150,000 from the Subdivision Recreation Reserve.	This was the most preferred option. This project is seen as having a positive future impact for the Waimate District as part of the Economic Development Strategy, with a minimum impact on rates. Funding for this activity is collected via the Subdivision Recreation Reserve mechanism and utilised for projects of this type.
4	Fees and Charges Question: Do you support the changes to the fees and charges including the Resource Management Act 1991 and Food Act 2014?	All	Council supports the proposed changes to Fees and Charges including the Resource Management Act 1991 and Food Act 2014.	This is the most preferred option, being cost recovery. Council is keen to work with business in accessing options for a greater range of fees. This decision strikes the balance between user pays and rates funded.
5	Annual Grants Question: Do you support the continued application of our Community Support Grants to existing recipients?	All	Council supports the continued applications of Community Support Grants to existing recipients.	Council sees these as essential services for the wellbeing of the community and for the small investment we believe there is significant benefit to the community. We are fully aware the grants given are a very small percentage of the organisations operating budgets. Council agrees to undertake a review of all community grant recipients and the terms of reference for grant funding.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
6	Annual Grants (Bushtown) Question: Do you support additional grant funding of \$1,000 per annum to Bushtown Waimate Inc.?	All	Council supports the additional grant funding of \$1,000 per annum to Bushtown Waimate Inc.	Council agrees to support Waimate Bushtown with this additional grant funding. As above, Council agrees to undertake a review of all community grant recipients and the terms of reference for grant funding. There was clear support from the community for Council to support Bushtown.
7	Let's talk policy Question: Do you agree with the proposed changes to the Rates Remission and Postponement Policy?	All	Council agrees with the proposed changes to the Rates Remission and Postponement Policy.	A statement of rates remission on Maori freehold land is a legislative requirement. This was the most preferred option. The removal of the rates remission on the community housing is in line with Council's direction in having community housing moving towards being self-sustaining.

Additional items

No.	Decision Item	Relevant Submissions	Council Decision	Reason
1	Request for higher fines for unlawful behaviour i.e. littering, dogs in restricted areas, unregistered dogs, illegal parking.	11	Maintain the status quo.	Fines for litter are currently at the maximum allowable limits. Litter infringements are limited by the Litter Act 1979 (\$400 maximum). Fines for Dog Control breaches are sufficient and rarely issued, as Council prefers a graduated response on a case-by-case basis. Council does not have provision for infringing illegal parking. If parking is a safety issue, that is a matter referred to NZ Police.
2	Request for Pay-per-use public toilets. Revenue used to fund security measures e.g. external cameras and alarms.	11	Maintain the status quo.	The demographic of the Waimate District tends to be locally based unlike other tourist areas and Council feels it would be double-dipping asking ratepayers to pay for using facilities which are funded from the rate take. Also, Council believes the cost of a pay-per-use system would outweigh the benefits.
3	Request for increased funding support for the development of Kurow Island.	13, 66, 72	Maintain the status quo.	Council already supports Kurow Island by way of a small amount of funding. Currently Council does not have additional budget to allocate. There may be an opportunity for the group to apply for other contestable grants.



No.	Decision Item	Relevant Submissions	Council Decision	Reason
4	Request to change all grants to CPI adjusted	15	Maintain the status quo.	This is a subject that needs to be covered off in a review of the terms of reference for all Council grants.
5	Request for increased contractor liability/ accountability for roading repairs.	16, 26, 35, 48	Feedback has been noted.	Under our current contract, Council pays a monthly lump sum to the contractor for road patrols and pothole repairs. This includes repeat repairs, if required. For more significant pavement failures, i.e., where a dig-out or pavement overlay is necessary interim maintenance is carried out at the Council's cost until a permanent repair can be completed. The majority of Council's maintenance work is delivered under unit rate contracts. If a unit rate repair fails and rework is required, the contractor is responsible for the cost of that rework. This structure provides a strong incentive for contractors to deliver high-quality work efficiently. Council acknowledges that increasing contractor liability could further encourage diligence and higher standards in workmanship and materials. However, it is important to note that doing so also increases financial risk for the contractor. This can result in higher pricing to offset the additional risk, potentially increasing overall maintenance costs for the Council. Additionally, a shift toward greater contractor liability could lead to more frequent disputes, particularly when determining whether deterioration is due to contractor error, environmental conditions, or delayed Council approval. Council continues to review and refine its maintenance contracts to balance quality, efficiency, and cost-effectiveness while ensuring a safe and reliable road network for all users. Co-funding is sought via NZTA at a whole-of-network level. Rates funding is derived through a series of targeted rates to fairly distribute the local share. Programmed works are prioritised at the whole-of-network level and must take into account limited funding availability. In dollar terms, the Hakataramea Ward total roading rate contribution is generally expended within the ward.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
6	Request for additional spraying of weeds along roadside.	16	Feedback has been noted.	Council undertakes spraying along rural roads to ensure clear driver visibility of traffic signs and markers. This service is delivered as a lump sum item under the road maintenance contract. Plant pests are controlled by the adjoining landowner. Staff will clarify with the submitter on the actual issue and look into possible remediation.
7	Request for Food Act Fees and Charges to scale down for small businesses.	16	Feedback has been noted.	Council is keen to work with business in accessing options for a greater range of fees. This decision strikes the balance between user pays and rates funded.
8	Request to re-evaluate Sport South Canterbury Community Grant.	17	Feedback has been noted.	Council agrees to undertake a review of all community grant recipients and the terms of reference for grant funding.
9	Request for evaluation of how volunteer groups can work closer with Council to reduce spending.	17	Feedback has been noted.	Volunteer groups are critically important to community development and often driven by passionate individuals, but their capacity and availability fluctuates over the lifetime of the projects. Relying heavily on volunteers for ongoing projects can and does lead to inconsistencies in service delivery if volunteers move on, have competing commitments, or if the initial enthusiasm wanes. Councils and communities need a level of guaranteed service, which can be harder to ensure with a purely volunteer model when history proves, that ownership for most, if not all the projects end up with council to own, upkeep and maintain into perpetuity. Council believes a series of workshops will be required to evaluate methods of future rating and rate reduction, including better use of Council volunteer collaboration.
10	Request for expected lifespan of water supply, wastewater, and sewerage upgrades.	21	No decision is required.	Submitter to be directed to the information requested.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
11	Request for information relating to developers contributing to the cost of water mains and sewerage extensions to new subdivisions.	21	No decision is required.	Submitter to be directed to the information requested.
12	Request for information relating to funding Glenavy nitrate reduction.	24	No decision is required.	Staff are currently working to develop and consent a new water take near Bells Pond. This includes a significant pipeline to convey the water back to the existing water treatment plant for final treatment. There is an existing budget (\$700,000) in place to install a denitrification process and this budget has been transferred to the new water take project.
13	Request for additional communication/consultation with Hakataramea Valley regarding roading funding.	26, 35, 40, 48, 54, 76, 77	Request is noted.	The Chief Executive to look at how communication can be improved across the district in relation to understanding roading programmes, including contractor performance and collaboration. A greater emphasis on elected members to also support communication with ratepayers.
14	Request for additional communication of Council events and meetings via Kurow Bugle and Hakataramea Sustainability Collective.	26, 35, 48	Request is noted.	Request to be considered using the Kurow Bugle for communications when appropriate.
15	Request to outsource council economic development and promotion.	28, 59	Request is noted.	The submitters to be invited to give a presentation at a Council Workshop.
16	Request to add a Biodiversity grant or biodiversity as a desired aspect/ outcome of the recreation grant.	37	Request is noted.	This forms one part of the wider discussion required around community grants in all areas. Council agrees to undertake a review of all community grant recipients and the terms of reference for grant funding.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
17	Request for information on why schools are included in the rates remission and postponement policy.	37	Request is noted.	Remission of school sewerage charges are included in Council's Rates Remission Policy to provide alignment to previous rating legislation ('the Donnelly Act') to ensure schools do not pay any more for sewerage charges as the legislation previously provided. With application of the remission criteria, school sewerage charges are based on numbers of pupils and staff, rather than the number of water closets and urinals that forms the basis of Council's rating policy. Rates remissions are provided by Councils – not Central Government.
18	Request to increase road tax on heavy vehicles.	41	Request is noted.	Whilst heavy vehicles do consume the road asset at a faster rate, they do already contribute at a higher rate. It should be noted that new axle configurations result in lower impact on roads overall. Some of the Waimate District Council network is of light construction with limited funding for overlays to increase the strength of the pavement. Council utilises factors such as vehicles per day to increase available funding for repairs and maintenance. Council supports the work of a dedicated Local Government New Zealand transport group lobbying Government around the fairness of user pays, which includes road tax.
19	Request for maintenance on Farm Road Bridge	54	Request is noted.	The Farm Road Bridge will be upgraded using a refurbished superstructure and piles recovered from the Waitaki Bridges. Design, resource consenting, and procurement have been completed, with on-site work scheduled to begin in June 2025
20	Request for "point of entry" treatment of rural water schemes to potable drinking water standards.	57	Request is noted.	Taumata Arowai is currently consulting on significant changes to the Acceptable Solution for Mixed-Use Rural Water Supplies. The proposed changes reduce the significant compliance burden and are likely to manifest in the selection of Point-of-Entry treatment for three supplies. Current modelling for Local Water Done Well actually assumes the adoption of Point-of-Entry treatment.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
21	Request for information regarding fluctuations in capital expenditure spending year to year.	61	Request is noted.	The 2026 capital programme includes a number of previously budgeted projects from prior periods that have been delayed to allow time to ensure the best and most economical solution can be identified and implemented. The forecast spends are primarily due to meeting legislated requirements so are effectively mandatory. Council is therefore unable to delay these projects further, if it is to comply.
22	Request for information regarding categorisation of roading activities as “essential”	61	Request is noted.	Generally, only a portion of planned activities not funded by NZTA. In this scenario the planned works need to be prioritised with the lower priority works being delayed until the next funding round. Alternatively, the consultation document presents options where the local share is retained to reduce the amount of delayed works, noting that the local share represents only 32% of the funding. Council intends on reviewing the presentation of future documents identifying legislative requirements to be clearer.
23	Request for information regarding security attached to Council borrowing.	61	Request is noted.	Council’s proposed borrowing is intended to be undertaken with the Local Government Funding Agency (LGFA). Council borrowings from the LGFA are secured against rates of the Council under a debenture trust deed. Public consultation was undertaken in 2022 prior to the Council joining the LGFA.
24	Request for inclusion of equestrians in future planning.	65, 85, 89	Request is noted.	Council will meet with the equestrian groups to discuss appropriate requests and expectations in order to work closer together, together with relevant public communication and signage.
25	Request for information regarding road access	65	Request is noted.	Access to Unformed legal Roads cannot be blocked. If the specifics can be provided, staff can look into this matter. It’s important to note that access in this situation is walking access and not vehicular access.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
26	Request for expanded hours for event centre activities. (Climbing wall availability)	65	Request is noted.	The climbing wall is operated by the Waimate Climbing Club who supply qualified belayers. On a Tuesday evening they run a public climbing session. Through the Event Centre climbing is also available at other times to groups and individuals including birthday parties, at a charge dependent on numbers. These prices are reflected in WDC fees and charges. Currently there is no intention to extend hours due to budget restrictions.
27	Request for amendment to the Long Term Plan financials regarding the Downland Water Scheme	67	Request is noted.	The amendments are required in order for Council to align its financial reporting with Timaru District Council's (TDC) draft Annual Plan, and that correct and required Downlands Water Scheme (DWS) rates are collected, on TDC's behalf. We are obligated to reflect the most current information available to Council. Note the detail of the submission quantifies the increase in DWS rates would increase Council's proposed overall rates increase of 9.2% (as consulted on) to 10.0%, without any other changes. This will be noted in the Draft Long Term Plan 2025-34 recommendation.
28	Request to allow dogs on leashes in Seddon Square during the Community Market	68	Request is noted.	Council considered dog control boundaries in 2023 in the review of the bylaw/policy. Seddon Square and Boland Park were identified as spaces where people could access green space without the concern of dogs. Exemptions for dogs during the community market were considered but ultimately declined in favour of consistent application of dog restricted zones. Changes to the policy/bylaw regarding a "Prohibited Public Place" would require special consultation under Section 10(8) of the Dog Control Act 1996. The Chief Executive will work with Council staff to look at the education and enforcement of the bylaw, and the Community Market is to be encouraged to promote Council's bylaw to members. The policy is due for review in 2026 and will be an opportunity to assess the current bylaws.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
29	Request for information on use of Subdivision Recreation Fund in Hakataramea Valley	77	Request is noted.	Payments into the fund are made when a Financial Contribution for open space and recreation is required by the Waimate District Plan. The specifics of whether a developer is required to pay a contribution depend on the nature of the proposal and whether it triggers the requirements in the District Plan. Council approves payments from the Subdivision Recreation Reserve Contribution Fund through adoption of Long Term or Annual Plans and/or independent agenda items considered by Council. Staff could compile a list of the spends from the fund for consideration by Council in an open (to the public) workshop, however detailed analysis would be required to determine the areas where the fund has been spent, noting some spends are of benefit to the entire district.
30	Request for expansion of grants to assist the maintenance of heritage properties.	83	Maintain the status quo.	Council currently provides \$5,000 per annum, via a heritage grant which is often not fully utilised.
30a	Request for expansion of grants to assist the maintenance of heritage properties.	83	Maintain the status quo.	Council already offers “first 30 minutes free” for information requests. The District Plan already allows for the waiving of consent application charges for heritage properties. Council is aware that any relief given to one group of users is picked up by other ratepayers.
31	Request for information regarding percentage of rates revenue derived from downland water scheme	86	Request is noted.	Of the total 2025/26 rates revenue of \$17,541,789, \$543,168 relates to the Downlands Water Scheme (DWS). The DWS rates are therefore 3.10% of Council's total rates revenue. Please note these figures are GST exclusive.

No.	Decision Item	Relevant Submissions	Council Decision	Reason
32	Request for additional messaging and signage for equestrian road safety.	85, 87, 89	Request is noted.	Council's Road Safety Promotion is delivered in partnership with Timaru and Mackenzie District Councils through the South Canterbury Road Safety. This team is currently developing improved messaging to educate drivers on the importance of passing horses wide and slow. Council will assess the feasibility of installing signage to remind drivers to slow down and give horses a wide berth. Any decision would consider the volume and frequency of horse traffic on specific roads. Currently there is no specific budget. The District also has several formed tracks on legal roads with low traffic volumes, which offer safer riding alternatives for equestrians. For example, Poingdestres Road to the beach at Studholme provides a suitable and low risk riding route.
33	Request for Council to hold a workshop to discuss efforts in fostering long-term philanthropy	88	Request is noted.	Council agrees to facilitate an initial discussion amongst residents, charitable or larger private organisations in fostering long-term philanthropy.

Fees and Charges 2025/26

Fees and charges are one of the ways the Council passes on some of the costs directly to those that benefit from Council services and facilities. This means that those who benefit from these services pay for them.

Council has approved some amendments to fees for 2025/26 in some areas to meet the costs of those services and reflect required cost recovery.

Fees and charges are in place for:

- Urban Water, Sewage and Stormwater
- Rural Water Supply
- Waste Management
- Roading & Footpaths
- Information Services
- Building
- Resource Management
- Environmental Services
- Dog & Animal Management
- Planning & Regulatory
- Library
- Economic Development – Marketing
- Camping
- Cemeteries
(Waimate & Otaio Cemeteries)
- Swimming Pool
- Parks
- Waimate Event Centre
- Community Housing

Full details of all fees and charges are available on the Council website
waimatedc.govt.nz

To the reader:

Independent auditor's report on Waimate District Council's 2025-34 long-term plan

I am the Auditor-General's appointed auditor for Waimate 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 30 June 2025.

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; and
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 174 to 179 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 matter – Uncertainty over water service delivery

Without modifying our opinion, we draw attention to page 27, which outlines that Council has consulted on the future water service delivery model, with its preference to retain water services in-house. The LTP has been prepared on this basis.

There is uncertainty about the future of water service delivery as it is subject to Council's decision following consultation, and the proposal is yet to be accepted by the Secretary for Local Government. There is also uncertainty about the financial impact of these decisions because details of the exact arrangements are still being considered.

Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400 *The Examination of Prospective Financial Information* that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council's knowledge of the assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

Independence and quality management

We have complied with the Auditor-General's independence and other ethical requirements, which incorporate the requirements of Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* (PES 1) issued by the New Zealand Auditing and Assurance Standards Board. PES 1 is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We have also complied with the Auditor-General's quality management requirements, which incorporate the requirements of Professional and Ethical Standard 3 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* (PES 3) issued by the New Zealand Auditing and Assurance Standards Board. PES 3 requires our firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other than our work in carrying out all legally required external audits and a limited assurance engagement in respect of the Council's Debenture Trust Deed, we have no relationship with or interests in the Council



Rudie Tomlinson
Audit New Zealand
On behalf of the Auditor-General, Dunedin, New Zealand

Council Information

General information

Bank

ANZ Bank New Zealand Ltd, Timaru

Auditor

Audit New Zealand on behalf of the Office of the Controller and Auditor-General

Solicitors

Anderson Lloyd, Dunedin
Hope and Associates Legal, Waimate
McPhail Gibson & Zwart Limited, Christchurch
Meredith Connell, Auckland
Rice Speir, Auckland
Simpson Grierson, Wellington

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ON THE HORIZON

Climate Change

Climate change presents a significant and enduring challenge to current and future generations. In response to global, national, and regional policy, Council recognises the need for meaningful action at a local level. How we respond to climate change is more than protecting our environment—it's about defending the social, economic, and cultural fabric of our district.

The impacts of climate change are already being felt in Waimate. Longer periods of drought, and more intense bursts of rainfall that lead to more localised flooding events. These events are not only disruptive, but also a growing cost to our economy. Nationally, climate-related floods and droughts cost the New Zealand economy at least \$120 million in privately insured damages over a 10-year period to 2018¹, and the true cost, including uninsured losses and long-term economic impacts, is significantly higher. For Waimate, this translates into rising costs for road repairs, water management systems, and emergency response services, as well as potential losses in agricultural productivity and tourism.

Our Elected Members are entrusted by their communities to lead with a vision that incorporates a long-term view of the district's wellbeing. Taking meaningful climate action requires the courage and foresight to act now in the face of uncertainty. In meeting this challenge, Council appointed a Climate Change and Biodiversity Officer to develop a Climate Resilience Strategy. This strategy will guide how we respond to our climate challenges, reduce emissions within our influence, and embed climate considerations into Council's decision-making process, helping to avoid or reduce future costs.

A response strategy is strongest when it is shaped by the people it serves. Waimate

is a district of diverse people, storied local enterprise, rich ecosystems, and varied landscapes. From coastlines to farmland, forests to townships, each of these elements plays a part in both the challenges we face and the solutions we must create. When our community shares its insights and experiences, we can build a strategy that is grounded, practical, and based on our shared values.

Recognising this, Council undertook a wide-reaching community engagement project over the past year to ensure that our climate response is informed by those who know our district best. Council hosted ten workshops focused on sharing information and gathering feedback on the challenges faced by our district and how best to respond to them. This includes transportation infrastructure, water management, land use, leadership education, and collaboration—all areas where climate adaptation will require investment to avoid even greater costs in the future.

The result is the development of a Climate Resilience Strategy that will guide our district in reducing emissions, safeguarding the natural environment, and preparing for the effects of a changing climate. It will seek to align ongoing climate-related efforts across all of Council's activities while establishing a framework for collaboration with neighbouring councils, iwi partners, central government, private industry, NGOs, educational institutions, and the wider community.

Our district's identity is worth protecting. It's found in the resilience of our residents, the distinctiveness of our places, and the relationships we have with the natural world. Investing in climate resilience today is not just an environmental imperative, it is essential to protecting the unique character, values, and way of life that define our district.

¹Estimating financial costs of climate change in New Zealand

Government Changes

Resource Management Act reform and replacement

The Government has committed to a significant reform programme, which will reshape the planning system into a 'two act system', with the Resource Management Act (RMA) split into a 'Natural Environment Act' and a 'Planning Act'. The Government is also indicating there will be significant changes to existing secondary legislation made under the RMA, which will be transitioned into the new acts.

It is unclear what specific implications these changes will have for local government. There are likely to be transition costs associated with the implementation of the new system, and changes to the responsibilities and processes council is required to follow. We will have a greater understanding of the specific costs and implications for council once the new laws and associated secondary legislation are in place.

Building Control

The Government is considering several changes to the Building Act 2004 that could impact how Council carries out its building control functions. These changes may affect the way that Council's Building Consent Authority (BCA) operates, including the types of building consent applications it receives and the inspections it is required to carry out.

Some of the proposed changes include:

- Exempting small dwellings under 70 square meters from needing building consent
- Allowing builders, plumbers, and drainlayers to self-certify their own work.

Another possible change is the introduction of remote building inspections, which would require new systems, software, and additional training for Building Control Officers.

The Governments is also exploring the voluntary amalgamation of BCAs, although no details have been provided on how this would work in practice.

These changes could also lead to updates to the Building Accreditation Regulations.

Any changes to how our BCA operates could have financial implications for council, including the income Council receives from building consents as well as the costs involved in delivering these services.



Local Water Done Well is the Government's plan to address long-standing problems it sees with water services. This plan keeps water assets locally owned and recognises the importance of local decision making, so that communities and councils have the flexibility to choose the best way to deliver their water services.

The Government is putting a strong emphasis on keeping water services financially separate from other local services, and on economic regulation of water service providers to ensure they are efficient and charging fair prices. It is also strongly emphasising environmental and water quality requirements through ongoing quality regulation.

Like all councils across the country, we must prepare a Water Services Delivery Plan and submit it to the Government by 3 September 2025.

This plan must show:

- How we are currently delivering our water services
- How we will deliver water services into the future
- How water services will be financially sustainable by 2028, and ensure they would continue to be financially sustainable in the future
- Where and when we will invest over the next 10 years to meet the new rules and to keep services safe and reliable
- How we will meet future economic, health, and environmental regulations.

As we develop the plan, we will also make sure we:

- Meet community expectations for water services
- Honour our Treaty of Waitangi commitments
- Continue providing the other council services our communities rely on.

We have looked closely at the options the Government has provided to all councils, and we believe there are two options available to us that will work for our communities today and into the future.

Option 1 - Internal water services unit

Keeping water services in-house and overseen by our Council, but with some changes to help us meet new Government requirements, including our own Water Services Unit. This is Council's preferred option.

Option 2 - Three-council water services organisation

Joining with Mackenzie District Council and Timaru District Council to set up a new water organisation to manage our water services across three districts, based on what communities need and want.

Regardless of which option is chosen, water services will continue to be delivered, and water services and assets will continue to be owned by the Council or a group of councils. Our Elected members will make a decision on these two options on 1 July 2025.

The Long Term Plan is being prepared based on the most current information. However, the way of future water service delivery is still subject to Council's decision following consultation and approval by the Department of Internal Affairs after 3 September. As a result, the potential impacts, both financial and operational, are unavailable and therefore have not been modelled for this Long Term Plan. Given the scale and timing of this review, the outcome may result in significant deviations from the Long Term Plan 2025-2034. When this occurs, we will follow the appropriate amendment procedures to ensure that the Long Term Plan 2025-2034 accurately reflects changes in financial requirements and service delivery commitments.

STRATEGIC OVERVIEW

What is the Long Term Plan?

The Long Term Plan, or LTP for short, is a detailed planning document prepared every three years by Council which sets out Council's direction for the next 9 years.

It details how we plan to pay for Council's activities and key projects, how we plan to manage all of our assets and infrastructure and how we intend to achieve our vision and community wellbeing. Two other key documents sit alongside and inform the LTP, these are:

- Financial Strategy
- 30-year Infrastructure Strategy

Council is required to prepare a Long Term Plan every 3 years. However, this LTP is a little different from previous years. In 2024, Council was given the option to defer the adoption of an LTP in favour of an enhanced Annual Plan. The decision to defer was chosen due to significant uncertainty surrounding the direction of central government reforms regarding the 3 waters.

To get us back on track, this LTP will only cover a 9 year period instead of the usual 10.



How does the LTP affect me?

The LTP affects everyone in the Waimate District, not just ratepayers. Whether it's water supply, sewage treatment, rubbish and recycling, roads, footpaths, parks and reserves, the library, building control or animal management – to name just a few, we need to work together to achieve common ground and deliver on what's best for the wider district and the communities that reside within.

Strategic Framework

Vision for Waimate District

Leading our communities towards a diverse, thriving, and sustainable future.



Community outcomes and wellbeing

Council engages with the people in the community and listens to their wants and needs.

From the consultation we consider the community's ideas when formulating activity plans for the next nine years. We work with other government organisations and community groups to achieve our community outcomes in order to promote social, economic, environmental and cultural wellbeing.



Strategic documents

Our strategic documents highlight short term and long term goals for specific activities.

These activities include District Plan, Civil Defence Emergency Management Group Plan, Waste Management and Minimisation Plan, Asset Management Plans for Water, Waste Management, Stormwater, Sewerage and Sewage, and Rooding.

Strategic goals are achieved in 2 ways



Council routine tasks

'What we do' is outlined within each of Council's 24 activities.



Measuring our achievement

Achievement of Council's routine tasks are measured by our 'performance measures'.

These measures will be disclosed annually in Council's Annual Report.



Council 'one-off' projects

A list of all projects is included in the 'Projects and Activities' section of this document.



Measuring our achievement

Achievement of Council's projects is measured by the completion of these projects according to the year of financial impact recorded.

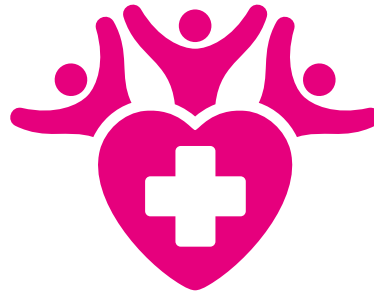
These measures will be disclosed annually in Council's Annual Report.

Community Outcomes



Thriving Community

- A district that promotes infrastructure for economic activity
- A district that encourages development
- A district that actively promotes itself and its businesses



Safe and Healthy People

- A place where people are safe in their homes, work, and public spaces
- Our services, infrastructure, and environment enhance quality of life
- A resilient and adaptive community in a changing environment



Sustainable District and Environment

- A district that is enhanced through sustainable and diverse development
- Our heritage is valued and protected
- We value the natural environment, biodiversity, and landscapes



Active, Diverse, and Supportive Community

- All people are encouraged to participate in our democratic processes
- District assets provide recreation and leisure choice
- We celebrate and support the good things about our community

Wellbeing Assessment Indicators



Economic

Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social wellbeing, such as health, financial security, and equity of opportunity

- Gross domestic product (GDP) per capita
- Major road traffic accidents
- Number of building consents issued
- Dollar figure spent by visitors in the district
- Export growth (Annual % Change)



Social

Involves individuals, their families, whanau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.

- Percentage of school leavers by NCEA level 1
- Unemployment Rate
- Mean household income
- Housing affordability (Home Value to Income Ratio)
- Housing Affordability (Mortgage payment proportion of income)
- Rent Affordability (Rent to Income Proportion)
- Crime rate (victimisation of unlawful entry with intent/burglary)



Environmental

Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.

- Water quality of monitored lakes, rivers, and swimming spots
- Number of drinking waters supplies that comply with water standards
- Landfill waste - kilograms per capita
- Rate of transition of WDC-owned vehicles to hybrid/electric engines
- Estimated Council Co2 Emissions



Cultural

Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities

- Percentage of Te Reo Maori speakers
- Ethnic diversity
- Number of creative and cultural activities receiving grants administered by Council
- Library Membership (Active)

Service Performance

Summary

An important function of the Long Term Plan is for Council to set the key performance indicators that will track the impact of the proposed projects and activities over the next two years. This tracking is done through a system of performance measures that cover all of Council's activities. These measures help us to ensure that we are delivering our services in an effective and cost-efficient manner. We track and report on these measures every year in our Annual Report for transparency and accountability. There are generally two types of performance measures, local authority measures and mandatory measures.

Local Authority Measures

These are measures that Council has developed to both judge how well a service is being delivered and set aspirational goals for service improvement. They help us to identify whether our projects are producing the positive outcomes we intended or if we need to re-evaluate our approach in the next Long Term Plan. The Mayor and Elected Members shape and develop these targets every three years to meet the unique and changing needs of our district. The measures included in this LTP will be reviewed in only two years due to the deferral of the LTP 2024.

Mandatory Measures

These are measures that central government agencies require Council to report on. They typically establish a measurable standard for safety in the delivery of critically important services. These standards include things like road safety measures, drinking water compliance, flood protection, and animal control enforcement. Reporting this data helps central government agencies identify common trends and hold local authorities accountable in providing key services.



Performance Measures and Targets

Reviewing our Performance Measures

As a part of developing the Long Term Plan 2025-2034, Council reviews its performance against the targets set out in the previous Long Term Plan 2021-2031 adopted four years ago. In most cases, we meet our expectations, but there are times when we do not. This review allows us to assess Council's performance, refine our processes, and remain accountable for the decisions made over the past four years.

Through this process, we determine whether certain performance measures remain relevant and meaningful. Measures that no longer provide useful insights may be removed, while new measures may be introduced to better reflect our priorities and responsibilities. In some cases, we also have mandatory measures that are set by regulatory agencies, which can change over time and must be incorporated into our reporting. These mandatory measures are indicated by a (M) in the measure's description.

Once the measures are reviewed, we re-evaluate the targets for each one and consider them through several factors. If a target was not met, we examine the reasons behind it, including external challenges, operational decisions, or changing circumstances. If a target was exceeded, we assess whether it was set too conservatively or if previous changes from the last Long Term Plan have performed beyond our expectations. Additionally, we must take into account how we expect planned changes could impact our ability to meet targets in the future.

Our targets are also influenced by the financial framework of the Long Term Plan. Our plan has been guided by a maintenance directive that has produced a fiscally conservative approach, with most spending focused on maintaining existing levels of service rather than expanding

them. While improvements may occur in areas where they are required or deemed financially responsible, many performance targets remain unchanged over the nine-year plan.

Some of our targets are informed by our biennial community survey, which provides direct feedback on how residents perceive Council's services. These measures help ensure our goals remain aligned with community expectations. The new targets we have proposed for these measures are set in direct relation to the results we receive from our survey. In addition to local feedback, we also benchmark our results against councils across the country. This allows us to identify national trends in community satisfaction and compare our performance with similar councils. By analysing both local and national data, we can set more accurate and meaningful targets that balance both our community's priorities and Council's intended services.



Water Supply Group

What's changed since the last Long Term Plan?

- Changes in the New Zealand Drinking Water Standards by Taumata Arowai have necessitated stricter measuring and reporting of water supplies in the district. Our measures have been updated to reflect these new requirements.
- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.
- The previous installation of water meters has provided us with more detailed information regarding consumption and water loss. We have re-evaluated our targets to align with this new data.

What we do

Council provides a regular supply of water to the designated Waimate urban area and the six rural areas of Waimate to serve drinking, commercial and fire protection uses.

1. Provide safe drinking water

- How we do it:**
- Manage and monitor all water supplies under requirement of Drinking Water Standards.
 - Monitor ongoing regulatory change for water supply activities.
 - Implement Water Safety Plans for drinking water schemes.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
The extent to which the drinking water supplies comply with the following parts of the drinking water quality assurance rules:(M) 4.4 T1 Treatment Rules 4.5 D1.1 Distribution System Rule 4.7 T2 Treatment Rules Module ¹ 4.8 D2.1 Distribution System Rule 4.10.1 T3 Bacterial Rules 4.10.2 T3 Protozoal Rules 4.11.5 D3.29 Microbiological Monitoring Rule	Full compliance – all schemes	Full compliance – all schemes

¹This compliance rule has been updated to reflect amendments to the Drinking Water Quality Assurance Rules that took effect from 1 January 2025.

2. Provide a continuous, appropriate, and safe water system throughout the district with excellent customer service

- How we do it:**
- Manage, monitor, and test all water supplies.
 - Respond to service failures and faults.
 - Provide a customer service request system 24 hours a day 7 days a week.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Median attendance and resolution times for urgent and non-urgent callouts for water supply faults or unplanned interruptions to the urban network* (M)	Attendance to urgent callout - ≤ 1 hour	Attendance to urgent callout - ≤ 1 hour
	Resolution for urgent callout - ≤ 24 hours	Resolution for urgent callout - ≤ 24 hours
	Attendance to non-urgent callout - ≤24 hours	Attendance to non-urgent callout - ≤24 hours
	Resolution for non-urgent callout - 72 hours	Resolution for non-urgent callout - 72 hours
Total number of complaints received about: 1. Drinking water clarity 2. Drinking water taste 3. Drinking water odour 4. Drinking water pressure or flow 5. Continuity of supply 6. Council's response to these issues (M)	Urban water supply: <10 complaints per 1000 connections	Urban water supply: <10 complaints per 1000 connections
	Rural water supply: ≤ 40 complaints per 1000 connections	Rural water supply: ≤ 40 complaints per 1000 connections
Percentage of residents receiving the service satisfied with water supply services	≥ 70%	≥ 75%

***Attendance** - from the time Council receives notification to the time that service personnel reach site.

Resolution - from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption.

Urgent attendance and resolution time - urgent performance measures require 1 hour attendance, 24 hours resolution for loss of supply of drinking water. Council has 4 hours attendance, 48 hours resolution for loss of drinking water supply in the rural areas for practical reasons, due to geospatial distance and 96 hours onsite storage policy. The rural consumers of the Waimate District are not at risk of having no drinking water because of the greater attendance and resolution times, as they are required to have 96 hours onsite storage.

3. Provide reliable, efficient, and well-planned water infrastructure and services that meets the needs of the community

- How we do it:**
- Monitor demand on all water supplies.
 - Manage growth of network.
 - Monitor condition and performance of water supply reticulation and assets and analyse data to predict asset failure/identify priority improvements required.
 - Complete capital expenditure programme associated with developing the network.
 - Minimise the disruptions to water supplies.
 - Provide a restricted supply of water to customers on rural water schemes.
 - Implement leak detection and reduction programme.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
The average consumption of drinking water per day per resident within the Waimate District (M)	Average consumption ≤ 300 litres per person per day	Average consumption ≤ 300 litres per person per day
Percentage of real water loss from Council's network reticulation systems (M)	Real water loss - ≤ 25%	Real water loss - ≤ 20%
Estimated assumed water loss per connection per day*	Estimated assumed water loss <150L per connection per day	Estimated assumed water loss <100L per connection per day
Reactive maintenance (system failure) or programmed work in the Waimate urban area that exceed 8 hours of not supplying drinking water to the community or a consumer	< 1 per year	< 1 per year
Reactive maintenance (system failure) or programmed work in the Rural Water Supplies that exceed 3 days of not supplying drinking water to the community or a consumer	< 1 per year	< 1 per year

*Estimated assumed water loss per litre per second on minimum night flow methodology. Estimated assumed water loss per connection per day based on minimum night flow methodology. At present Council only has meters at the Timaru Road and Manchester Road plants. Meters have been installed throughout the urban supply which will be monitored through automated reading. Future reporting will utilise data from the new meters which will allow for a more robust estimate of real water loss. The reported results do not include the rural network, as the supply is not metered.



Waste Management Group

What's changed since the last Long Term Plan?

- Since the introduction of our new kerbside rubbish and recycling we have been keeping an eye on new collection and processing data and trends. As a result, we have adjusted some of our targets to align with insights gathered from this data.
- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

Waste Management provides a range of refuse and recycling collection and management services for urban and rural areas of the district for households and businesses. We operate a resource recovery park to process and sell recyclable materials and transfer residual waste to landfill in Timaru. Council provides education regarding recycling and waste minimisation. In accordance with the Waste Minimisation Act 2008, Council completes a Waste Management and Minimisation Plan every six years that assesses the provision of existing services and provides options for the delivery of future services.

1. Convenient and accessible waste management services

- How we do it:**
- Provide a range of refuse collection and disposal services for urban and rural areas for households and businesses.
 - Manage and maintain all aspects of the waste operation including a competitive tender process and management of waste contract.
 - Provision of customer service request system 24 hours a day, 7 days a week.
 - Provide a resource recovery park according to set hours of opening.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Residents receiving the service are satisfied with waste management services	≥ 77%	≥ 77%
Receptacles for kerbside recycling and refuse collection are picked up as per service contract	≤20 receptacles per collection day deemed as missed collections	≤20 receptacles per collection day deemed as missed collections

2. Council manages the waste management services wisely

- How we do it:**
- Manages waste facilities under the conditions of the resource consent.
 - Apply for renewal of waste consents as required.
 - Monitor ongoing regulatory change for waste activities.
 - Waste is diverted from the landfill to the resource recovery park.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Compliance with resource consent conditions	Full compliance	Full compliance
Reduction in waste generation – total kerbside material	≤431kg per capita	≤418kg per capita
Reduction in material for final disposal – kerbside refuse collection	≤112kg per capita	≤102kg per capita
Reduction of biogenic methane emissions - % total organics in kerbside rubbish collection	≤40%	≤25%

3. Public information and programmes promote waste minimisation and appropriate sorting of waste

- How we do it:**
- Provide opportunities for the public, community organisations and businesses to learn about waste minimisation, including talks, tours, business support and event support.
 - Provide and disseminate written educational material to promote services available, waste minimisation and appropriate sorting of waste.
 - Conduct audits of kerbside collection for appropriate recycling.
 - Promote waste minimisation programmes.
 - Zero Waste programme.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Percentage of organics and recyclables in refuse collection bin	Organic Waste ≤22%	Organic Waste ≤22%
	Recyclables ≤22%	Recyclables ≤22%



Stormwater Group

What we do

Council provides stormwater drainage systems for the removal of surface water following rainfall events. In Waimate urban catchments this surface water is removed by a piped stormwater drainage system and existing kerb and channel networks.

1. Maintain reliable stormwater network services

- How we do it:**
- Maintain stormwater systems and respond to service failures.
 - Develop and implement system for recording flooding events.
 - Monitor demand and manage growth of network.
 - Collection and disposal of stormwater via stormwater systems.
 - Monitor condition and performance of stormwater reticulation and assets.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Number of flooding events that occur in our systems ¹ (M)	0	0
Number of habitable floors affected in a flooding event in the district (M) (per 1000 properties connected)	0	0

2. Deliver stormwater services according to required environmental standards

- How we do it:**
- Manage and monitor stormwater systems under conditions of resource consents.
 - Monitor ongoing regulatory changes to stormwater activities.
 - Develop a Demand Management Plan for the Stormwater activity.
 - Update and review Risk Management Strategy.
 - Investigate options for stormwater treatment.
 - Develop stormwater quality monitoring systems.
 - Apply for and receive stormwater resource consents within necessary period.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Compliance with resource consents for discharge from stormwater system (M)	No abatement notices, infringement notices, enforcement orders and convictions	No abatement notices, infringement notices, enforcement orders and convictions

¹Flooding event means an event where stormwater enters a habitable floor. Measured from the time of notification to the time service personnel reach the site. If there are no flooding events the response times will be zero.

3. Maintain excellent customer service for stormwater systems

- How we do it:**
- Provide a customer service request system 24 hours a day, 7 days a week.
 - Maintain stormwater system and respond to service failures or faults in a timely manner.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Median response time to attend a flooding event ² (M)	≤ 120 minutes	≤ 120 minutes
Number of complaints received about the performance of the stormwater system (M)	≤ 1.5 per 1000 properties	≤ 1 per 1000 properties

²Flooding event means an event where stormwater enters a habitable floor. Measured from the time of notification to the time that service personnel reach the site.



Sewerage Group

What's changed since the last Long Term Plan?

- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

Council provides a piped wastewater collection system, a sewerage treatment plant and disposal system that safely removes sewage from urban homes in Waimate. It is Council policy to implement programmes for the relocation of wastewater disposal areas from riverbeds, wetlands or the margins of rivers, lakes, and the coast and to implement programmes to reduce, and eventually cease the discharge of waste from the Council's sewerage reticulation and treatment systems into natural waterways.



1. Maintain reliable sewerage network services

- How we do it:**
- Maintain wastewater schemes and respond to service failures.
 - Monitor demand and manage growth of network.
 - Monitor condition and performance of wastewater reticulation and assets.
 - Ongoing pipe investigation programme.
 - Public education (i.e. wipes disposal)

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Number of dry weather overflows from the sewerage system (M)	≤ 2 per 1000 connections	≤ 2 per 1000 connections

2. Deliver sewer services according to required environmental standards

- How we do it:**
- Manage and monitor sewerage treatment and disposal system under conditions of resource consent.
 - Monitor quality of effluent.
 - Monitor ongoing regulatory change for wastewater activities.
 - Treatment and disposal of domestic and industrial wastewater via the wastewater schemes.
 - Update and review Risk Management Strategy.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Compliance with resource consents for discharge from sewerage system (M)	No abatement notices, infringement notices, enforcement orders and convictions	No abatement notices, infringement notices, enforcement orders and convictions

3. Maintain excellent customer service for sewerage system

- How we do it:**
- Provide a customer service request system 24 hours a day, 7 days a week.
 - Investigate and rectify sewer services and wastewater odour complaints.
 - Maintain wastewater schemes and respond to service failures or faults.
 - Manage the collection, treatment and disposal of domestic and industrial wastewater.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Median attendance and resolution times to sewerage overflows resulting from blockages or other faults* (M)	Median attendance time ≤ 60 minutes	Median attendance time ≤ 60 minutes
	Median resolution time ≤ 12 hours	Median resolution time ≤ 12 hours
Total complaints received about: 1. Sewer odour 2. Sewerage system faults 3. Sewerage system blockages 4. The WDC response to sewerage system issues (M)	≤ 3 complaints per 1000 connections	≤ 3 complaints per 1000 connections
People receiving the service are satisfied with sewerage services	≥90%	≥90%

***Attendance:** from the time Council receives notification to the time that service personnel reach site.

Resolution: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption.

Currently the Wastewater (Sewerage) Network Environmental Performance Measures are being developed. The release date is unknown.



Roading and Footpaths Group

What's changed since the last Long Term Plan?

- We have adjusted some of our targets to meet the requirements set out by New Zealand Transport Agency Waka Kotahi.
- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

The purpose of this activity is to provide for the safe, convenient, and efficient movement of people and goods around and through the district. This is achieved by providing a network of roads, footpaths, bridges, signs and markers, streetlights, and associated drainage systems.

The Roding Activity is managed by Waimate District Councils Roding Team, who manage most aspects of the activity internally, although the physical maintenance of the Roding assets is externally contracted. New Zealand Transport Agency (NZTA) is Councils co-investment partner for roading and the works programme which is approved on a three yearly cycle in the National Land Transport Plan.

1. Provide quality roads and footpaths

- How we do it:**
- Planned and Reactive maintenance.
 - Replacement (renewal) of assets.
 - Manage Inspection and condition rating of network assets.
 - Manage Road Assessment and Maintenance Management (RAMM) data.
 - Work collaboratively with neighbouring Councils.
 - Undertake Activity Management planning to demonstrate that the roading assets are operated and maintained in a sustainable and cost-effective manner.
 - Investigate improvement projects and long-term network needs.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Resident satisfaction with sealed roads	≥50%	≥50%
Resident satisfaction with unsealed roads	≥50%	≥50%
Average quality of ride on sealed local roads (M)	Smooth Travel Exposure: 93%	Smooth Travel Exposure: 93%

2. Respond to customer complaints and requests in a timely manner

- How we do it:**
- Provide customer service request system 24 hours a day, 7 days a week.
 - Investigate and rectify roading and footpaths complaints.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Percentage of customer service requests relating to roads and footpaths responded to within 10 working days (M)	≥95%	≥95%

3. Provide a safe transport environment

- How we do it:**
- Conduct safety audits on aspects of the district's roading network.
 - Deliver quality community road safety campaigns with Timaru and Mackenzie Districts to improve road behaviour and awareness.
 - Monitor road accident statistics and locations.
 - Ensure traffic management plans are in place for all road works sites which effect roads and footpaths.
 - Ensure that private activities undertaken on the road corridor don't adversely compromise road safety or the road condition.
 - License and monitor all cow crossings.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
The change from the previous year in the number of fatalities and serious injury crashes on local road network (M)	Number of fatalities and serious injury crashes is less than the previous year on an annual basis	Number of fatalities and serious injury crashes is less than the previous year on an annual basis

4. Provide well maintained footpaths

- How we do it:**
- Inspection and condition rating of footpath assets.
 - Manage footpath renewals and maintenance projects.
 - Determine future footpath projects based on defined prioritisation approach and future demand

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Compliance with footpath prioritisation model	No more than 7km non- complaint	No more than 7km non- complaint
Resident Satisfaction with footpaths	≥58%	≥58%
Percentage of footpaths that fall within a condition rating of "fair", 1-3* (M)	≥85%	≥90%

5. Provide adequate asset renewal

- How we do it:**
- Monitor and inspect the state of the roading network, including traffic counts, pavement roughness and condition.
 - Renewals implemented at the right time with the right treatment.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Percentage of the sealed local road network that is resurfaced (M)	>5.0%	>5.0%



Organisation and Governance Group

What's changed since the last Long Term Plan?

- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

This group of activities supports and guides all activities carried out by Council. The activity enables Council to function and provide stable, transparent, effective, efficient and accountable local governance to the district. The group administers all financial aspects of Council activities, customer services and administrative support as well as providing support for elected representatives and leading the strategic planning and direction of Council.

1. Provide good quality governance for the community in an open and transparent manner.

- How we do it:**
- Lead, govern and make decisions about the overall direction of the Council on behalf of the community.
 - Carry out regular Council and Standing Committee meeting programmes which are open to the public.
 - Develop and implement planned policy review programme.
 - Maintain relationships with iwi.
 - Fulfil the purpose of Local Government and all statutory obligations, as set by the Local Government Act 2002 and other relevant legislation.
 - Prepare and adopt statutory planning and reporting documents as required (Annual Plan, Annual Report, and Long Term Plan)
 - Conduct elections, by-elections and Representation Reviews as required.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Ordinary Council meetings are live-streamed and recordings are made available to public	100% live streamed and recordings made available to public	100% live streamed and recordings made available to public
Compliance with Local Government Act planning, accountability for the Long Term Plan, Annual Report and Annual Plan (if required)	100% of Audit opinions are unmodified	100% of Audit opinions are unmodified
Response time to Local Government Official Information and Meeting Act (LGOIMA) requests	100% responded to within statutory timeframe	100% responded to within statutory timeframe
Residents are satisfied with performance of elected members	≥75%	≥75%

2. Advocate for and Communicate with the community

- How we do it:**
- Provide opportunities for community engagement, including public forums, informal consultation, and Special Consultative Procedures (SCPs).
 - Communicate Council work to the community via WDC website, print and social media.
 - Prepare submissions on issues that will or may impact the Waimate District community.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Resident satisfaction with sufficiency of the information supplied by Council	≥75%	≥75%
Number of community engagement meetings offered by Elected Members	≥10	≥10



District Planning and Regulatory Services Group

What's changed since the last Long Term Plan?

- Council keeps detailed records of how we respond to regulatory queries and enforcement. We have adjusted some of our targets to better reflect our ability to respond to these events.
- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

District Planning and Regulatory Services includes the following activities provided by Council: Building Control; Dog and Animal Control; Environmental Services and Resource Management.

This group is concerned with monitoring and enforcement functions across a wide cross-section of statutes, focusing on the protection of community health, safety, and amenity. Another major function of the group is processing consents under the Building Act 2004 and the Resource Management Act 1991.

1. Deliver timely, efficient processing of consents and related statutory requirements

- How we do it:**
- Process and grant building and resource consents.
 - Process and issue Land Information Memorandums (LIMs) and Project Information Memorandums. (PIMs)
 - Process and issue other Building Act requirements. (e.g. notices to fix)
 - Administer legislative requirements under District Planning and Regulatory Services related legislation.
 - Review District Plan, bylaws and related policies.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
District Plan and bylaws reviewed within statutory timeframe	100% reviewed and adopted within statutory timeframe	100% reviewed and adopted within statutory timeframe
Building consent processing within statutory timeframes and average processing time	100% granted within 20 working days	100% granted within 20 working days
Resource consent processing to take place within statutory timeframes and average processing time	100% processed within 20 working days (non- notified) or 70 working days (notified)	100% processed within 20 working days (non- notified) or 70 working days (notified)

2. Investigate and respond to public complaints

- How we do it:**
- Respond to regulatory service complaints in a timely fashion.
 - Provision of customer service request system 24 hours a day, 7 days a week.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Response to food hygiene related complaints	All complaints actioned within 48 hours	All complaints actioned within 48 hours
Response to late night party noise	All complaints actioned within 2 hours	All complaints actioned within 2 hours
Response to environmental complaints	All complaints actioned within 10 working days	All complaints actioned within 10 working days

3. Resource Consents are monitored to ensure compliance

- How we do it:**
- Monitor and enforce conditions of notified and non-notified Resource Consents
 - Monitor effects of development on the environment
 - Provide policy advice on planning and development in the district to ensure adherence to the Waimate District Plan and Resource Management Act 1991

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Compliance with resource consents	≥ 40 consents monitored annually	≥ 40 consents monitored annually

4. Protect the public from dog and animal related nuisances and dangers

- How we do it:**
- Investigate and respond to dog and animal related complaints.
 - Enforce Council bylaws and policy pertaining to dogs.
 - Statutory review of bylaws and policy pertaining to dogs.
 - Impound dangerous and wandering dogs and animals.
 - Maintain a safe pound.
 - Maintain a register of dogs in the district.
 - Provide public education on responsible ownership of dogs.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Response to wandering stock and animal related complaints	All complaints actioned within 2 hours	All complaints actioned within 2 hours
Response to dog attacks on people and animals	Initial contact with all complainants within 1 hour of attack notified	Initial contact with all complainants within 1 hour of attack notified

5. Provide quality customer services that meet the expectations of the community

How we do it: → Provide high quality building and resource planning customer services to community.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
User satisfaction with building services	≥80%	≥80%
User satisfaction with resource consent services	≥80%	≥80%



Community Services Group

What's changed since the last Long Term Plan?

- Council is putting a focus on making sure our staff are trained and prepared to respond to emergency events. We've adjusted some of our targets to reflect this priority.
- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

This group of activities involves promoting the social, cultural, and economic development of our communities to ensure they have a good quality of life. This includes providing and administering community grants; providing high quality library and information centre facilities; promoting economic development in the district and marketing the district and improving community awareness and preparedness for emergency events and leading the community through such events as they happen.

1. Support economic development in the district

- How we do it:**
- Maintain a business-friendly Council approach to customer relations.
 - Ensure economic development is a high priority in decision-making.
 - Implement the Economic Development Strategy action items.
 - Support local events.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Provide up to date economic data to local businesses	Updated annually	Updated annually
Positive perception of living in Waimate District*	≥88%	≥88%

2. Provide quality information and library services. Programmes and material are accessible to district residents, schools and visitors

- How we do it:**
- Ensure information and library services are open to the community and visitors with consistent and appropriate opening hours.
 - Ensure information centre is stocked with a variety of quality local information.
 - Provide access to physical collections at the library facilities and online.
 - Provide a wide range of high-quality library material.
 - Produce and promote an annual programme of library exhibitions on a range of subject material.
 - Provide high quality library services to community and visitors.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
User satisfaction with library services	≥81%	≥81%
Number of visits to Explore Waimate website	≥ 30,000	≥ 30,000
Exhibitions on display at the library	≥6 exhibitions	≥6 exhibitions

*As measured in biennial survey

3. Civil Defence Emergency Management personnel appropriately trained and prepared to assist community in the event of an emergency.

- How we do it:**
- Civil Defence Emergency management personnel and partner agencies participate in in-house/regional/national exercises.
 - Civil Defence Emergency management personnel attend training courses.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Annual Group exercise	1 annually	1 annually
Civil Defence Emergency Management personnel within the Emergency Operations Centre offered training	6 training opportunities per year	6 training opportunities per year



Community Facilities Group

What's changed since the last Long Term Plan?

- We've updated the targets for our resident satisfaction survey measures to better reflect the expectation of the community and benchmarking against similar councils.

What we do

Community Facilities is about providing facilities for sport, recreation and cultural activities, affordable community housing and buildings and facilities that enable us to provide a range of services to the community.

The activities included in this group are Camping, Cemeteries, Event Centre, Parks and Public Spaces, Property and Swimming Pool.

1. Provide high quality community facilities that meet the expectations of the community

- How we do it:**
- Ensure community facilities are accessible to the community and visitors.
 - Provide clean, safe, and well-maintained public toilets, camp sites and cemeteries.
 - Annual maintenance and health and safety programmes for public toilets, camp sites, cemeteries, swimming pool and Event Centre.
 - Facilities are open to the community and visitors with consistent and appropriate opening hours.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Resident satisfaction with public toilets	≥70%	≥70%
User satisfaction with camping facilities	≥80%	≥80%
Resident satisfaction with cemetery facilities and services	≥80%	≥80%
Resident satisfaction with parks and public spaces	≥80%	≥80%
User satisfaction with swimming pool facilities	≥73%	≥73%
User satisfaction with event centre facilities	≥75%	≥75%

2. Provide safe community facilities for the community and visitors

- How we do it:**
- Maintain facilities, parks, playgrounds, and buildings to established standards.
 - Periodic replacement or refurbishment of plant to maintain existing level of service.
 - Ensure Health and Safety plans are in place for all community facilities.
 - Annual cleaning, maintenance and health and safety audits for public toilets, camp sites, cemeteries, swimming pool and Event Centre.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Community facilities meet legislative safety requirements (Local Government Centre, Library, Regent Theatre, Event Centre)	Building Warrant of Fitness (WOF), Fire Regulations and licence requirements are current	Building Warrant of Fitness (WOF), Fire Regulations and licence requirements are current
All Council playgrounds are inspected by an external agency	1 inspection every two years	1 inspection every two years
Maintain Pool Safe accreditation	Accreditation maintained	Accreditation maintained

3. Community housing units are tenanted and well managed

- How we do it:**
- Maintain a waiting list, interview, and place prospective tenants according to Council’s eligibility criteria.
 - Manage issues associated with the community housing portfolio.
 - Maintain units as notified through the Council’s service request system.
 - Provide low-cost community housing.

How we measure performance

Measure	Years 1 – 3	Years 4 – 9
Occupancy rate of community housing units	90% or greater occupancy	90% or greater occupancy

Involvement of Māori

Although the Treaty of Waitangi is between Māori and the Crown, the Local Government Act 2002 (LGA) imposes certain obligations on local government to reflect those Treaty obligations. Section 81 of the LGA requires all local authorities to develop ways that it can involve local Māori in the Council decision-making process.

Council values the contribution Māori make to Council decision-making. We are committed to giving effect to the principles and intent of the Treaty of Waitangi and to engaging in genuine and appropriate consultation with Māori, taking into account the principles of the LGA provisions and recognising the special relationship between and with Māori, their culture, tikanga, land and taonga.

The LGA requires all Councils to take specific actions with regard to Māori.

The relevant sections of the Act are as follows:

In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes, Parts 2 and 6 provide principles and requirements for local authorities that are intended to facilitate participation by Māori in local authority decision-making processes.

Section 14(1)(d) reads:

In performing its role, a local authority must act in accordance with the principle that a local authority should provide opportunities for Māori to contribute to its decision-making processes.

Section 77(1)(c) reads:

A local authority must in the course of the decision-making process, - ... if any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna and other taonga.

Section 81(1) requires that a local authority must:

(a) Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and

(b) Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and

(c) Provide relevant information to Māori for the purposes of paragraphs (a) and (b).

Section 82(2) states:

A local authority must ensure that it has in place processes for consulting with Māori in accordance with subsection (1).

Council-led initiatives

To address these requirements, Council will pursue the following initiatives:

- Work together with Māori organisations and individuals, to identify citizens who are considered to be Māori with an interest in the community in accordance with the requirements of Section 81(1) of the Act. This includes all Māori, regardless of tribal affiliation, who reside in the district, who own land within the district or who have a recognised cultural affiliation with the district. This will also include Māori organisations that are directly involved in the interests of local Māori.
- Meet with representatives of Te Runanga o Waihao at least once a year, to discuss current issues and the progress of the Long Term Plan. These meetings are in addition to other contact as part of the consultation process.
- Provide meetings, on request, to explain current issues and proposals for consultation specifically for Māori groups, whenever practical considerations permit. These meetings can be, by request, limited to specific Māori group participation.
- Continue to involve tangata whenua in all relevant deliberations with regard to the application of the Resource Management Act. The Council will adhere to the basic principle that all its citizens are of equal importance in the community and are all part of that community. Accordingly, it will always strive to ensure that the interests of all its Māori citizens are fully addressed and considered in all decision-making processes and recognises the special need to ensure the capacity of Māori to play a full part in the decision-making process.



PROJECTS AND ACTIVITIES

Projects

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Water Supply Group									
Cannington - Renewals	48	11	12	-	56	72	74	6	43
Cannington - Drinking Water compliance upgrade	1,200	-	-	-	-	-	-	-	-
Cannington - Pratts Pumphouse - Pump 1 renewal	-	4	-	-	-	-	-	-	-
Cannington - Renewal maintenance of weir	14	-	-	-	-	-	-	-	-
Cannington - 80mm Line "Slip Line" (700m x 125mm PE)	-	-	-	-	-	-	-	324	330
Cannington - Pratts turbidity meter	15	-	-	-	-	-	-	-	-
Cannington - Dwyer 63OD 1494m 40OD 929m and PRV	-	-	-	62	-	-	-	-	-
Cattle Creek - Consenting	-	-	5	-	-	-	-	-	-
Hook / Waituna - Renewals	63	32	43	55	195	53	97	29	34
Hook / Waituna - Drinking water compliance upgrade	1,320	-	-	-	-	-	-	-	-
Hook / Waituna - PVC Tavistock Hook supply link	2,391	-	-	-	-	-	-	-	-

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Hook / Waituna - Simmons Pumphouse pump renewal	-	4	-	-	-	-	-	-	-
Hook / Waituna - Flow meter replacement	6	-	-	-	-	1	-	-	-
Hook / Waituna - Line renewal Intake to O'Donnells	-	-	-	43	44	-	-	64	65
Hook / Waituna - Line renewal upper Nortons Reserve Rd	38	39	-	-	-	-	-	-	-
Hook / Waituna - Source / WTP generator	6	-	-	-	-	-	-	-	-
Lower Waihao - Renewals	13	14	2	6	6	2	6	-	-
Lower Waihao - Glenavy Township mains renewal	70	-	-	111	-	-	137	-	145
Lower Waihao - Glenavy Township restrictor renewal	10	-	-	18	-	-	21	-	22
Lower Waihao - Lower Waihao Reservoir telemetry renewal	-	-	-	2	-	-	-	-	-
Lower Waihao - Lower Waihao boost pump 3 renewal	6	-	-	-	-	-	-	-	-
Lower Waihao - Flow meter renewal	6	-	-	-	-	1	-	-	-
Lower Waihao - Source / WTP generator	70	-	-	-	-	-	-	-	-
Lower Waihao - Booster generator	34	-	-	-	-	-	-	-	-
Otaio / Makikihi - Renewals	13	8	26	105	21	161	151	174	511
Otaio / Makikihi - Makikihi township mains renewal	135	67	69	164	-	-	158	-	-
Otaio / Makikihi - Makikihi township restrictor renewal	10	-	-	11	-	-	14	-	-
Otaio / Makikihi - Flow meter replacement	1	-	-	-	-	6	-	-	-

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Otaio / Makikihi - Consent volume review	-	15	-	-	-	-	-	-	-
Otaio / Makikihi - Source / WTP generator	34	-	-	-	-	-	-	-	-
Waihaorunga - Renewals	25	24	100	22	-	-	-	-	-
Waihaorunga - Pump replacements	-	-	-	32	33	34	56	35	36
Waihaorunga - Drinking water compliance upgrade	1,200	-	-	-	-	-	-	-	-
Waihaorunga - New board and telemetry	-	46	-	-	-	-	-	-	-
Waihaorunga - Chlorine and turbidity analyser	-	31	-	-	-	-	-	-	-
Waihaorunga - Source / WTP generator	47	-	-	-	-	-	-	-	-
Waihaorunga - Melford reservoir telemetry	17	-	-	-	-	-	-	-	-
Waikakahi - Renewals	22	31	38	52	25	15	-	481	493
Waikakahi - Drinking water compliance upgrade	2,900	-	-	-	-	-	-	-	-
Waikakahi - Telemetry Waikakahi Reservoir	-	-	8	-	-	-	-	-	-
Waikakahi - Pump renewals	13	18	-	-	-	-	-	-	-
Waikakahi - Flow meter renewals	4	-	-	-	-	-	-	-	-
Waikakahi - Source / WTP generator	79	-	-	-	-	-	-	-	-
Waikakahi - Dog Kennel Road renewals 2,719m	-	-	-	-	-	-	82	-	-
Waikakahi - Consenting	-	-	-	-	22	-	-	-	-
Downlands Rural Water scheme various renewals	209	609	677	699	227	233	293	241	245

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Urban Water - Rising main renewals	358	383	377	661	674	687	701	715	729
Urban Water - Rising main renewals Queen Street	165	-	-	-	-	-	-	-	-
Urban Water - AC water main renewals	-	1	1	19	2	6	-	-	33
Urban Water - CI water main renewals	-	-	-	-	-	-	116	-	-
Urban Water - Extension Bakers/Court/Hunts/ Fitzmaurice Roads	-	-	599	611	-	-	-	-	-
Urban Water - Te Kiteroa Main, Booster and Reservoir	708	-	-	-	-	-	-	-	-
Urban Water - Pressure management High Street rising mains	-	10	284	290	-	-	-	-	-
Urban Water - Pressure management Queen/High Street	-	-	63	-	-	-	-	-	-
Urban Water - Resource consenting	-	-	-	-	-	-	-	-	18
Urban Water - Software and code upgrades	70	-	-	-	-	-	-	-	-
Water Supply Group Total	11,320	1,350	2,304	2,965	1,303	1,270	1,906	2,068	2,704

Waste Management Group

Waste Management - Wheelie bin replacements	9	9	9	9	10	10	10	10	10
Waste Management - Public place refuse and recycling facilities	7	-	7	-	8	-	8	-	-
Waste Management - Miscellaneous capital	1	1	1	1	1	1	1	1	1
Waste Management - Extend seal at RRP	34	-	-	-	-	-	-	-	-
Waste Management Group Total	50	10	18	10	19	11	20	11	12

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000

Stormwater Group

Stormwater - Consent & Management Plan	-	-	-	-	-	-	-	-	18
Stormwater - LGC overland flow path Queen Street	100	-	-	-	-	-	-	-	-
Stormwater - Manhole replacements	-	-	63	-	-	-	2	2	2
Stormwater - Rapid soakage devices	-	51	-	-	-	-	-	-	-
Stormwater - Rapid soakage devices Park Road	150	-	-	-	-	-	-	-	-
553050401 - Consultancy - CCTV investigations	65	-	-	70	-	-	-	-	-
Stormwater Group Total	315	51	63	70	-	-	2	2	20

Sewerage Group

Sewer - Waimate Urban renewals	727	909	2,346	1,473	735	406	640	988	1,175
Sewer - WWTP out flow meter renewal	-	6	-	-	-	-	-	-	-
Sewer - Milford pump renewal	-	-	-	-	4	5	2	2	2
Sewer - WWTP Electrical/control renewal	100	-	-	-	-	-	18	19	19
Sewer - WWTP various equipment	9	-	-	-	-	-	2	2	2
Sewer - Septic waste receival unit	-	93	-	-	-	-	-	-	-
Sewer - Edinburgh, Victoria and Nelson Streets infill	-	-	300	-	-	-	-	-	-
Sewer - Allan Street extension	-	-	-	-	494	-	-	-	-

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sewer - Manchester Street extension	-	-	-	-	-	-	388	-	-
Sewer - Hunts Road extension	-	-	-	-	-	-	-	-	451
Sewer - St Andrews consenting	-	-	-	-	-	-	17	-	-
Sewer - Glenavy consenting	-	-	-	22	-	-	-	-	-
552050403 - Consultancy - CCTV investigations	-	-	-	68	-	-	73	-	-
Sewerage Group Total	835	1,007	2,646	1,563	1,233	410	1,140	1,011	1,650

Roading and Footpaths Group

Roading - Resealing	1,323	1,353	1,377	1,414	1,451	1,487	1,523	1,560	1,594
Roading - Drainage construction	176	180	328	337	346	354	363	372	380
Roading - Culvert replacement	161	165	298	306	314	322	329	337	345
Roading - Kerb and channel renewal	299	305	348	358	367	376	385	394	403
Roading - Concrete ford renewal	46	47	48	49	50	52	53	54	55
Roading - Pavement rehabilitation	834	853	1,110	1,140	1,170	1,199	1,228	1,257	1,285
Roading - Structures component rep.	207	212	249	256	263	269	276	282	289
Roading - Sign renewal	71	73	74	76	78	80	82	84	86
Roading - Minor improvements	-	-	531	545	560	573	587	601	615
Roading - Footpath renewal	66	68	308	316	325	333	341	349	357

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Roading - Minor improvements (non-subsidised)	40	41	53	55	56	57	59	60	61
Roading - Seal extensions	-	-	64	65	67	69	70	72	74
Roading - Development	-	-	53	55	56	57	59	60	61
Roading and Footpaths Group Total	3,223	3,296	4,841	4,972	5,102	5,229	5,355	5,483	5,604

Organisation and Governance Group

Chief Executive - Vehicle replacement	-	-	-	-	45	-	-	-	-
Corporate Services - Vehicle replacement (pool car)	-	-	85	-	-	-	-	-	-
Corporate Services - Cleaners vehicle replacement	-	-	-	-	45	-	-	-	-
Corporate Services - Furniture and fittings	15	15	16	16	17	17	18	18	19
Corporate Services - Facility access control system	8	-	-	-	-	-	-	-	-
Corporate Services - Computers and hardware	15	15	16	16	17	17	18	18	19
Corporate Services - Elected Member devices	-	-	4	-	18	-	-	5	-
Corporate Services - Servers	30	-	96	-	-	-	-	121	-
Corporate Services - Telephone/PABX upgrade	-	-	-	5	-	-	-	-	-
Corporate Services - UPS	-	15	-	-	-	-	18	-	-
Corporate Services - Public security cameras	-	41	-	5	-	-	47	-	-
Corporate Services - ESRI Server upgrade	-	-	-	-	11	-	-	-	-

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Corporate Services - Magiq upgrades	-	10	-	11	-	12	-	12	-
Utilities - Sundry plant renewals	6	5	11	5	6	6	6	6	6
Utilities - Digger / excavator replacement	43	-	-	-	-	58	-	-	-
Utilities - Replacement tablets for staff (AssetFinda)	-	10	-	-	-	12	-	-	-
Utilities - Equipment renewals	6	12	2	-	3	9	-	-	-
Utilities - Fuel storage tank and mobile fuel tanker	40	-	-	-	-	-	-	-	-
Utilities - Vehicle replacement	-	-	192	-	135	-	-	218	-
Roading - Vehicle Replacement	49	-	52	-	55	-	58	-	61
Asset Management - Water compliance vehicle	-	-	-	-	45	-	-	-	-
Asset Management - SCADA	10	5	17	5	14	14	-	-	12
Parks - Plant and machinery replacements	5	5	5	5	6	6	6	6	12
Parks - Walker Mower replacement	-	52	-	-	-	64	-	-	-
Parks - John Deere mower replacement	70	-	-	-	79	-	-	-	-
Parks - Vehicle Replacement	40	-	43	-	45	-	-	-	-
Parks - Isuzu tipper truck replacement	60	-	-	-	-	-	-	-	-
Asset Manager - Pool vehicle	-	-	-	44	-	-	-	-	-
Governance - AV Conferencing system for Council Chambers	-	-	11	-	-	-	89	-	-
Forestry - Planting, pruning and thinning Waihao Forest	-	298	121	26	-	-	-	-	-

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Forestry - Planting, pruning and thinning Reserves	2	39	28	5	-	-	-	32	-
Organisation and Governance Group Total	399	525	699	146	542	214	259	436	128

District Planning and Regulatory Services Group

Animal Management - Vehicle replacement	-	41	-	-	-	-	-	-	49
331034803 - Regulatory Expenses - District Plan Costs	100	103	-	-	-	-	-	-	-
Building Control - Vehicle replacements	-	-	-	-	90	-	-	-	-
District Planning and Regulatory Services Group Total	100	145	-	-	90	-	-	-	49

Community Services Group

111033520 - Grants - Recreational Tracks	20	274	21	22	22	23	23	24	24
Library - Books	55	62	64	66	73	75	77	85	86
Community Services Group Total	75	336	85	88	96	98	100	109	111

Community Facilities Group

Waimate Lakes Camping - Landscaping, fencing and plantings	20	10	11	22	11	12	24	12	12
Waimate Lakes Camping - Terraflake toilet floors	-	31	-	-	-	-	36	-	-
Waimate Lakes Camping - Pipe renewals	10	10	11	11	11	12	12	12	12

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Waimate Lakes Camping - Investigate protozoa compliance	-	-	-	-	-	-	-	-	37
Waimate Lakes Camping - Furniture and fittings	-	5	-	5	-	6	-	6	-
Victoria Park Camping - General building capital	5	-	32	-	6	-	6	-	-
Victoria Park Camping - Terraflake shower floor	20	-	-	-	-	-	-	24	-
Victoria Park Camping - Appliances	-	5	-	5	-	6	-	6	-
Victoria Park Camping - General capital	2	2	2	2	2	2	2	2	2
Knottingley Park Camping - Upgrade urinals	2	-	2	-	2	-	-	-	-
Knottingley Park Camping - Terraflake toilet block floor	-	5	-	-	-	-	6	-	-
Knottingley Park Camping - Furniture and fittings	2	-	-	2	-	-	-	2	-
St Andrews Camping - Terraflake shower and toilet floors	-	6	-	-	-	-	-	-	7
St Andrews Camping - Plant and machinery renewals	-	6	-	-	-	6	-	-	-
Cemetery - Extension	-	-	-	13	30	34	-	-	-
Cemetery - Ash and burial berms	10	-	-	11	-	-	12	-	-
Cemetery - Walker mower replacement	-	-	74	-	-	-	82	-	-
Cemetery - Tipper truck replacement	-	-	-	-	-	-	-	73	-
Event Centre - External painting	-	80	-	-	-	-	-	-	-
Victoria Park Gardens - General capital	3	3	3	3	3	3	3	3	3

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Victoria Park - Sundry plant	5	5	5	5	6	6	6	6	6
Knottingley Park - General capital	2	2	2	2	2	2	2	2	2
Knottingley Park - General building capital and painting	-	-	21	-	-	-	-	-	25
Knottingley Park - Playground matting	-	52	-	-	-	-	59	-	-
Knottingley Park - Playground equipment	10	-	-	11	-	-	-	12	-
Urban Reserves - Playground Safety Matting	250	103	-	-	-	-	-	-	-
Property - Works yard office extension	78	-	-	-	-	-	-	-	-
Property - Waimate Theatre power upgrade	10	-	-	-	-	-	-	-	-
Property - Tennant St building capital	4	4	-	-	-	-	-	-	-
Property - Paint Tennant Street dwelling	5	5	-	-	-	-	-	-	-
Local Govt Centre - Security cameras	-	5	-	-	-	-	-	-	-
Local Govt Centre - Sundry purchases	4	4	4	4	5	5	5	5	5
Local Govt Centre - Heatpumps	3	3	3	3	3	3	4	4	4
Community Housing - Painting	33	13	35	-	-	-	-	-	-
Community Housing - Replacement stoves	2	-	2	-	2	-	2	-	2
Community Housing - Hot water cylinders and fittings	5	3	5	3	6	3	6	4	7
Community Housing - Heatpumps	7	7	7	7	8	8	8	8	9

Year ended 30 June	Short Term			Long Term					
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Swimming Pool - Painting and resealing Terraflake floor	10	-	11	-	11	-	12	-	12
Swimming Pool - Replace pool covers	-	-	-	-	-	46	-	-	-
Swimming Pool - Inflatables	-	-	21	-	-	-	-	-	-
Swimming Pool - Shade sails	-	10	-	-	11	-	-	12	-
Swimming Pool - Toddler pool upgrade	5	5	-	-	-	-	-	-	-
Community Facilities Group Total	505	385	251	112	119	153	285	194	146
Total Projects	16,822	7,105	10,908	9,925	8,503	7,385	9,067	9,314	10,425

What are Activity Management Plans?

Groups	Activities
Water Supply	→ Urban Water Supply → Rural Water Supply
Waste Management	→ Waste Management
Stormwater	→ Stormwater
Sewerage	→ Sewerage
Roading and Footpaths	→ Roading and Footpaths
Organisation and Governance	→ Central Administration → Community Representation → Investments and Finance → Strategy
District Planning and Regulatory Services	→ Animal Management → Building Control → Environmental Services → Resource Management
Community Services	→ Community Support → Economic Development and Promotions → Emergency Management → Library Services
Community Facilities	→ Camping → Cemeteries → Event Centre → Parks and Public Spaces → Property → Swimming Pool



Water Supply Group

What we do

The Water Supply Group includes the following activities provided by Council:

- Urban Water Supply
- Rural Water Supply

Council provides water to approximately 4,000 households, businesses, and properties throughout the Waimate District, and is responsible for ensuring the water supplied when you turn your tap on is safe and clean to use.

Urban Water

Council provides potable water to the Waimate urban area for drinking, cooking, and food preparation, as well as other purposes such as showering, laundry, watering the garden, commercial uses, and fire protection. Two deep groundwater bores at Timaru

Road and Manchester Road supply the urban network via a reservoir at Mill Road.

Rural Water

Council operates six rural water schemes (Cannington-Motukaika, Lower Waihao, Otaio-Makikihi, Waihaorunga, Waikakahi, Hook-Waituna). In addition, the Hakataramea Valley and Cattle Creek (Upper Waihao) rural water schemes are administered and operated privately by an incorporated society.

The Downlands water scheme is operated and managed by the Timaru District Council and provides water to properties within the Waimate District including St Andrews. Waimate District Council has a 14% share in the scheme, and representation on the committee, but has no direct involvement apart from the collection of water rates on those properties which is then paid onto Timaru District Council as administrators.

Why we provide it

Presently, Council is required by statute to provide potable water to the residents of Waimate (e.g. Health Act 1956, Health (Drinking Water) Amendment Act 2019, and Local Government Act 2002). The supply of a reliable and cost-effective water service contributes to the health of the community as well as serving a fire-fighting capability. Council must meet rising demand from residential and industrial growth.

The Local Government Act places responsibility with Council to supply a safe, regular, and efficient potable supply of water to the consumers within the district.

Looking ahead

With the election of the new coalition government in 2023 came a revised policy roadmap for a number of reforms. This legislative agenda included the new “Local Water Done Well” initiative aimed at overhauling New Zealand’s aging water infrastructure systems. In a departure from the previous “three waters” reform, the new proposed initiative endeavors to balance local decision making, regulatory oversight, and financial sustainability in water service delivery.

In May of 2024, the Government introduced the “Water Services Preliminary Arrangements Bill,” which provided a roadmap for councils to determine whether they will manage their water services independently, or through council-controlled organizations (CCOs).

Council identified two options that meet the requirements of the reforms, keeping water services in-house through an internal water services unit overseen by Council, and a three-council water services organization in collaboration with Mackenzie District Council and Timaru District Council. These options have been presented to the community through a comprehensive consultation and a decision will be made by Council on 1 July 2025.

Regardless of which option is chosen, water services will continue to be delivered, and water services and assets will continue to be owned by the Council or a group of councils.

Community Outcomes



**Thriving
Community**



**Safe and Healthy
People**



**Sustainable District
and Environment**

Community Wellbeings



Economic



Social



Environmental



Cultural

Effects on the community

Our groups and activities can have a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it”, and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Water Supply	Economic cost to treat drinking water to legislative requirements for rural water supplies	Council has been actively lobbying Government and is involved in reference groups for alternate compliance mechanisms for rural agricultural water supplies.
	Depleting natural water sources	Without good management, there is a risk that natural water sources are inappropriately depleted. Water is a consented activity. Council are mindful to manage our current water allocation wisely.

Our challenges

Identified issues that will impact on the activities within the Water Supply Group are:

Local Water Done Well

The new central government water reform program will have significant impacts for drinking water in the Waimate District over the next 10 years. Council has presented two viable water services delivery options to the community and will make their decision on 1 July 2025. Either option will mean significant changes in the way we operate our water services to meet the new requirements from the Government.

due for renewal or optimised replacement. Other pipework installed through the 1950s, due to the type of pipe, are also due for renewal soon. Our strategy is to work out which pipes are in the worst condition and which ones prove most critical for the consistent service supply, ensuring these pipes are the first to be replaced.

Ageing infrastructure

Council will continue on upgrading ageing infrastructure. Some of our water pipe network dates back to 1906. This means some pipework in the distribution is over 100 years old, and in some cases, undersized and

Climate change

Council views climate change as a moderate consideration in its long-term planning, and in order to prepare and address potential challenges, Council will continue to monitor water quality of urban bores while working closer with Environment Canterbury on activities and consents related to land user and water takes, both near Council groundwater and surface drinking water intakes.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
<i>Rural Water Supplies Managed by Council</i>					
Hook/Waituna - Irrigation is 55% of Domestic Supply	-	-	100%	-	-
Otaio/Makikihi	-	-	100%	-	-

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Waihaorunga	-	-	100%	-	-
Cannington/Motukaika	-	-	100%	-	-
Lower Waihao	-	-	100%	-	-
Waikakihi	-	-	100%	-	-
Waimate Urban Water Supply	-	-	100%	-	-
<i>Run by Incorporated Societies</i>					
Cattle Creek Water Supply	-	100%	-	-	-
Hakataramea Water Supply	-	100%	-	-	-
Downlands Water Supply - Managed by Timaru District Council	-	-	100%	-	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Cannington - Renewals	48	11	12	250
Cannington - Drinking Water compliance upgrade	1,200	-	-	-
Cannington - Pratts Pumphouse - Pump 1 renewal	-	4	-	-
Cannington - Renewal maintenace of weir	14	-	-	-
Cannington - 80mm Line "Slip Line" (700m x 125mm PE)	-	-	-	654
Cannington - Pratts turbidity meter	15	-	-	-
Cannington - Dwyer 63OD 1494m 4OOD 929m and PRV	-	-	-	62
Cattle Creek - Consenting	-	-	5	-
Hook / Waituna - Renewals	63	32	43	463
Hook / Waituna - Drinking water compliance upgrade	1,320	-	-	-
Hook / Waituna - PVC Tavistock Hook supply link	2,391	-	-	-
Hook / Waituna - Simmons Pumphouse pump renewal	-	4	-	-
Hook / Waituna - Flow meter replacement	6	-	-	1

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Hook / Waituna - Line renewal Intake to O'Donnells	-	-	-	216
Hook / Waituna - Line renewal upper Nortons Reserve Rd	38	39	-	-
Hook / Waituna - Source / WTP generator	6	-	-	-
Lower Waihao - Renewals	13	14	2	19
Lower Waihao - Glenavy Township mains renewal	70	-	-	393
Lower Waihao - Glenavy Township restrictor renewal	10	-	-	60
Lower Waihao - Lower Waihao Reservoir telemetry renewal	-	-	-	2
Lower Waihao - Lower Waihao boost pump 3 renewal	6	-	-	-
Lower Waihao - Flow meter renewal	6	-	-	1
Lower Waihao - Source / WTP generator	70	-	-	-
Lower Waihao - Booster generator	34	-	-	-
Otaio / Makikihi - Renewals	13	8	26	1,123
Otaio / Makikihi - Makikihi township mains renewal	135	67	69	321
Otaio / Makikihi - Makikihi township restrictor renewal	10	-	-	26
Otaio / Makikihi - Flow meter replacement	1	-	-	6
Otaio / Makikihi - Consent volume review	-	15	-	-
Otaio / Makikihi - Source / WTP generator	34	-	-	-
Waihaorunga - Renewals	25	24	100	22
Waihaorunga - Pump replacements	-	-	-	226
Waihaorunga - Drinking water compliance upgrade	1,200	-	-	-
Waihaorunga - New board and telemetry	-	46	-	-
Waihaorunga - Chlorine and turbidity analyser	-	31	-	-
Waihaorunga - Source / WTP generator	47	-	-	-
Waihaorunga - Melford reservoir telemetry	17	-	-	-
Waikakahi - Renewals	22	31	38	1,065
Waikakahi - Drinking water compliance upgrade	2,900	-	-	-

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Waikakahi - Telemetry Waikakahi Reservoir	-	-	8	-
Waikakahi - Pump renewals	13	18	-	-
Waikakahi - Flow meter renewals	4	-	-	-
Waikakahi - Source / WTP generator	79	-	-	-
Waikakahi - Dog Kennel Road renewals 2,719m	-	-	-	82
Waikakahi - Consenting	-	-	-	22
Downlands Rural Water scheme various renewals	209	609	677	1,938
Urban Water - Rising main renewals	358	383	377	4,167
Urban Water - Rising main renewals Queen Street	165	-	-	-
Urban Water - AC water main renewals	-	1	1	60
Urban Water - CI water main renewals	-	-	-	116
Urban Water - Extension Bakers/Court/Hunts/ Fitzmaurice Roads	-	-	599	611
Urban Water - Te Kiteroa Main, Booster and Reservoir	708	-	-	-
Urban Water - Pressure management High Street rising mains	-	10	284	290
Urban Water - Pressure management Queen/High Street	-	-	63	-
Urban Water - Resource consenting	-	-	-	18
Urban Water - Software and code upgrades	70	-	-	-
Water Supply Group Total	11,320	1,350	2,304	12,215

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Water Supply Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	1	1	1	1	1	1	1	1	1	1
Targeted rates	3,776	4,303	4,623	4,978	5,261	5,484	5,627	5,728	5,843	5,996
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	21	22	23	23	24	24	25	25	26	26
Internal charges and overheads recovered	125	122	100	103	107	104	113	117	119	103
Local authority fuel tax, fines, infringements fees, and other receipts	124	125	128	131	133	136	139	141	144	147
Total operating funding	4,047	4,573	4,874	5,236	5,526	5,749	5,905	6,013	6,133	6,273
Applications of operating funding										
Payments to staff and suppliers	1,617	1,769	1,779	1,817	1,853	1,888	1,941	1,959	1,994	2,032
Finance costs	94	119	90	103	126	151	136	135	136	135
Internal charges and overheads applied	1,409	1,432	1,879	1,963	2,026	2,127	2,180	2,202	2,259	2,281
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	3,121	3,320	3,748	3,883	4,005	4,167	4,257	4,295	4,389	4,448
Surplus / (deficit) of operating funding	926	1,253	1,126	1,353	1,521	1,582	1,647	1,718	1,744	1,825
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	23	37	39	39	40	41	42	43	44	45
Increase / (decrease) in debt	(56)	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	(33)	37	39	39	40	41	42	43	44	45
Applications of capital funding										
Capital expenditure - to meet additional demand	1,248	708	-	599	611	-	-	-	-	-
Capital expenditure - to improve the level of service	584	8,586	210	474	588	153	28	245	297	369
Capital expenditure - to replace existing assets	992	2,026	1,140	1,232	1,766	1,150	1,242	1,661	1,771	2,335
Increase/(decrease) in reserves	(1,930)	(10,030)	(185)	(912)	(1,404)	320	419	(145)	(280)	(834)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	894	1,290	1,164	1,393	1,561	1,623	1,689	1,761	1,787	1,870
Surplus/(deficit) of Capital Funding	(926)	(1,253)	(1,126)	(1,353)	(1,521)	(1,582)	(1,647)	(1,718)	(1,744)	(1,825)
Funding balance	-	-	-	-	-	-	-	-	-	-



Waste Management Group

What we do

The Council provides a range of kerbside rubbish and recycling services for urban and rural areas across the Waimate District, for both homes and businesses. A range of recycling services are also available, including the operation of the Waimate Resource Recovery Park (RRP) to process recyclable materials and transfer residual waste to landfill within the Timaru District. The Council also provides rural recycling stations at ten locations throughout the district, and continually provide education around recycling and rubbish reduction.

Why we provide it

Waste management is necessary for the health and wellbeing of the community and environment. It supports business activity and encourages waste minimisation across all sectors, ensuring compliance with the provisions and directions of the Waste Minimisation Act 2008. The Council has a statutory requirement to ensure that adequate waste services are provided to protect our environment and the health of our people.

Looking ahead

The Council has committed to a 15 (+5) year contract with EnviroWaste Services Limited, to collect the district's rubbish and recycling from kerbside, ten recycling stations, and the RRP, including the Lakes Camping sites.

Under this contract, Council is seeking to reduce waste to landfill for the betterment of the community and the environment. This will be achieved with the multi-bin service at kerbside (rubbish, recycling, organics, and glass), as well as the existing ten recycling depots and the RRP. Education options are also provided under the contract to support improvements in recycling, reuse, and the reduction of waste generation.

Community Outcomes



**Safe and Healthy
People**



**Sustainable District
and Environment**

Community Wellbeings



Economic



Social



Environmental



Cultural

Effects on the community

Our groups and activities can have a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it,” and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Waste Management	Cost on the economy	There is an economic cost and impact to provide this service throughout our communities. The council continues to seek improvements to the collection services.
	Depleting natural water sources	Without good management, there is a risk that natural water sources are inappropriately depleted. Water is a consented activity. Council are mindful to manage our current water allocation wisely.
	Community participation	Lack of community participation and education impacts negatively on waste management and health outcomes. In collaboration with our contractors, the council will continue to promote initiatives that will encourage community participation through community education to raise awareness, provide information, and develop skills and attitude relating to waste management. These approaches foster a sense of ownership, responsibility, and empowerment among community members.
	Cost on the environmental	Poor management of residual waste impacts the environment negatively through soil contamination and underground water pollution, emission of Green House Gas (GHG), air pollution, poor aesthetics of the environment, and general health hazards. The council will continue to support all initiatives and methodologies that will promote sustainable waste management.
	Social cost	Equitable resource use for/by citizens today and tomorrow need to be the focus of a resource efficiency strategy. The profile of recycling within the community needs to be changed so that recycling is not seen as just doing enough for the environment. Emphasis needs to be on awareness and education on what products to buy to reduce waste generation and the expenditure on waste management.

Our challenges

Identified issues that impact on the activities within the Waste Management Group are:

- The reduction of waste and waste to landfill
- Improved recycling and recovery
- Further encouragement to reduce and reuse
- Increased service reach to include businesses and rural settlements.
- Improved customer satisfaction through quick response to the resolution of

complaints and reduction in the number of missed collections.

- Increase local participation by supporting local waste minimisation initiatives.

The Council will monitor and address these issues under the waste management contract by providing improved services and education. This contract is in collaboration with the Timaru and Mackenzie District Councils.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Collection	-	-	100%	-	-
Recycling Drop Off	-	-	100%	-	-
Resource Recovery Park	25%	-	-	75%	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Waste Management - Wheelie bin replacements	9	9	9	60
Waste Management - Public place refuse and recycling facilities	7	-	7	16
Waste Management - Miscellaneous capital	1	1	1	7
Waste Management - Extend seal at RRP	34	-	-	-
Waste Management Group Total	50	10	18	83

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Waste Management Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,925	2,027	2,199	2,323	2,464	2,651	2,796	2,979	3,202	3,395
Subsidies and grants for operating purposes	122	145	160	178	188	202	218	249	282	306
Fees and charges	146	154	169	184	200	217	235	255	276	299
Internal charges and overheads recovered	4	4	8	13	19	25	33	42	53	65
Local authority fuel tax, fines, infringements fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Total operating funding	2,196	2,331	2,536	2,697	2,871	3,095	3,283	3,525	3,814	4,065
Applications of operating funding										
Payments to staff and suppliers	1,601	1,662	1,827	1,962	2,151	2,327	2,496	2,704	2,981	3,175
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	409	451	479	491	495	504	510	514	521	529
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	2,010	2,113	2,306	2,453	2,645	2,831	3,006	3,219	3,502	3,704
Surplus / (deficit) of operating funding	186	217	230	244	226	264	277	306	312	360
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-
Applications of capital funding										
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	24	-	7	-	8	-	8	-	-
Capital expenditure - to replace existing assets	10	26	10	10	10	11	11	11	11	12
Increase/(decrease) in reserves	177	167	220	227	215	245	266	287	300	349
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	186	217	230	244	226	264	277	306	312	360
Surplus/(deficit) of Capital Funding	(186)	(217)	(230)	(244)	(226)	(264)	(277)	(306)	(312)	(360)
Funding balance	-	-	-	-	-	-	-	-	-	-



Stormwater Group

What we do

Council provides stormwater drainage systems for the collection and removal of surface water following rainfall events throughout the Waimate District.

Why we provide it

Stormwater collection and disposal protects property from flooding and allows the local roading network to function safely, protecting people and property and in turn, minimising the effects on the environment.

Looking ahead

With the election of the new coalition government in 2023 came a revised policy roadmap for a number of reforms. This legislative agenda included the new “Local Water Done Well” initiative aimed at overhauling New Zealand’s aging water infrastructure systems. In a departure from the previous “three waters” reform, the new proposed initiative endeavors to balance local decision making, regulatory oversight, and financial sustainability in water service delivery.

In May of 2024, the government introduced the “Water Services Preliminary Arrangements Bill,” which provided a roadmap for councils to determine whether they will manage their water services independently, or through council-controlled organizations (CCOs).

Council identified two options that meet the requirements of the reforms, keeping water services in-house through an internal water services unit overseen by Council, and a three-council water services organization in collaboration with Mackenzie District Council and Timaru District Council. These options have been presented to the community through a comprehensive consultation and a decision will be made by Council on 1 July 2025.

Regardless of which option is chosen, water services will continue to be delivered, and water services and assets will continue to be owned by the Council or a group of councils.

In the meantime, Council will plan to continue the collection, transport and disposal of stormwater, plus manage and meet any legislative plan and policy changes in the future.

Community Outcomes



Thriving
Community



Safe and Healthy
People

Community Wellbeings



Economic



Social



Environmental



Cultural

Effects on the community

Our groups and activities can have a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it”, and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Stormwater	Discharge from network	Stormwater discharge from the network may cause adverse effects on the environment. To address this, Council will manage a consented and compliant stormwater system that mitigates any such effects through the implementation of Stormwater Management Plans.

Our challenges

Identified issues that will impact on the activities within the Stormwater Group are:

Local Water Done Well

The new central government water reform program will have significant impacts for drinking water in the Waimate District over the next 10 years. Council has presented two viable water services delivery options to the community and will make their decision on 1 July 2025. Either option will mean significant changes in the way we operate our water services to meet the new requirements from the Government.

Compliance and consenting changes

There are potential compliance changes in how stormwater will be managed in the future, as the Government works its way through the reforms. Part of the reform is also acknowledging cultural views around the use and health of water in New Zealand (“Te Mana o te Wai” [The health of Our Wai, The Health of Our Nation]).

Until Government make a decision, Council will continue to meet current compliance and consenting requirements and manage future compliance and consenting changes.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Waimate Urban	-	100%	-	-	-
Elephant Hill Drainage	-	-	100%	-	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Stormwater - Consent & Management Plan	-	-	-	18
Stormwater - LGC overland flow path Queen Street	100	-	-	-
Stormwater - Manhole replacements	-	-	63	7
Stormwater - Rapid soakage devices	-	51	-	-
Stormwater - Rapid soakage devices Park Road	150	-	-	-
553050401 - Consultancy - CCTV investigations	65	-	-	70
Stormwater Group Total	315	51	63	95

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Stormwater Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	228	222	240	242	244	254	253	251	257	255
Targeted rates	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Total operating funding	228	222	240	242	244	254	253	251	257	255
Applications of operating funding										
Payments to staff and suppliers	84	132	77	72	143	82	76	78	87	81
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	65	74	81	83	84	85	84	81	77	75
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	149	206	158	155	227	167	160	158	164	156
Surplus / (deficit) of operating funding	79	16	82	87	17	87	93	93	93	99
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	4	134	4	4	4	4	4	5	5	5
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	4	134	4	4	4	4	4	5	5	5
Applications of capital funding										
Capital expenditure - to meet additional demand	102	75	26	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	102	175	26	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	9	-	-	63	-	-	-	2	2	20
Increase/(decrease) in reserves	(130)	(100)	35	28	22	92	97	96	96	84
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	83	150	86	91	22	92	97	98	98	104
Surplus/(deficit) of Capital Funding	(79)	(16)	(82)	(87)	(17)	(87)	(93)	(93)	(93)	(99)
Funding balance	-	-	-	-	-	-	-	-	-	-



Sewerage Group

What we do

Waimate District Council operates a wastewater collection and treatment system for the majority of the Waimate urban area. Some outlying areas and the smaller towns of St Andrews, Makikihi, Morven and Glenavy are not serviced. The treatment plant was upgraded in 2002/03 to include screen, oxidation and maturation ponds with the treated effluent going to a land disposal area before entering the general environment.

The Waimate sewerage system comprises 35km of gravity sewer mains, 5km of rising sewer mains, 18km of gravity lateral connections, one pumping station and a treatment and disposal facility.

It is Council policy to implement programmes for the relocation of wastewater disposal areas from riverbeds, wetlands or the margins

of rivers, lakes and the coast - implementing programmes to reduce and eventually cease the discharge of waste from the Council's sewage reticulation and treatment systems into natural waters. The wastewater treatment plant currently discharges treated effluent onto land enabled by a current resource consent. Discharges are monitored in terms of both volume and content and reported to Environment Canterbury (ECan).

Why we provide it

Council are required by statute to protect the health of the community and the environment by collecting, treating and appropriately disposing of treated wastewater. This assists expansion and development of the town by enabling smaller lot sizes and helps to average the cost for treating and disposing of the treated effluent across the broader community.

Looking ahead

With the election of the new coalition government in 2023 came a revised policy roadmap for a number of reforms. This legislative agenda included the new “Local Water Done Well” initiative aimed at overhauling New Zealand’s aging water infrastructure systems. In a departure from the previous “three waters” reform, the new proposed initiative endeavors to balance local decision making, regulatory oversight, and financial sustainability in water service delivery.

In May of 2024, the Government introduced the “Water Services Preliminary Arrangements Bill,” which provided a roadmap for councils to determine whether they will manage their water services independently, or through council-controlled organizations (CCOs).

Council identified two options that meet the requirements of the reforms, keeping water services in-house through an internal water services unit overseen by Council, and a three-council water services organization in collaboration with Mackenzie District Council and Timaru District Council. These options have been presented to the community through a comprehensive consultation and a decision will be made by Council on 1 July 2025.

Regardless of which option is chosen, water services will continue to be delivered, and water services and assets will continue to be owned by the Council or a group of councils.

In the meantime, Council will plan to continue to protect the health of the community and the environment by collecting, treating and appropriately disposing of treated wastewater and meet current legislation, plus manage and meet any legislative plan and policy changes in the future.

Community Outcomes



**Thriving
Community**



**Safe and Healthy
People**



**Sustainable District
and Environment**

Community Wellbeings



Economic



Social



Environmental



Cultural

Effects on the community

Our groups and activities can have a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it”, and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Sewerage	Discharge from network	Wastewater discharge from the network may cause adverse effects on the environment. To address this, Council will manage a consented and compliant wastewater system that mitigates any such issue.

Our challenges

Identified issues that will impact on the activities within the Sewerage Group are:

Local Water Done Well

The new central government water reform program will have significant impacts for drinking water in the Waimate District over the next 10 years. Council has presented two viable water services delivery options to the community and will make their decision on 1 July 2025. Either option will mean significant changes in the way we operate our water services to meet the new requirements from the Government.

Inflow and infiltration

At the time of writing, Council is currently undertaking a survey of the sewer network to identify problem areas and address them accordingly in a targeted manner.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Sewerage	-	-	100%	-	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Sewer - Waimate Urban renewals	727	909	2,346	5,416
Sewer - WWTP out flow meter renewal	-	6	-	-
Sewer - Milford pump renewal	-	-	-	16

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Sewer - WWTP Electrical/control renewal	100	-	-	56
Sewer - WWTP various equipment	9	-	-	7
Sewer - Septic waste receival unit	-	93	-	-
Sewer - Edinburgh, Victoria and Nelson Streets infill	-	-	300	-
Sewer - Allan Street extension	-	-	-	494
Sewer - Manchester Street extension	-	-	-	388
Sewer - Hunts Road extension	-	-	-	451
Sewer - St Andrews consenting	-	-	-	17
Sewer - Glenavy consenting	-	-	-	22
552050403 - Consultancy - CCTV investigations	-	-	-	141
Sewerage Group Total	835	1,007	2,646	7,008

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Sewerage Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	859	896	933	1,008	1,123	1,194	1,283	1,300	1,344	1,420
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	57	26	26	27	28	28	29	29	30	30
Internal charges and overheads recovered	9	8	8	9	10	10	11	12	13	14
Local authority fuel tax, fines, infringements fees, and other receipts	8	30	31	32	33	33	34	35	36	36
Total operating funding	933	960	998	1,076	1,193	1,267	1,357	1,376	1,422	1,500
Applications of operating funding										
Payments to staff and suppliers	284	231	238	310	249	254	331	263	268	273
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	280	271	299	337	443	504	555	561	600	631
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	564	501	537	647	692	758	885	825	868	905
Surplus / (deficit) of operating funding	369	458	461	429	501	509	472	551	554	596
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	17	17	18	18	19	19	19	20	20	21
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	17	17	18	18	19	19	19	20	20	21
Applications of capital funding										
Capital expenditure - to meet additional demand	-	-	-	210	-	346	-	272	-	316
Capital expenditure - to improve the level of service	-	20	-	90	22	148	-	120	4	139
Capital expenditure - to replace existing assets	445	815	1,007	2,346	1,473	740	410	676	1,008	1,195
Increase/(decrease) in reserves	(59)	(359)	(528)	(2,199)	(974)	(706)	81	(496)	(437)	(1,034)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	386	476	479	447	520	528	491	571	574	616
Surplus/(deficit) of Capital Funding	(369)	(458)	(461)	(429)	(501)	(509)	(472)	(551)	(554)	(596)
Funding balance	-	-	-	-	-	-	-	-	-	-



Roading and Footpaths Group

What We Do

For over 150 years, the Waimate District Council has been responsible for developing and maintaining a safe and efficient transport network. This includes roads, footpaths, bridges, streetlights, road signs, and associated drainage systems. While our roading team manages these assets, physical maintenance is delivered through external contractors.

The district's transport network spans 1,325 kilometres, with rural roads making up 96% of this network—an essential part of the region's export supply chain. Key industries such as dairy, pastoral farming, and forestry rely

on these roads to connect to markets. Our roading assets include:

- 651 km of sealed roads, 674 km of unsealed roads
- 182 bridges, 90 concrete fords
- 3,544 culverts, Nearly 50 km of kerb and channel
- Over 5,000 signs, 495 streetlights
- 63 km of footpaths

Two major state highways, SH1 and SH82, also run through the district and intersect with our local roads. These highways are managed by NZ Transport Agency.

Why we provide it

A reliable and well-maintained transport network is vital to the economic and social wellbeing of our district. It enables access to workplaces, schools, health services, and community facilities supporting both economic activity and quality of life.

Without paved roads, safe bridges, and accessible footpaths, daily life in the Waimate District would be significantly affected. Our roads help move goods, connect people, and foster opportunities across the district.

Looking ahead

Council has a long-term commitment to renewing and improving the roading network. Planned investments include:

- Ongoing resurfacing of roads and pavement renewals to address ageing infrastructure
- Renewal of footpaths
- Improvements to drainage systems to extend the lifespan of road surfaces and prevent water-related damage. These upgrades will help reduce storm damage, improve safety, and make the transport network more resilient.

We are also focused on making our roads safer. This includes better signage and public education initiatives delivered in partnership with the Timaru and Mackenzie District Councils. Together, these efforts will support a transport system that meets the current and future needs of the Waimate District community.

Community Outcomes



**Thriving
Community**



**Safe and Healthy
People**



**Sustainable
District and
Environment**



**Active, Diverse
and Supportive
Community**

Community Wellbeings



Economic



Social



Cultural

Effects on the community

The Roding activity has a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it”, and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Environmental Impact	Road construction and maintenance can lead to soil erosion, waterway sedimentation and loss of vegetation, Dust from unsealed roads causes nuisance to houses adjacent the road.	Prioritising environmental assessments as part of project planning Improving and maintaining drainage systems to prevent erosion and water damage Require developers whose projects will significantly increase adverse effects of vehicles dust to seal roads. Share cost of sealing the road adjacent to existing houses with property owners. Implementing erosion and sediment control measures during construction.
Noise and Disruption to Communities	Maintenance and construction activities can create noise, limit access, and cause temporary traffic delays or detours.	Scheduling works during appropriate hours to minimise disruption Providing advance notice to affected communities Ensuring efficient traffic management and detour planning
Road Safety Risks	Increased traffic volumes, poor road maintenance, or inadequate signage can lead to crashes or injuries.	Regular inspection and proactive upgrades to signage and road markings Upgrading intersections and high-risk areas Supporting road safety education programmes.

Our challenges

Identified issues that will impact the Roding and Footpaths Activity are:

Funding shortfall

Council is facing a shortfall in roading co-funding from NZ Transport Agency. To maintain current service levels, additional funding will need to be sourced through local rates. Given these financial limitations, the focus will remain on essential maintenance and the preservation of existing assets. At this stage, no new safety upgrades or general road improvement projects are planned.

Ageing and deteriorating infrastructure

Some of the district’s roading infrastructure is reaching the end of its useful life. Much of this infrastructure was not built to handle the increasing size and weight of modern heavy vehicles. To ensure we can continue to support economic growth and maintain a safe and reliable transport network, Council must

invest proactively in the renewal of these assets. Given financial constraints, careful planning and prioritisation are essential. Targeted maintenance will help extend the life of older infrastructure and ensure it remains safe and serviceable until full replacement can be achieved.

Road drainage impacts

Effective drainage is critical to the long-term performance and safety of our roads. Poor drainage can accelerate pavement deterioration, increase gravel loss on unsealed roads, and raise the risk of storm-related damage and traffic incidents. Recognising this, Council is expanding its drainage maintenance and renewal programme. These efforts are focused on addressing current deficiencies and building greater resilience in the network to cope with more frequent and intense weather events.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Roading and Footpaths	58%	-	42%	-	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Roading - Resealing	1,323	1,353	1,377	9,030
Roading - Drainage construction	176	180	328	2,152
Roading - Culvert replacement	161	165	298	1,952
Roading - Kerb and channel renewal	299	305	348	2,283
Roading - Concrete ford renewal	46	47	48	313
Roading - Pavement rehabilitation	834	853	1,110	7,279
Roading - Structures component rep.	207	212	249	1,635
Roading - Sign renewal	71	73	74	486
Roading - Minor improvements	-	-	531	3,481
Roading - Footpath renewal	66	68	308	2,020
Roading - Minor improvements (non-subsidised)	40	41	53	348
Roading - Seal extensions	-	-	64	418
Roading - Development	-	-	53	348
Roading and Footpaths Group Total	3,223	3,296	4,841	31,744

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Roothing and Footpaths Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
Targeted rates	3,248	3,411	3,379	3,824	3,911	4,008	4,099	4,195	4,288	4,377
Subsidies and grants for operating purposes	1,940	1,639	1,682	2,199	2,259	2,318	2,376	2,433	2,491	2,546
Fees and charges	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees, and other receipts	104	114	118	122	125	128	131	134	138	141
Total operating funding	5,292	5,164	5,179	6,145	6,295	6,454	6,606	6,762	6,917	7,063
Applications of operating funding										
Payments to staff and suppliers	3,746	3,870	3,892	4,194	4,308	4,420	4,530	4,639	4,750	4,855
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	619	678	723	753	757	773	784	800	813	826
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	4,365	4,548	4,616	4,947	5,065	5,193	5,314	5,440	5,563	5,680
Surplus / (deficit) of operating funding	928	616	564	1,198	1,229	1,261	1,292	1,322	1,354	1,383
Sources of capital funding										
Subsidies and grants for capital expenditure	3,023	2,660	2,720	3,664	3,763	3,861	3,957	4,052	4,149	4,241
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	3,023	2,660	2,720	3,664	3,763	3,861	3,957	4,052	4,149	4,241
Applications of capital funding										
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	550	40	41	701	720	739	757	775	794	811
Capital expenditure - to replace existing assets	3,381	3,183	3,255	4,141	4,252	4,363	4,472	4,580	4,689	4,793
Increase/(decrease) in reserves	20	52	(13)	20	20	20	20	20	20	20
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	3,951	3,275	3,284	4,861	4,992	5,122	5,249	5,375	5,503	5,624
Surplus/(deficit) of Capital Funding	(928)	(616)	(564)	(1,198)	(1,229)	(1,261)	(1,292)	(1,322)	(1,354)	(1,383)
Funding balance	-	-	-	-	-	-	-	-	-	-



Organisation and Governance Group

What we do

The Organisation and Governance Group includes the following activities provided by Council:

- Central Administration
- Community Representation
- Investments and Finance
- Strategy

Central Administration

The Central Administration activity consists of core services that Council provides to its activity areas to support the delivery of each activities' outcome. An appropriate operating structure of Council is the main function of Central Administration.

Community Representation

This activity provides support to Elected Members, enabling them to govern effectively. The Waimate District's Elected Members are the democratic representatives of the community and collectively set the district's strategic vision and direction by reviewing Council's policies, making regulatory decisions and reviewing Council's performance.

To facilitate and assist with such functions, Council's governance staff provide a range of services such as preparation and co-ordination of meetings, preparation of meeting agendas and minutes, administration

of Elected Members' remuneration, expenses, training and a variety of technological needs.

Investments and Finance

The Investments and Finance activity equates with the management of Council's investment portfolio, including its Gorge Road property, its forestry investment, its shareholding with Alpine Energy and any other investments of Council.

Council finance staff manage Council's cash-flow position, in order that sufficient funds are available to pay our suppliers and any surplus funds are invested appropriately to attract the best return. The relationship with Council's principal bankers and lenders is managed through this activity, to ensure prudent management and that financing is available when required.

Strategy

This activity comprises of the processes that support the Council's decision-making. For example, strategic planning, policy development and monitoring and reporting. Long Term Plans are produced every three years, while Annual Plans are produced in the intervening two years. The Annual Report summarises the performance of Council every 30 June, and is supported throughout the year by periodic reports to Council.

Special consultation to gather community feedback is managed in the Strategy activity.

Why we provide it

These activities are provided to ensure:

- A well-organised and efficiently run Central Administration will result in Council fully supporting its activity areas in achieving its aims, ensuring the community gets the most value from Council services.
- A robust process of effective, democratic, sustainable, inclusive and transparent governance at local level.
- Basis for fair and equitable decision-making in the district. It ensures there is a robust governance framework underpinning decisions and that these decisions comply with legal requirements. It also provides residents and ratepayers throughout the Waimate District with the opportunity to participate in the decisions affecting their community.
- Careful management of Council investments should yield investment returns that, in turn, support the activities of Council.

Looking ahead

Council actively seeks community feedback to ensure its operations and outcomes are aligned with the needs and expectations of its residents. Through regular consultations, surveys, and public engagement, Council gathers valuable insight and suggestions that are analysed and integrated into decision making processes. This continuing dialogue enables Council to make improvements and supports a more responsive and effective local government.

Council diligently maintains its existing investments to ensure ongoing support for community services as well as maintaining infrastructure. These investments provide the necessary funding for continuous improvements, enhancing the levels of service we provide in our activities, and mitigating the rising costs of providing these services.

Community Outcomes

	 Thriving Community	 Safe and Healthy People	 Sustainable District and Environment	 Active, Diverse and Supportive Community
Central Administration		✓		
Community Representation		✓		✓
Investments and Finance		✓	✓	
Strategy	✓	✓	✓	✓

Community Wellbeings



Social



Economic



Environmental



Cultural

Central Administration	✓			
Community Representation	✓			✓
Investments and Finance		✓		
Strategy	✓	✓	✓	✓

Effects on the community

This section identifies potential negative effects the activities within this Group may have on the community, including economic, environmental, cultural or social. For each negative aspect, Council will seek to mitigate or address these issues.

Activity	Effect	How we intend to mitigate the effect
Central Administration	Reliance on Central Administration	Should Central Administration be unable to support an activity, either by being unable to provide appropriate expertise or being unable to do so within budget limits, the resulting levels of service, or the cost to deliver this support, will be negatively impacted. To mitigate this risk, Council ensures there are appropriate controls and reporting in place for each activity. Council provides its staff with training and support to enhance their knowledge and ability to recommend and take appropriate action.
Investments and Finance	Compromised cost of debt	Council seeks to mitigate this risk by employing appropriate internal controls and reporting. Council has regular discussions with its principal bankers and lenders (Local Government Funding Agency), along with its Treasury Advisors.
Community Representation	Decisions with potentially negative impacts on specific groups of people or individuals even when decisions have been made with consideration to the wider benefit of the community.	Council will seek to mitigate the effect through consultation with affected groups and individuals where this is possible.

Our challenges

Changing legislation and economic uncertainty

Council’s strategy and policy formulation/ implementation shall face a range of complex, dynamic and transformational challenges in the coming decade. Changes in the parameters of the socio-economic ecosystem, variance in degrees and quality of public perception of democratic governance and engagement, paradigm shifts in norms, microeconomic and macroeconomic uncertainty, instability in degrees of national [legislative] compliance with international agreements and legislative turbulence.

Upcoming elections

Local Government Elections are due to be held in 2025, 2028 and 2031. Council’s challenge is to receive adequate and diverse nominations as to ensure relevant representation of the district. Council shall be proactive in promoting the prospect of candidacy for joining local government.

Finance costs

Increased interest rates create a challenge as the increase in interest rates from the previous Long Term Plan is set to align with a period of large borrowings, due to the anticipated timing of a significant capital works programme. Council will prudently manage their borrowings, in conjunction with Treasury Advisors, to ensure the structure of financing meets the objectives of Council’s Liability Management Policy.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Community Representation	-	-	-	100%	-
Strategy	-	100%	-	-	-
Investments and Finance	-	100%	-	-	-
Central Administration	100%	-	-	-	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Chief Executive - Vehicle replacement	-	-	-	45
Corporate Services - Vehicle replacement (pool car)	-	-	85	-
Corporate Services - Cleaners vehicle replacement	-	-	-	45
Corporate Services - Furniture and fittings	15	15	16	105
Corporate Services - Facility access control system	8	-	-	-
Corporate Services - Computers and hardware	15	15	16	105
Corporate Services - Elected Member devices	-	-	4	23
Corporate Services - Servers	30	-	96	121
Corporate Services - Telephone/PABX upgrade	-	-	-	5
Corporate Services - UPS	-	15	-	18
Corporate Services - Public security cameras	-	41	-	53
Corporate Services - ESRI Server upgrade	-	-	-	11
Corporate Services - Magiq upgrades	-	10	-	35
Utilities - Sundry plant renewals	6	5	11	35
Utilities - Digger / excavator replacement	43	-	-	58
Utilities - Replacement tablets for staff (AssetFinda)	-	10	-	12
Utilities - Equipment renewals	6	12	2	12
Utilities - Fuel storage tank and mobile fuel tanker	40	-	-	-
Utilities - Vehicle replacement	-	-	192	353
Roading - Vehicle Replacement	49	-	52	174
Asset Management - Water compliance vehicle	-	-	-	45
Asset Management - SCADA	10	5	17	45
Parks - Plant and machinery replacements	5	5	5	41
Parks - Walker Mower replacement	-	52	-	64
Parks - John Deere mower replacement	70	-	-	79
Parks - Vehicle Replacement	40	-	43	45

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Parks - Isuzu tipper truck replacement	60	-	-	-
Asset Manager - Pool vehicle	-	-	-	44
Governance - AV Conferencing system for Council Chambers	-	-	11	89
Forestry - Planting, pruning and thinning Waihao Forest	-	298	121	26
Forestry - Planting, pruning and thinning Reserves	2	39	28	37
Organisation and Governance Group Total	399	525	699	1,725

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Organisation and Governance Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	812	1,033	1,076	1,270	1,220	1,220	1,252	1,268	1,273	1,296
Targeted rates	1,270	1,309	1,403	1,444	1,469	1,493	1,518	1,567	1,592	1,614
Subsidies and grants for operating purposes	6	-	-	-	-	-	-	-	-	-
Fees and charges	2	2	2	2	2	2	2	2	2	2
Internal charges and overheads recovered	5,655	6,023	6,873	7,114	7,219	7,461	7,562	7,619	7,740	7,786
Local authority fuel tax, fines, infringements fees, and other receipts	2,591	2,619	364	313	371	332	338	392	345	349
Total operating funding	10,336	10,985	9,719	10,143	10,280	10,508	10,672	10,847	10,952	11,047
Applications of operating funding										
Payments to staff and suppliers	6,160	6,594	6,909	7,146	7,141	7,212	7,558	7,652	7,758	8,078
Finance costs	334	482	788	896	967	1,011	1,007	934	900	853
Internal charges and overheads applied	1,557	1,593	1,695	1,755	1,759	1,780	1,814	1,833	1,853	1,887
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	8,052	8,669	9,392	9,796	9,868	10,003	10,380	10,419	10,510	10,818
Surplus / (deficit) of operating funding	2,284	2,316	326	348	413	505	292	429	442	229
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	200	7,180	766	2,133	955	(833)	(1,827)	(967)	(1,035)	(31)
Gross proceeds from sale of assets	20	16	2	35	6	7	-	-	6	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	220	7,196	769	2,168	962	(827)	(1,827)	(967)	(1,029)	(31)
Applications of capital funding										
Capital expenditure - to meet additional demand	8	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	127	41	-	11	-	-	-	89	-	-
Capital expenditure - to replace existing assets	381	358	525	688	146	542	214	170	436	128
Increase/(decrease) in reserves	1,989	9,113	570	1,817	1,229	(864)	(1,749)	(797)	(1,023)	70
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	2,504	9,512	1,095	2,516	1,374	(322)	(1,535)	(538)	(587)	199
Surplus/(deficit) of Capital Funding	(2,284)	(2,316)	(326)	(348)	(413)	(505)	(292)	(429)	(442)	(229)
Funding balance	-	-	-	-	-	-	-	-	-	-





District Planning and Regulatory Services Group

What we do

The District Planning and Regulatory Services Group includes the following activities:

- Animal Management
- Building Control
- Environmental Services
- Resource Management

The central focus of this group is to administer Council's statutory and regulatory responsibilities across a wide number of statutes. Its primary focus is the protection of community health, safety, and amenities.

Animal Management

Animal Management is responsible for regulating Council's bylaws and policies relating to dogs in our district. This activity focuses on promoting responsible dog ownership that allows owners to enjoy their dogs without infringing on the enjoyment and safety of others. To achieve this, Council works closely with the public to provide education around responsible pet ownership. An important facet of this work is visiting schools and early childhood centres, with a particular emphasis on educating children on how to interact safely with dogs.

Council maintains a register of dogs within the district as part of our legislative responsibilities and this assists us to investigate and respond appropriately to dog related incidents. We also maintain a pound in Waimate to ensure we are able to deal appropriately with dogs, and any other animals which need to be contained.

Council also works hard to ensure all wandering stock are attended to quickly, making sure our roads and residents are safe.

Building Control

Building Control is responsible for implementing and administering the provisions of the Building Control Act 2004. Under the Act, Council must maintain accreditation as a Building Control Authority (BCA) in order to provide this service. The main purpose of the Act, and our work, is to provide regulation for building work, set a licensing regime for building practitioners and to set performance standards for buildings.

As an accredited BCA, Council ensure buildings are safe and healthy for the people who use them. The BCA processes and grants building consents, monitors pool fencing, inspects and monitors building work and provides advice on building related issues. It is responsible for issuing documents such as Code Compliance Certificates (CCCs), Certificates of Public Use (CPUs), Building Warrants of Fitness and processing Project and Land Information Memorandums (PIMs and LIMs). The activity is focused on meeting legislative requirements, while balancing customer service with the management of risk to Council and the public.

Environmental Services

Environmental Services has a primary focus on improving, maintaining, and promoting public health, wellness, and safety within the district.

Environmental Services deal with a broad range of health issues including food safety, alcohol licensing, noise control; response to infectious & notifiable diseases; & hazardous substances. Environmental Services also regulate hairdressers, beauty salons, tattooists, skin piercing businesses, funeral directors, mobile shops and the keeping of animals, poultry, and bees.

For the more technical aspects of the activity requiring expert input from environmental health officers or alcohol licensing inspectors, Council has a health contract service arrangement with the Timaru District Council. Both residential and commercial excessive noise provisions under the Resource Management Act 1991 are given effect by in-house Council staff.

Climate change

Council believes that sustainable and practical climate change action is needed to meet our obligations as an organisation and to our community. Through public consultation and strategy adaptation we will mitigate the negative effects of climate change to maintain (and where possible enhance) our environmental, social, economic, and cultural well-being.

Resource Management

Resource Management is primarily focused on land use and the sustainable management of natural and physical resources within the Waimate District. It is responsible for the preparation and administration of the District Plan, which is the key tool for managing the district's resource management issues and objectives.

Tasks include the processing and administering of land use and subdivision consents, notices of requirement and District Plan variations, processing Land Information and Projects Information Memorandums (LIMs and PIMs), managing development of land use activities, compliance monitoring and state of the environment reporting.

The activity also guides the review of the District Plan, which has a statutory obligation under the Resource Management Act 1991 (RMA) to be reviewed every 10 years.

Why we provide it

The Regulatory and Compliance Group is in the business of safeguarding residents in everyday community life. This means residents do not need to worry about their new house falling over in a stiff breeze, or that wandering dogs will get into the rubbish bins. Residents should not need to stress that new developments might poison a stream, or that the food they buy has not been prepared and stored hygienically.

Council will take care of any late-night drumroll practices and will make sure that gambling and licensed liquor premises are doing things by the book. Council is required to provide District Planning and Regulatory Service activities under several Acts of Parliament including, but not limited to; the Local Government Act 2002, Resource Management Act 1991, Dog Control Act 1996, Building Act 2004, Health Act 1956, Sale and Supply of Alcohol Act 2012 and the Food Act 2014.

These activities help to ensure:

- Our built and natural environment is safe to live, work and play in
- Building or land developments are managed in a safe and sustainable way
- Land is used appropriately through enforcing building and planning rules and legislation
- Any negative effects of activities which may occur in the district are minimised or managed
- Food premises are practicing a high standard of hygiene
- Communities and individuals are kept safe from nuisances
- The natural and built environment is protected and enhanced to promote sustainable development

Looking ahead

Council is currently meeting the needs within the community throughout all components of this group. However, the intention in the coming

years is to expand the educational component of the activity, with plans to regularly present to schools and community groups.

Community Outcomes

	 Thriving Community	 Safe and Healthy People	 Sustainable District and Environment	 Active, Diverse and Supportive Community
Animal Management		✓		
Building Control	✓	✓		
Environmental Services	✓	✓		
Resource Management	✓	✓	✓	

Community Wellbeings



Social



Economic



Environmental



Cultural

Animal Management	✓			
Building Control	✓	✓	✓	
Environmental Services	✓	✓	✓	
Resource Management	✓	✓	✓	✓

Effects on the community

This section identifies potential negative effects the activities within this Group may have on the community, including economic, environmental, cultural, or social. For each negative aspect, Council will seek to mitigate or address these issues.

Activity	Effect	How we intend to mitigate the effect
Animal Management	Cost of compliance	The activity involves people and their emotional connection with their dogs and animals. This can lead to challenging situations for Council staff and managers, and dog owners. To address this issue, Council will ensure staff and managers are adequately trained in active listening and de-escalation techniques to assist in managing difficult conversations. Council considers all events with a graduated response intent, exploring opportunities to utilise alternative solutions within the existing regulatory framework.
Building Control	Conflict over consenting and regulation outcomes	We provide information on legislative requirements, building code requirements, bylaws and District Plan rules and policies.
Climate Change	Complexity in developing policy combined with ability for ongoing monitoring and flexibility	Climate action can be made more efficient and effective by utilising systems thinking to better characterise and anticipate the resulting impacts. It is vital to engage the community to better understand and reflect considerations affecting outcomes.
Resource Management	Enforcement of district planning requirements	Council will ensure that the District Plan provides a balance between protecting people and the environment, whilst still encouraging appropriate and sustainable development within the district. Council continues to ensure that the cost of consent does not significantly increase by comparison to the value of work required. It is important to note, resource planning is not about restrictive regulations, but rather about guardianship of our residents and environment, both for today and for generations to come.

Our challenges

Managing public expectation

Managing public expectations around animal management is an ongoing challenge, with many people in the community expecting issues to be resolved through enforcement - often in the absence of verifiable evidence.

As a regulator, Council operates within the provisions of the Dog Control Act, the Dog Control Bylaw and the Impoundment Act in relation to general stock control. Council follows its Enforcement Policy, which dictates a graduated response. We strive to improve our community's understanding of what Council provides and how it sets out to ensure compliance from dog and animal owners. Regular Facebook posts such as "Waimate Woofers" aim to address the issue, but Council intends improving community understanding through education, including visits to schools and community groups.

Changes to legislation

Meeting the changing legislative requirements relating to building will continue to be a significant challenge for Building Control. These include changes to the Building Act 2004, new methods of building (e.g. Built Ready Scheme and new building products). Demand on current staffing levels will increase due to a significantly increased workload.

Therefore, Council will remain on top of any changes to the legislative environment and remain agile enough, in terms of resourcing, to meet any changes as they occur.

District Plan

The District Plan Review is a six-to-eight-year undertaking from informal consultation through to a new plan becoming operative. It is a large undertaking for a small Council and will require significant resources in order to deliver the project within scope and on budget. It will require close monitoring, direction, and the coordination of many moving parts. The review is a challenge simply by virtue of its size as a project and its importance to the district.

Increasing contract costs

The cost of the environmental service contract with Timaru District Council could be driven up at a greater rate than inflation, by the force of one or more factors (e.g. increased development pressure in the district, bringing with it more food and alcohol businesses).

Implementing the Resource Management Act

The implementation of RMA, considering its complexities and observed inefficiencies by both regional and territorial authorities, often results in our community appropriating some blame to Council for the Act's perceived inadequacies. As a Council and regulator, we need to improve how we tell our story and share information describing how Council, together with the community, are the guardians of our environment for the betterment of both our own wellbeing and generations to follow.

Climate change

In the face of climate change, Council will continuously collaborate with the community to build resilience in the face of increased frequency and severity of weather events. Council will continue to brief Elected Members and the community on what this means for the Waimate District, outlining the actual cost of investing, or not investing, in relation to climate change risk.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Building Control	60%	40%	-	-	-
Animal Management	50%	50%	-	-	-
Environmental Services	50%	50%	-	-	-
Resource Management	10%	90%	-	-	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Animal Management - Vehicle replacement	-	41	-	49
331034803 - Regulatory Expenses - District Plan Costs	100	103	-	-
Building Control - Vehicle replacements	-	-	-	90
District Planning and Regulatory Services Group Total	100	145	-	140

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the District Planning & Regulatory Services Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	941	1,105	1,170	1,079	1,064	1,112	1,123	1,128	1,165	1,201
Targeted rates	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	626	522	538	671	689	707	724	740	756	826
Internal charges and overheads recovered	29	14	12	8	9	11	10	12	12	14
Local authority fuel tax, fines, infringements fees, and other receipts	3	3	3	3	3	3	3	4	4	4
Total operating funding	1,599	1,644	1,722	1,761	1,765	1,833	1,860	1,883	1,938	2,044
Applications of operating funding										
Payments to staff and suppliers	1,048	1,038	1,031	994	983	1,048	1,032	1,098	1,080	1,218
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	648	689	753	767	746	774	782	786	818	825
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,696	1,727	1,784	1,761	1,729	1,822	1,815	1,884	1,898	2,043
Surplus / (deficit) of operating funding	(97)	(83)	(62)	-	36	12	45	(1)	39	1
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	21	21	22	23	23	24	24	25	25	26
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	14	-	-	-	1
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	21	21	22	23	23	37	24	25	25	27
Applications of capital funding										
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	41	-	-	90	-	-	-	49
Increase/(decrease) in reserves	(76)	(62)	(81)	23	59	(41)	70	24	65	(20)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	(76)	(62)	(40)	23	59	49	70	24	65	29
Surplus/(deficit) of Capital Funding	97	83	62	-	(36)	(12)	(45)	1	(39)	(1)
Funding balance	-	-	-	-	-	-	-	-	-	-



Community Services Group

What we do

The Community Services Group includes the following activities provided by Council:

- Community Support
- Economic Development and Promotions
- Emergency Management
- Library Services

This group of activities involves promoting the social, cultural and economic development of our communities to ensure they have a good quality of life.

Community Support

Community Support involves assisting groups and individuals through contestable and annual grants. Council administers grant funding on behalf of the Creative Communities Scheme and the Sport NZ Rural Travel Fund. Decisions for the various contestable grants are made by Council and a mix of Special Committees, consisting of community members and Council representatives.

Community Housing

Council provides community housing in order to provide a low-cost accommodation option for older persons or those with mobility, mental health or disability issues. By providing this service, Council aims to strengthen communities and maintain social bonds by keeping families and long-term residents together, ensuring a cohesive and supportive environment.

Economic Development and Promotions

Council plays a key role in supporting and promoting economic development for the district. Its most important contributions are the provision of infrastructure and services, and support for businesses, projects and initiatives which enhance the vibrancy and wellbeing of our community.

Council also supports youth not in education, employment or training into employment through the Mayors Taskforce for Jobs programme. This is in partnership with Local Government New Zealand with funding from the Ministry of Social Development. This initiative also includes a programme which assists jobseekers with driver licences and driving lessons.

Council aims to grow visitor and resident numbers through the promotion of the Waimate District as a place to visit, live, work and play. This is through support for events, the provision of an information centre, and the Explore Waimate website, social media and promotional material.

Emergency Management

Council has a responsibility to undertake civil defence and emergency management activities for the district. Local planning and coordination of a response to emergency events play an important role in protecting

the lives and livelihoods of the residents of the community. Waimate District's emergency management team functions within the broader Civil Defence Emergency Management Group (CDEM). We work with partner agencies across the district, local communities, and residents to build greater resilience.

Library services

Council provides public library services to the district's residents from its library facility in Waimate. The core services are physical access to the library's collection, electronic/remote access to the digitized material, digital assistance and resources and public availability of computer (or computer-related) equipment (e.g. computer stations, laptops and free Wi-Fi access point).

Why we provide it

The activities within the Community Services Group aim to enhance the everyday community life for residents within the Waimate District. These activities help ensure:

- Current and future needs of the community are met, ensuring we continue to live in a diverse, thriving and sustainable district where people want to live, visit, work and play
- Foster lifelong learning via providing a broad range of reading material and other information that we deliver to the public
- Research capabilities are available to residents enabling them to participate in extramural tertiary studies not otherwise available within the Waimate District
- Promotes literacy and encourages a sense of community wellness and connectedness
- Sustainable economic growth
- To support our communities' ability to respond to, and recover from, emergency events. This is done through the 4Rs (e.g. reduction, readiness, response, and recovery).

Looking ahead

Parallel to its active and continuous support for the community via funding opportunities, the Council shall endeavor to engineer and facilitate an ever-increasing integration of cultural, social, economic and environmental indicators of wellbeing.

Council plan to continue the provision of the current library services with a view of continuous monitoring and improvements, with a key emphasis on meeting the current and future needs of the community.

A particular area of focus shall be systematic integration of modern information technologies with core and extended library services, as to fully exploit the vast potential of such technologies to enhance all present and future aspects of library services.

It is important Council work to raise awareness within the community of how to be more prepared and resilient in the face of civil defence emergencies, and this is an area closely promoted by Council's Emergency Management and Health and Safety Advisor.

Community Outcomes

	 Thriving Community	 Safe and Healthy People	 Sustainable District and Environment	 Active, Diverse and Supportive Community
Community Support		✓	✓	✓
Economic Development and Promotions	✓	✓	✓	✓
Emergency Management		✓		
Library Services	✓	✓		✓

Community Wellbeings



Social



Economic



Environmental



Cultural

Community Support	✓			✓
Economic Development and Promotions	✓	✓	✓	✓
Emergency Management	✓			✓
Library Services	✓	✓		

Effects on the community

Our groups and activities can have a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it”, and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Emergency Management	Increased level of risk	Risk reduction activities (e.g. flood protection, infrastructure investment, planning measures) can create significant cost for Council in the short term and can prove to be politically unpopular. Elected Members and the community are made fully aware of the associated risks and are fully briefed and consulted on decisions relating to planning and/or investment.

Projects

	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Year ended 30 June				
111033520 - Grants - Recreational Tracks	20	274	21	139
Library - Books	55	62	64	462
Community Services Group Total	75	336	85	601

Our challenges

Bridging the digital divide

With a predominantly older demographic within the district, Council need to be aware of the digital divide among certain members of the community. This means some residents may not have the knowledge or ability to utilize some of the library's digital services. To address this challenge, Council will continue to monitor technological changes and introduce training sessions and hands-on advice with devices, ensuring practical steps are made to bridge the digital divide.

Climate change

Continuing uncertainty surrounding the frequency and intensity of weather events represents an emerging challenge for emergency management planning. Council's efforts to prepare, respond, and recover from these events is at the forefront of our planning. Regular engagement with national and group civil defence emergency management plans aimed at responding to weather events is helping to build a more resilient and interconnected emergency management system in both Waimate and the Canterbury region. Further challenges are presented in staffing turnover, resulting in a consistent need for onboarding and training of new staff into EOC positions.

Balancing levels of service against increasing cost of living

A growing challenge throughout New Zealand is the balance in providing quality community services with the ever-increasing cost of living. Residents and business alike rely on essential services provided through our activities such as library services, annual grants, and civil defense, which are becoming more expensive to deliver. These rising cost impact Council's budget as well as the financial well-being of our communities, necessitating a careful allocation of limited resources. Striking this balance requires innovative solutions, prudent fiscal management, and active community engagement to ensure we continue to meet the needs of our residents without compromising the quality of our services.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Economic Development and Promotions	-	100%	-	-	-
Emergency Management	-	-	100%	-	-
Community Support	-	100%	-	-	-
Library	5%	-	-	95%	-

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Community Services Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General rates, uniform annual general charges and rates penalties	378	400	430	435	441	443	453	457	468	473
Targeted rates	726	728	765	788	783	787	800	810	819	829
Subsidies and grants for operating purposes	206	206	185	191	196	201	206	211	215	220
Fees and charges	10	10	10	10	10	11	11	11	12	12
Internal charges and overheads recovered	31	16	17	19	21	22	23	24	25	24
Local authority fuel tax, fines, infringements fees, and other receipts	14	8	15	8	15	8	16	9	17	9
Total operating funding	1,364	1,368	1,422	1,451	1,467	1,472	1,510	1,522	1,555	1,568
Applications of operating funding										
Payments to staff and suppliers	765	756	1,023	783	815	824	856	864	895	899
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	557	541	575	600	592	592	602	609	613	622
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,322	1,297	1,598	1,382	1,406	1,417	1,458	1,473	1,508	1,521
Surplus / (deficit) of operating funding	42	71	(176)	68	61	56	52	49	47	46
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-
Applications of capital funding										
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	103	55	62	64	66	73	75	77	85	86
Increase/(decrease) in reserves	(61)	16	(238)	4	(5)	(18)	(23)	(28)	(37)	(40)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	42	71	(176)	68	61	56	52	49	47	46
Surplus/(deficit) of Capital Funding	(42)	(71)	176	(68)	(61)	(56)	(52)	(49)	(47)	(46)
Funding balance	-	-	-	-	-	-	-	-	-	-



Community Facilities Group

What we do

The Community Facilities Group includes the following activities provided by Council:

- Camping
- Cemeteries
- Event Centre
- Parks, Reserves, and Public Spaces
- Property
- Swimming Pool

The Community Facilities Group provides and manages several key community facilities that meet the district's recreation and leisure needs, as well as social and cultural provisions for our communities.

Camping

Council provides a range of formal and informal camping grounds throughout the Waimate District. This includes cabins and camp sites at Victoria Park, Knottingley Park Motor Camp, St Andrews Reserve and the Morven Camping Ground – the latter of which is managed by a Domain Board. Our Waimate Lakes campgrounds offer seasonal non-powered camping sites at five locations on the shores of the picturesque Lake Aviemore and Lake Waitaki. Council manages the camping sites to ensure residents and visitors have fair access to quality, safe and appealing camping grounds and facilities.

Cemeteries

Council manages and maintains a number of cemeteries across the district. We have two active cemeteries, those being Waimate and Otaio. The Glenavy and Morven cemeteries are closed for interments but continue to be maintained by Council. Council also provide land and services for the burial or interment of ashes, and ensure cemeteries are well maintained to remain peaceful locations for family, friends, the community and visitors. Council also maintain and administer an electronic cemetery database for the Waimate and Otaio cemeteries to assist with burial enquiries.

Event Centre

The Waimate Event Centre is a modern facility offering a mix of spaces for indoor recreation, meetings and events.

The main features of the Event Centre include:

- Two multi-use courts
- Climbing wall
- Netted cricket lane
- Squash courts
- Fitness Centre
- Function and meeting rooms with kitchen and bar facilities

Why we provide it

Reserves, public open spaces, and facilities are an important element in both the residential and rural environment for physical exercise, leisure activities, social contact and burial services.

Parks, reserves, and public spaces

Council provide and manage over 100 hectares of parks, reserves, sportsgrounds, playgrounds and gardens throughout the district. Our premier parks, Victoria Park and Knottingley Park and Arboretum, offer a range of sport and recreational activities in stunning settings that showcase the natural beauty of our district. Urban reserves and neighborhood playgrounds, such as Boland Park and the Tennant Street/Victoria Park playgrounds, enhance the urban environment and provide recreational activities.

Our rural reserves provide roadside plantings to enhance town entrances, walking tracks, picnic areas and access to local swimming and fishing spots. We also maintain a number of heritage monuments and plaques including war memorials, the Margaret Cruickshank monument and the White Horse.

Property

Council own and manage a variety of properties for community use. These properties supplement our other community facilities in this group and include community venues, public toilets, council administration buildings, 27 community housing units, and reserve land. Council maintains these properties to ensure they are safe and fit for purpose.

Swimming pool

The Norman Kirk Memorial Swimming Pool is an outdoor heated, six lane pool, 33.3 metres long, set in a 0.28ha landscaped setting. The pool is named after the late Prime Minister Norman Kirk, who was born and bred in Waimate and has been laid to rest in the Waimate Lawn Cemetery. The pool is open from mid-October through to mid-March with sessions to cater for lane swimmers of all ages, the local swimming club, exercise classes and school visits. Trained lifeguards ensure the swimming pool is a safe and inviting facility for the community to enjoy.

These services strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact, facilitating community sporting, recreational, cultural, leisure and educational activities.

Open spaces are made up of civic gathering spaces, sport fields, passive green areas, playgrounds, planted streetscapes, as well as walking and cycle tracks, all ways that contribute to health and wellbeing, recreation activities and the livability of the Waimate District.

Our aim is to *‘Create an environment that supports a thriving district, by providing efficient, well maintained and appropriate infrastructure, quality services and regulatory functions that meet the communities expectations’*

To achieve this, Council ensures the following;

- Community facilities are accessible to the community and visitors
- Provide clean, safe and well-maintained public toilets, camp sites and cemeteries
- Annual maintenance and public health and safety programmes
- Facilities are open to the community and visitors with consistent and appropriate opening hours

Looking ahead

From a strategic standpoint, the community and facilities group aims to utilise technology to work smarter, investigate opportunities to implement environmentally friendly options to run facilities, grow the visitor experience by connecting walking and cycling tracks, grow the camping grounds, expand the Waimate Cemetery and receive national recognition as a Beautiful Town, including an aim to achieve

‘Green Flag’ Awards (public recognition of good, quality green spaces).

In addition, Council aims to proactively seek practical opportunities for further enhancement and modernisation of the Event Centre, expansion of its stakeholder network, optimisation of both range and quality of hosted activities and overall, enhance the wellbeing of the Waimate District.

Community Outcomes

	 Thriving Community	 Safe and Healthy People	 Sustainable District and Environment	 Active, Diverse and Supportive Community
Camping		✓	✓	✓
Cemeteries		✓	✓	✓
Event Centre	✓		✓	✓
Parks and Public Spaces		✓	✓	✓
Property	✓	✓		
Swimming Pool		✓		✓

Community Wellbeings



Social



Economic



Environmental



Cultural

Camping	✓	✓	✓
Cemeteries	✓	✓	✓
Event Centre	✓	✓	✓
Parks and Public Spaces	✓	✓	✓
Property	✓	✓	
Swimming Pool	✓		✓

Effects on the community

Our groups and activities can have a range of effects on the community. The positive effects have already been outlined under the heading “Why we provide it”, and in our Community Outcomes. Potential negative effects of this Group and its activities are identified as the following:

Activity	Effect	How we intend to mitigate the effect
Community Facilities	Health and safety risks. There are health and safety risks associated with Community Facilities for both public and staff.	Council has robust health and safety systems in place, and an active Health and Safety Manual to ensure we meet all obligations under the Health and Safety at Work Act 2014. Playgrounds, camping grounds, and other community facilities are audited to ensure they comply with all health and safety standards. Staff and volunteers are appropriately trained to ensure health and safety requirements are met and any incidents responded to appropriately. All swimming pool staff are to hold a current Pool Lifeguard Practicing Certificate.
Cemeteries and Camping	Waterway contamination. Cemeteries and camping facilities can potentially cause contamination of groundwater and waterways.	Consents require cemetery developments to be set back an appropriate distance from watercourses and plots are not in direct contact with groundwater. Landscaping of cemeteries improves the aesthetics. Council provides facilities to mitigate potentially negative environmental effects at the Waimate Lakes camping grounds. Toilet facilities with septic tanks and rubbish and recycling bins and collection are provided during the camping season.
Parks and Public Spaces, Swimming Pool	Chemical use. Toxic chemicals are used in the maintenance of the swimming pool and to spray weeds in public spaces and road sides.	Swimming pool staff are trained in the handling of chlorine to ensure the safe use of this chemical. Parks staff are trained appropriately and wear personal protective equipment when using weed spray. Signs are used to warn the public that spraying is taking place.

Our challenges

Meeting community expectations and changing demands

There is ongoing pressure from the community and users to provide high quality community facilities and services. The expectation is for a higher level of service for the same cost to users and ratepayers. Out of town visitors also expect a high quality experience with regards to community facilities such as swimming pools, recreation facilities and public gardens - often driven by what they have experienced in other districts. Council must cater for these expectations by remaining accessible, well maintained and engaging to a wide sector of the community.

We recognise that our community demographic will change over time. The district is predicted to see a significant increase in the proportion of elderly (based on the medium projection the proportion of over 65s will increase from 19.5% in 2013 to 29.6% in 2043).

We will need to include issues such as accessibility and ease of mobility in our facility planning. There will also be an increased demand and growing work programme if the population and new builds increases. The current resources available to manage urban and rural spaces is already stretched, and planning is underway to forecast growth and funding for these services.

Facility Management Plan

It has been identified that there are a number of facilities that still require a management plan to be developed, these will be produced within years 1-3 of this Long Term Plan. Asset Management plans will continue to be priority plans supported by the use of existing software which will help inform decision-making and prioritising programming.

Workforce

With the prediction of an aging population, attracting and retaining skilled workers due to location and in some cases, salary may have an impact on the district and organisation. However, with the trend and opportunities to work from home or remotely, there is

an opportunity to promote the districts abundance of green spaces and quality lifestyle to attract newcomers and their families to the district. This migration could lessen the proportion in the 65 years plus age group, but the trend will remain dominant.

Planning for climate change

Climate change is a global issue and requires attention and action. Planning for climate change means we need to start doing things differently and involves taking steps to reduce greenhouse gas emissions and better-informed planning. This can be done by reducing energy consumption, using renewable energy sources, and reducing waste, investing in technologies and strategies when developing or renewing facilities and implementing climate change actions into plans, policy, and processes.

The key issues facing Parks and Reserves are:

- Ensuring there are up to date records and understanding of the extent of assets and their condition and the ongoing planning and implementation for ongoing renewal requirements and financial implications.
- Ensuring the continued development, implementation and monitoring of processes and procedures that supports the operations of the Parks and Reserves services with a focus on sustainability and best practice.
- Ensuring the long-term viability of the camping grounds, its management structure and are self-funded.
- Ensuring safety inspections are conducted, monitored, and recorded and maintenance of playgrounds, machinery and equipment are regularly undertaken.
- Continue to monitor and upgrade high risk water supplies located at the Waimate Lakes Camping Grounds and review and investigate options around disposal of chemical wastewater.
- Implementing climate change actions into plans, policy, and processes

Strategic direction for the Parks and Reserves services

First and foremost, recognising that our people are at the core of asset management and therefore developing the capability of people and teams through training, opportunities, and first-hand experiences, while at the same time:

- Fostering a positive and collaborative work environment for staff, community, iwi, and contractors
- Providing appropriate levels of resource to enable asset management objectives to be achieved.
- Responding to the changing environment, both natural and technological, while retaining the Waimate District's unique character.

How these activities are funded

	User Fees And Charges	General Rate	Targeted Rate	Civic Amenities Rate	Other Income
Camping	100%	-	-	-	-
Cemeteries	40%	-	-	60%	-
Waimate Event Centre - Operational	20%	80%	-	-	-
Waimate Event Centre - Loan	-	-	100%	-	-
Parks and Public Spaces	0.5%	-	-	99.5%	-
Property (exc Public Toilets)	100%	-	-	-	-
Property - Public Toilets	-	-	-	100%	-
Swimming Pools	8%	-	-	92%	-

Projects

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Waimate Lakes Camping - Landscaping, fencing and plantings	20	10	11	93
Waimate Lakes Camping - Terraflake toilet floors	-	31	-	36
Waimate Lakes Camping - Pipe renewals	10	10	11	70
Waimate Lakes Camping - Investigate protozoa compliance	-	-	-	37
Waimate Lakes Camping - Furniture and fittings	-	5	-	17
Victoria Park Camping - General building capital	5	-	32	12

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Victoria Park Camping - Terraflake shower floor	20	-	-	24
Victoria Park Camping - Appliances	-	5	-	17
Victoria Park Camping - General capital	2	2	2	11
Knottingley Park Camping - Upgrade urinals	2	-	2	2
Knottingley Park Camping - Terraflake toilet block floor	-	5	-	6
Knottingley Park Camping - Furniture and fittings	2	-	-	5
St Andrews Camping - Terraflake shower and toilet floors	-	6	-	7
St Andrews Camping - Plant and machinery renewals	-	6	-	6
Cemetery - Extension	-	-	-	77
Cemetery - Ash and burial berms	10	-	-	23
Cemetery - Walker mower replacement	-	-	74	82
Cemetery - Tipper truck replacement	-	-	-	73
Event Centre - External painting	-	80	-	-
Victoria Park Gardens - General capital	3	3	3	18
Victoria Park - Sundry plant	5	5	5	35
Knottingley Park - General capital	2	2	2	14
Knottingley Park - General building capital and painting	-	-	21	25
Knottingley Park - Playground matting	-	52	-	59
Knottingley Park - Playground equipment	10	-	-	23
Urban Reserves - Playground Safety Matting	250	103	-	-
Property - Works yard office extension	78	-	-	-
Property - Waimate Theatre power upgrade	10	-	-	-
Property - Tennant St building capital	4	4	-	-
Property - Paint Tennant Street dwelling	5	5	-	-
Local Govt Centre - Security cameras	-	5	-	-
Local Govt Centre - Sundry purchases	4	4	4	28

Year ended 30 June	Short Term			Long Term
	2026	2027	2028	2029-2034
	\$000	\$000	\$000	\$000
Local Govt Centre - Heatpumps	3	3	3	21
Community Housing - Painting	33	13	35	-
Community Housing - Replacement stoves	2	-	2	5
Community Housing - Hot water cylinders and fittings	5	3	5	29
Community Housing - Heatpumps	7	7	7	49
Swimming Pool - Painting and resealing Terraflake floor	10	-	11	35
Swimming Pool - Replace pool covers	-	-	-	46
Swimming Pool - Inflatables	-	-	21	-
Swimming Pool - Shade sails	-	10	-	23
Swimming Pool - Toddler pool upgrade	5	5	-	-
Community Facilities Group Total	505	385	251	1,008

Waimate District Council
Forecast Funding Impact Statement for the years ended 30 June 2026 to 2034
for the Community Facilities Group

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Sources of operating funding										
General rates, uniform annual general charges and rates penalties	269	271	294	305	307	312	327	321	324	329
Targeted rates	1,744	1,961	2,069	2,138	2,122	2,161	2,181	2,229	2,243	2,253
Subsidies and grants for operating purposes	18	-	-	-	-	-	-	-	-	-
Fees and charges	620	671	693	724	744	774	793	823	841	859
Internal charges and overheads recovered	726	631	641	699	723	751	818	842	874	957
Local authority fuel tax, fines, infringements fees, and other receipts	468	518	564	616	670	730	801	873	952	1,039
Total operating funding	3,846	4,053	4,261	4,481	4,566	4,727	4,920	5,087	5,234	5,437
Applications of operating funding										
Payments to staff and suppliers	2,061	2,072	2,192	2,218	2,291	2,406	2,435	2,498	2,587	2,601
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,034	1,090	1,176	1,216	1,206	1,245	1,259	1,281	1,283	1,286
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	3,095	3,162	3,367	3,434	3,497	3,651	3,695	3,780	3,870	3,886
Surplus / (deficit) of operating funding	751	891	894	1,047	1,069	1,077	1,225	1,308	1,365	1,551
Sources of capital funding										
Subsidies and grants for capital expenditure	449	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	10	3	-	3	-	-	-	-	1	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	459	3	-	3	-	-	-	-	1	-
Applications of capital funding										
Capital expenditure - to meet additional demand	15	65	10	19	38	40	42	26	9	21
Capital expenditure - to improve the level of service	490	70	10	41	24	9	8	14	21	21
Capital expenditure - to replace existing assets	939	370	365	190	50	70	103	244	164	103
Increase/(decrease) in reserves	(234)	389	509	799	957	958	1,072	1,023	1,172	1,405
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	1,210	894	894	1,050	1,069	1,077	1,225	1,308	1,366	1,551
Surplus/(deficit) of Capital Funding	(751)	(891)	(894)	(1,047)	(1,069)	(1,077)	(1,225)	(1,308)	(1,365)	(1,551)
Funding balance	-	-	-	-	-	-	-	-	-	-

FINANCIAL INFORMATION

Significant Forecasting Assumptions

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Population Change						
The Waimate District population will observe a gradual increase by 4.7% between 2023-2033. It is assumed that this increase will generate a relative impact on population-related metrics, such as the quantity of rateable properties.	Rationale Ltd.	Population growth either significantly exceeds that of the projected percentage or is significantly below the projected percentage.	Low	If population accelerates significantly above the given assumption, existing infrastructure may not be suitable to cope with the extra demand.	Council will monitor population measures provided for the district, and will respond to significant variations to assumptions, where possible.	All activity groups
Demographic Changes						
Between 2020-2030, the district's population retains its comparatively high mean age, while observing a gradual and mild reduction in the mean age level, with the age group of 45-49 years likely to be the most frequent by 2030.	Rationale Ltd.	The demographic make-up of the Waimate District changes significantly.	Low	If the district's demographic changes significantly from the predicted range, the existing infrastructure and services may not meet the needs of the relevant demographic classes.	Council will monitor demographic measures provided for the district and respond to significant variations to assumptions, where possible.	All activity groups

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Oil Price						
Oil prices are increasingly volatile and more likely to be influenced by global political and economic events. Prices are unlikely to reliably stabilise for any extended length of time.	WDC	There is a risk that fuel demand will be different to that assumed, and that significant changes in market price occur with greater frequency and/or greater severity.	Moderate	Increased fuel costs would have a particular impact on the costs of road maintenance, renewal, and improvement. This may affect Council's ability to carry out planned work without additional funding. It may also increase demand for alternative methods of transport.	Council will monitor the impact of fuel price on spending and aim to optimise spending.	All activity groups
Climate Change						
Changes in our climate are projected to continue into the future. Projections indicate that Canterbury should expect warmer temperatures, an increasing number of hot days, and wider temperature ranges. The frequency of extreme weather events is projected to increase along with associated costs to economic, community wellbeing and environmental sustainability as a result.	WDC Ministry for the Environment National Institute of Water and Atmospheric Research Environment Canterbury	Environmental changes may accelerate at a rate higher than predicted, and/or the socio-economic consequences of adaptation measures may exceed the anticipated range.	Moderate	If environmental changes were to accelerate, Council's infrastructure assets would be significantly impacted. This would result in further modifications or more regular repairs to relevant assets.	Council is currently undertaking the development of a climate resilience strategy aimed at consistent monitoring, active mitigation, and pre-emptive adaptation efforts. This strategy is being built on the foundation of extensive engagement, education, and feedback to address the unique challenges faced by Waimate. This engagement includes seven community workshops based on key economic, social, environmental, and cultural activities relevant to Waimate's future.	All activity groups

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Emissions Trading Scheme (ETS)						
The Emissions Trading Scheme (ETS) and the price of New Zealand Units (NZU) will remain relatively stable in response to changes in legislation that affect price certainty and unit limits.	Ministry for the Environment	There is a risk of legislative change, which could result in costs being higher or lower than assumed.	Low	Should the impact of the scheme exceed significantly from the given assumption, budget for additional cost may need to be considered.	Council will monitor the development of relevant legislation and review the impact of any significant changes in the Annual Plan.	Investments and Finance
New Zealand Transport Agency (NZTA) Waka Kotahi Revenue						
Roading expenditure comprises a significant portion of Waimate District Council's total expenditure, therefore using a significant portion of Council's overall rate take. The majority of Council's expenditure on the district's roads is eligible to attract an assistance rate from the New Zealand Transport Agency Waka Kotahi (NZTA). The funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is set at 68% for 2024-27 ¹ . It is further assumed that this funding assistance rate will remain unchanged over the life of the Long Term Plan as there is no indication that NZTA will modify the criteria used to establish these rates. Council also assumes that funding priorities indicated in Government Policy Statements on Land Transport will remain consistent through future bids during the life of the plan.	New Zealand Transport Agency Waka Kotahi	The subsidy rate may be subject to change, along with any variation in criteria for inclusion in subsidized works programmes.	Moderate	Changes to the funding priorities of NZTA remain outside Council control. Minor variations would impact significantly on forecasted financials.	Any impact of changes to the NZTA funding assistance rate will be applied to the relevant Annual Plan.	Roading and Footpaths

¹Normal funding assistance rates | Waka Kotahi NZ Transport Agency (nzta.govt.nz)

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Emergency Event						
Disruptive or destructive emergency events such as earthquakes, extreme weather events, and pandemics may occur to damage, disable, or destroy community infrastructure (for example, district roads, bridges, water supplies, among others), or community activities. It is further assumed that the cost of correcting such damage is met either by Council or its insurance providers, or by possible special Government grants.	WDC NEMA National Emergency Management Advisor Ministry for Environment	Inability to recover or continue business following a major event. Inability to provide intended level of service to affected areas.	Moderate	If a major emergency event did occur, Council have some insurance for its infrastructure, and assistance would be offered from Central Government. To pay for additional emergency work not covered by the above, Council would increase internal/external borrowings.	Council undertakes business continuity plans for its own operation and coordinates Civil Defence planning for the district. In doing so, Council attempts to prepare itself and the district for such events.	All activity groups
Legislation Changes						
Council's operations are guided by central government legislation and policy directives that set the framework for decision making and service delivery. Council operates under the assumption that while minor legislative changes and evolving policy guidance are expected, major changes that could significantly alter Council operations are infrequent. When such changes do occur, they are typically communicated well in advance, allowing time for necessary adjustments.	Central Government Taituarā	That major legislative changes are introduced on short notice or due to an unforeseen event that would require Council to alter its existing business operations.	Low	Council would need to implement changes at a pace faster than anticipated. Accelerated timeframes would likely result in increased costs of implementation.	Council maintains consistent communication with central government, regulatory bodies, and local government support organisations to ensure that proposed changes that may impact Council operations are identified and anticipated at the earliest stage.	All activity groups

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
New Zealand Water Service Delivery						
Delivery of 3 waters assets and infrastructure (water, sewer, and stormwater) remain under Council ownership for the life of the plan.	WDC Central Government	Legislation changes under urgency in Parliament that must be implemented immediately.	High ²	Changes are required to be implemented more quickly than anticipated.	Council closely monitors any and all developments and responds accordingly.	Rural Water Supply, Urban Water Supply, Sewer, Stormwater
Resource Consents						
The conditions of resource consents held by Council may be changed, and that Council will obtain the necessary resource consents for planned projects.	WDC	There is a risk that resource consent conditions are altered significantly.	Moderate	Advanced warning of likely changes is expected. The financial effect of any change to resource consent requirements would depend on the change.	Council will monitor the development of relevant standards and review the impact of any significant changes.	Roading and Footpaths, Sewerage, Stormwater, Waste Management, Urban Water Supply, Rural Water Supply
Water Schemes Viability						
Elevated pricing for rural water schemes, and particularly the stock water element, may result in the relinquishment of water allocations. Sourcing of stock water from existing irrigation schemes may mean that pricing within individual supplies increases as a result.	WDC	Increased cost associated with water allocations under existing and proposed service delivery models	Moderate	No new irrigation schemes are currently planned within the district and the existing command areas only cover a small proportion of the overall footprint of the Waimate District Council Rural Water Supplies.	Council will monitor sold volumes (allocations) and review charging structures if necessary to mitigate the overall risk for the district. Council is actively engaging with central government to mitigate the impact of this risk.	Rural Water Supply

²While the uncertainty of this assumption is high, the potential impacts of this uncertainty on financial estimates cannot yet be determined until further information becomes available through the production of a water service delivery plan. The development of a Water Services Delivery Plan and its submission to DIA may provide additional clarity; however, aspects of this uncertainty regarding implementation are likely to continue into the development of the LTP 2027-2037.

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Useful Lives Of Significant Assets And Depreciation						
The useful lives of significant assets are based on the useful lives as identified in the Statement of Accounting Policies. It is assumed that these useful lives are retained for the nine year period covered by this Long Term Plan. In practice useful lives are re-assessed at a minimum of every three years in line with asset revaluations.	New Zealand Asset Management Support WDC asset revaluations	There is a risk that assets will wear out more quickly than forecasted and require replacement earlier than planned	Moderate	If assets require replacement earlier than first considered, capital expenditure projects may need to be brought forward.	Regular review of the useful life of each asset category reduces the risk of significant inaccuracies.	Roading and Footpaths, Rural Water Supply, Urban Water Supply
Revaluation Of Non-Current Assets						
Council conducts asset revaluations every three years. The Long Term Plan assumes the following percentage increases to book value, for each of the following class of assets: Land: +10% Buildings: +15% Utilities (Water Schemes, wastewater, stormwater, Sanitation): +8% Roading: +6%	WDC	Revaluations will somewhat differ from those projected carrying values of the assets and depreciation expense.	Moderate	Variation in values is expected to be low unless the valuation methodology changes.	Regular revaluation of non-current assets reduces the risk of significant valuation shifts.	Roading and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage, Property

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Funds For Future Replacement Of Significant Assets						
In general, councils have some flexibility in the policies they may set with regard to sources of funds for the future replacement of significant assets. Council's flexibility centers on whether we should collect depreciation monies from ratepayers during the lifetime of the asset to build up a reserve that can fund the replacement of the asset when it comes to the end of its useful life, or when the asset comes to the end of its useful life which would compel Council to rely on borrowed money to replace it. Council considers that the most sensible approach is to collect depreciation during the life of an asset, therefore having reserve funds on hand at the time replacement is needed. See Council's 'Revenue and Financing Policy' and the 'Financial Strategy'.	WDC	Sufficient funds may not be available to pay for planned asset replacement.	Low	Funds may need to be borrowed or rated for, which may be a burden to either the Council or ratepayers in the future.	Council develops Asset Management Plans that determine the timing of asset replacements. Council uses these to forecast and prepare for future funding requirements.	Property, Rooding and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage

Return On Investment- Alpine Energy						
Alpine Energy's FY2025-2027 and draft FY2026-2028 Statement of Corporate Intent includes a Dividend Policy whereby the Directors are not indicating any dividends to shareholders for the 3 years of the SCI. It is therefore assumed that the company will not provide a return to shareholders for the duration of the 2025-34 Long Term Plan.	WDC Alpine Energy	There is a risk that returns on investments will be higher than forecasted.	Low	Should dividends be received, Council finances will be more favourable than anticipated to the extent of that dividend. This unanticipated income would contribute to the activity reserve balance and may result in positive cash-flow enabling consideration of higher levels of service	No management of this risk is required as any variation will be favourable to Council.	Investments and Finance

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Forestry Assets Values						
It is assumed that the forestry asset values will increase annually over a rotation cycle of 30 years.	WDC Laurie Forestry Limited	The value of forestry assets may sharply increase or decrease.	Low	A change in the value of the forestry asset will change Council's financial performance in the year of change occurring. However, it will not have a direct impact on the level of rates or expenditure.	Annual revaluation of forestry reduces the risk of significant valuation shifts.	Investments and Finance
Capital Delivery						
Council plan to deliver 100% of all capital projects over the life of the Long Term Plan. The financial model was developed based on this assumption.	WDC	There is a risk that improved levels of service in the Water Supply area will be delayed. There is a risk that the capital projects will not be completed in any given year and carried over to subsequent years.	Moderate	Variation to planned improved levels of service for the Water Supply area, where any delay in projects relating to Drinking Water Standards New Zealand compliance will result in maintaining current levels of service. If projects are not completed on time, or are deferred, there may be reduced operational costs and depreciation expense impacts. There could also be an increase in required budget to complete the project if delayed.	Council is aware of material sourcing and has addressed this issue by sourcing materials early and maintaining stock levels. Procurement is now completed through the Government Electronic Tenders System (GETS), notifying the wider contracting / consulting market of upcoming projects. In anticipation of a large capital programme in Year 1 (2026), a portion of these projects are likely to be tendered by 30 June 2025, or very early in the 2025/26 financial year. Due to the nature of the rates smoothing profile for the Water Supply activity, any delay in project completion will have no effect on the funding and rates required as planned.	Water Supply & all other activities

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Return On Investments - Other						
It is assumed that Council's cash investments will generate returns from 2.38% - 3.77% based on the current economic climate. It is further assumed that the returns from Council's forestry investments for the duration of the Long Term Plan will be reflective of market conditions present at the time of preparation of this document.	Bancorp Laurie Forestry Limited WDC	Returns on investments will be higher or lower than forecasted.	Moderate	Higher interest rates received on cash investments or increased investment income could result in positive cash-flow enabling consideration of higher levels of service or reduced expenditure. Council does not heavily rely on interest revenue for running its operations, therefore the impact of lower investment returns on delivery of Council services would be minimal. Similarly, Council does not use its forestry investment returns to fund other Council operations or activities.	Council will manage its external investments to optimise returns (as described in the Council's Investment Policy). Council will monitor the forestry market's conditions and review the impact of any significant change in forecasted returns through each subsequent Annual Plan process.	Investments and Finance

Assumption					Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Inflation										
Council, along with many other New Zealand Councils, calculates and applies inflation factors to its Long Term Plan budget forecast, using predictions of future inflation levels from New Zealand Business and Economic Research Ltd (BERL).					Business and Economic Research Ltd.	Inflation will be higher or lower than anticipated.	Moderate	A difference between the inflation rates experienced and those assumed will change the cost base of Council, and therefore impact funding requirements.	Council has endorsed the rates produced by BERL as the most appropriate basis for accounting for the impact of inflation and preparing the Long Term Plan. In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan. Activity areas, mitigation planning will feature in the Annual Plan.	All activity groups
Year	Roading %	3 Waters %	Other Operational Expenditure %	Capital Expenditure %						
June 2026	3.0	2.5	3.2	3.4						
June 2027	3.1	2.8	3.2	3.3						
June 2028	3.0	2.5	3.0	3.2						
June 2029	2.7	2.1	2.7	2.9						
June 2030	2.6	2.0	2.6	2.8						
June 2031	2.5	2.0	2.4	2.5						
June 2032	2.4	2.0	2.3	2.4						
June 2033	2.4	2.0	2.2	2.2						
June 2034	2.2	2.0	2.1	2.1						

Assumption	Source	Risk	Level of uncertainty	Impact of variation	Management of risk	Activity
Borrowing Costs						
Interest costs are estimated to range between 3.09% - 5.24%. This refers to the expected external cost of debt facilities where costs are not known and are required to be projected. Loan repayments are forecast to be repaid on the last day of the financial year, therefore interest is incurred for the full year.	WDC Bancorp Local Government Funding Agency	Interest rates will differ significantly from those estimated.	Moderate	If borrowing costs are greater than those assumed, Council may need to increase its rates or reduce its expenditure. Conversely, lower costs may mean rates required to fund Council operations are lower than they would otherwise have been.	Council will monitor its applicable interest rates and adjust through the Annual Plan process to reflect a level best aligned to its actual anticipated external borrowing rate, utilizing the advice of its Treasury Advisors.	Investment and Finance
Unidentified Liabilities						
It is assumed that Council does not have any unidentified liabilities.	WDC	There is a risk of an unexpected liability occurring. For example, a claim against Council.	Low	If an unidentified liability arises it may increase Council's expenditure. This risk is mitigated by the Council's Risk Management and Insurance Policies.	Regular review of liabilities reduces against the risk of items being unidentified.	All activity groups

Statement Concerning Balancing of Budget

Section 100 of the Local Government Act 2002 requires that Council must ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses.

However Council may set projected operating revenues at a different level to projected operating expenses if Council resolves that it is financially prudent to do so, having regard to:

- 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
- the projected revenue available to fund the estimated expenses associated with maintaining the service capacity and
- integrity of assets throughout their useful life; and
- the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout
- their useful life; and
- the funding and financial policies adopted by Council.

Council has previously decided not to fully fund the depreciation cost of specific assets. This may be for a number of different reasons: that Council has resolved not to replace the asset; that it is unfair to existing ratepayers to pay for a new asset and its replacement; that annual maintenance will maintain the service level; that Council can fundraise or borrow the funds in the future to replace the asset; that Council wishes to smooth the rate impact of revaluations.

In arriving at an unbalanced budget, Council has:

- projected expenses to ensure the delivery of the desired levels of service and maintain asset integrity, over the course of the LTP and beyond; and
- ensured that the revenues required to fund these expenses are aligned in the long term except where Council has elected not to fund depreciation as outlined in our Financial Strategy; and
- reviewed the allocation of the responsibility for funding these expenses, considering intergeneration equity; balancing rates increases and debt funding where appropriate; and
- adhered to the Revenue & Financing Policy throughout.

The rationale for an unbalanced budget for the first two years of this LTP is summarised in our Financial Strategy, illustrating our ability to operate well within our debt limits.

Please also refer to the Debt Affordability and Debt Servicing Benchmark graphs in the Disclosure Statements, which demonstrate our debt servicing capacity.

Forecast Financial Information

These prospective financial statements were authorised for issue by Waimate District Council on 30 June 2025.

Waimate District Council is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

Waimate District Council's planning processes are governed by the Local Government Act 2002. The Act requires Council to prepare a ten year Long Term Plan (LTP) every three years and an Annual Plan, which updates the LTP by exception, in the intervening years. Council deferred the adoption of an LTP in 2024 and instead prepared an enhanced Annual Plan as provided for in the Water Services Acts Repeal Bill. Waimate District Council's Long Term Plan is for the nine year period 2024-2035 as a result, and is prepared in accordance with the Act. The Council and management are responsible for the preparation of the prospective financial statements and the appropriateness of the underlying assumptions.

The information contained within this document is prospective financial information in terms of PBE FRS 42. The forecast financial statements have been prepared on the basis of assumptions as to future events the Council reasonably expects to occur associated with actions the Council expects to take. They have been prepared in accordance with current accounting policies within this plan. Actual results up until June 2024 have been taken into account in preparation of these prospective financial statements.

The purpose for which this plan has been prepared is to enable the public to participate in the decision making processes as to the services to be provided by the Waimate District Council to its community for the year, and to provide a broad accountability mechanism of Council to the Community.

This information has been prepared for the Council's budgeting and financial planning purposes, therefore it may not be appropriate to be used for any other purpose. Actual results are likely to vary from the information presented and the variations may be material.

These prospective financial statements will not be updated.

Statement of Accounting Policies

Reporting entity

Waimate District Council (the Council) is a territorial local authority governed by the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The Downlands Rural Water Scheme is a joint arrangement domiciled and operating in New Zealand and established under the LGA. The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002.

Council is a separate legal entity and does not have any subsidiaries.

The primary objective of the Council is to provide goods and services for the community or social benefit rather than making a financial return. Accordingly, the Council has designated itself as a public benefit entity (PBE) for the purposes of PBE IPSAS.

The prospective financial statements and activities and service performance information of the Council are for the years 1 July 2025 to 30 June 2034. The prospective financial statements and activities and service performance information were authorised for issue by Council on 30 June 2025.

Basis of preparation

The prospective financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently.

Statement of compliance

The prospective financial statements and activities and service performance information of the Council have been prepared in accordance with the requirements of the LGA and the Local Government (Financial Reporting and Prudence)

Regulations 2014, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The prospective financial statements and activities and service performance information of the Council have been prepared in accordance with Tier 2 PBE accounting standards, as Total Expenditure is below the \$33 million threshold.

Measurement base

The prospective financial statements have been prepared on a historical cost basis, except where modified by the revaluation of land and buildings, certain infrastructural assets, investment property, forestry assets and certain financial instruments (including derivative instruments).

Functional and presentation currency

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Council is New Zealand dollars.

Goods and services tax (GST)

All items in the prospective financial statements are stated exclusive of GST, except for debtors and other receivables and creditors and other payables, which are stated on a GST inclusive basis. GST not recoverable as input tax is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables

or payables in the Statement of Financial Position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The budget figures are those approved by the Council in the Annual Plan. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these prospective financial statements.

Cost allocation

The cost of service for each significant activity of Council has been derived using the cost allocation system outlined below:

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs which cannot be identified in an economically feasible manner with a significant activity.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff time surveys and floor area.

There have been no changes to the cost allocation methodology during the term of the Long Term Plan.

Critical accounting estimates and assumptions

In preparing these prospective financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or 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 Long Term Plan are discussed below:

Fair value of property, plant and equipment

Refer below for information about the estimates and assumptions applied in determining the fair value of operational and infrastructural assets.

Fair value of Alpine Energy Investment

Refer below for information about the estimates and assumptions applied in determining the fair value of the Alpine Energy Limited investment.

Fair value of Forestry investment

Refer below for information about the estimates and assumptions applied in determining the fair value of Council's Forest Investment.

Critical judgments in applying Council's accounting policies

Management has exercised the following critical judgments in applying the Council's accounting policies:

Classification of property

The Council owns a number of properties held to provide housing to the community. The receipt of market-based rental from these properties is incidental to holding them. The properties are held for service delivery objectives as part of the Council's social housing policy. The properties are accounted for as property, plant and equipment.

Joint arrangement

A joint arrangement is an arrangement over which two or more parties have joint control. Joint control exists when there is a binding agreement between the parties involved in the arrangement and this agreement requires the relevant activities of the arrangement to be decided by unanimous consent from all parties involved in the arrangement.

For joint arrangements, the Council recognises in its financial statements its

assets, liabilities, revenue and expenses relating to its share in the arrangement.

The Council has a joint arrangement with the Timaru District Council and Mackenzie District Council for the Downlands Rural Water Scheme. The Downlands Rural Water Scheme is a joint operation rather than a joint venture because the three Councils jointly own their specified share of the whole scheme and have rights to the assets and obligations for the liabilities relating to the arrangement, due to the structure of the arrangement not being through a separate vehicle. Council's share in this joint arrangement equates to 14%, with Timaru District Council's share being 82% and Mackenzie District Council's 4%.

Significant accounting policies

The following accounting policies which materially affect the measurement of results and the financial position have been applied:

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Provision of services

Revenue from the rendering of services is recognised by reference to the stage of completion of the transaction at balance date, based on the actual service provided as a percentage of the total services to be provided.

Agency arrangements

Where revenue is derived by acting as an agent for another party, the revenue that is recognised is the commission or fee on the transaction.

Vested assets

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as revenue. Assets vested in the Waimate District Council are recognised as revenue when control over the asset is obtained.

Rates revenue

Rates are set annually by a resolution from 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 on a quarterly basis when the invoice is issued.

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.

Grant Revenue

Government grants are received from New Zealand Transport Agency Waka Kotahi, which subsidises part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled.

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Borrowing Costs

All borrowing costs are recognised as an expense in the period in which they are incurred.

Grant expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when a successful applicant has been notified of the Council's decision.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Receivables

Trade and other 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.

Fair value

Debtors and other receivables are non-interest bearing and receipt is normally on 30-day terms, therefore the carrying value of receivables approximates their fair value.

There is no concentration of credit risk with respect to receivables outside the Council, as the Council has a large number of customers.

Impairment

Council does not provide for any impairment on rates receivables as it has various powers under the Local Government (Rating) Act 2022 to recover any outstanding debts. These powers allow Council to commence legal proceedings to recover any rates that remain unpaid 4 months after the due date for payment. If payment has not been made within 3 months of the Court's judgement, then Council can apply to the Registrar of the High Court to have the judgement enforced by sale or lease of the rating unit.

Ratepayers can apply for payment plan options in special circumstances. Where such payment plans are in place, debts are discounted to their present value of future payments if the effect of discounting is material.

Other financial assets

Other financial assets (other than shares in subsidiaries) are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

1. Amortised Cost
2. Fair value through surplus or deficit (FVTSD), or
3. Fair value through other comprehensive revenue and expenses (FVTOCRE).

Transaction costs are included in the 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 characteristics and the Council's management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

Subsequent measurement of financial assets at FVTOCRE

Unlisted Shares and Listed Bonds

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, 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 reclassified to surplus and deficit, except ECL and foreign exchange gains and losses are recognised in surplus or deficit.

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 the other comprehensive revalue and expense is transferred to accumulated funds within equity. The Council designate into this category its Alpine Energy Limited shares.

Expected Credit Loss allowance (ECL)

The Council recognises 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 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.

ECL's 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 considers reasonable and supportable information that is relevant without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council's historical experience and informed credit assessment and included forward-looking information.

The Council consider a financial asset to be in default when the financial asset is more than 90 days past due. The Council 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.

Property, plant and equipment

Property, plant and equipment consists of:

- Operational assets - These include land, buildings, library books, plant and equipment, and motor vehicles.
- Restricted assets - Restricted assets are parks and reserves owned by the Council that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.
- Infrastructural assets - Infrastructural assets are the fixed utility systems owned by the Council. Each asset class includes all items that are required for the network to function. For example, sewer reticulation includes reticulation piping and sewer pump stations.

Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses.

Revaluation

Land and buildings (operational and restricted) and infrastructural assets are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every

three years. All other assets are carried at depreciated historical cost less impairment losses.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant and equipment are accounted for on a class of asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expenditure and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenditure but is recognised in the operating surplus/(deficit). Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the operating surplus/(deficit) will be recognised first in the operating surplus/(deficit) up to the amount previously expensed, and then recognised in other comprehensive revenue and expenditure.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Property, plant and equipment is recognised at cost. Where an asset is acquired at no cost, or for nominal cost, it is recognised at fair value as at the date of acquisition.

Impairment of property, plant and equipment and intangible assets

Intangible assets that have an indefinite useful life, or not yet available for use, are not subject to amortisation and are tested annually for impairment.

Assets that have a finite useful life are reviewed for indicators of impairment at each balance date. When there is an indicator of

impairment the asset's recoverable amount is estimated. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash flows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the operating surplus/(deficit).

For assets not carried at a revalued amount, the total impairment loss is recognised in the operating surplus/(deficit).

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the operating surplus/(deficit), a reversal of the impairment loss is also recognised in the operating surplus/(deficit).

For assets not carried at a revalued amount (other than goodwill), the reversal of an impairment loss is recognised in the operating surplus/(deficit).

Depreciation

Depreciation is provided on either straight-line or diminishing value basis on all property, plant and equipment other than land (which also includes the landfill and water races), at rates which will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Infrastructural assets		Depreciable life (years)	Depreciable rate (SL%)
Roading	Land and Formation	Not depreciable	
	Formation	Not depreciable	
	Pavement Surface	5 - 18	5.6% - 20.0%
	Pavement Unsealed	Not depreciable	
	Pavement Base-course	100	1.0%
	Pavement Sub-base	Not depreciable	
	Drainage	20 - 100	1.0% - 5.0%
	Surface Water Channel	50 - 80	1.3% - 2.0%
	Footpaths	25 - 50	2.0% - 4.0%
	Sign	15 - 30	3.3% - 6.7%
	Street Lighting	25 - 50	2.0% - 4.0%
	Traffic Facilities	15 - 50	2.0% - 6.7%
	Bridges	70 - 100	1.0% - 1.4%
	Culvert Bridges	40 - 100	1.0% - 2.5%
	Drain Fords	40	2.5%
Water	Urban Schemes (inc non-pipe)	1 - 105	0.95% - 100.00%
	Rural Schemes (inc non-pipe)	1 - 100	1.00% - 100.00%
	Downlands Water Scheme	1 - 100	1.00% - 100.00%
Wastewater	Laterals	80	1.25%
	Manholes	25 - 150	0.67% - 4.00%
	Mains Reticulation	60 - 100	1.00% - 1.70%
	Ponds (inc outlets)	33 - 150	0.67% - 3.03%
	Other Assets	10 - 100	1.00% - 10.0%
Sanitation	Solid Waste Assets	5 - 100	1.00% - 20.00%
Stormwater	Pipes	50 - 150	0.67% - 2.00%
	Open Drains	Not depreciable	
	Nodes	60 - 185	0.54% - 1.67%
	Elephant Hill drainage	25 - 26	3.85% - 4.00%

Operational assets	Depreciable life (years)	Depreciable rate (SL%)
Buildings	5 - 100	1.00% - 20.00% SL
Furniture and fittings	10 - 20	10.00% - 20.00% DV
Office equipment	10	20.00% DV
Plant and machinery	6 - 20	10.00% - 33.34% DV
Motor vehicles	10	20.00% DV
Library books	20	10.00% DV
Computer hardware	10	20.00% DV

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Forestry assets

Standing forestry assets are independently revalued annually at fair value less estimated cost to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs and silvicultural costs and takes into consideration environmental, operational and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value less estimated costs to sell and from a change in fair value less estimated costs to sell are recognised in the operating surplus/(deficit).

Forestry maintenance costs are recognised in the operating surplus/(deficit) when incurred.

Intangible assets

Emissions Trading Scheme (ETS) - carbon credits

Purchased carbon credits are recognised at cost on acquisition. Free carbon credits received from the Crown are recognised at fair value on receipt. They are not amortised, but are instead tested for impairment annually. They are derecognised when they are used to satisfy carbon emission obligations.

Trade and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation, and a reliable

estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

Employee entitlements

Short-term employee entitlements

Employee benefits expected to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, long service leave entitlements expected to be settled within twelve months, and sick leave.

A liability for sick leave is recognised to the extent that compensated absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense is recognised for bonuses where the Council has a contractual obligation or where there is a past practice that has created a constructive obligation.

Superannuation schemes

Defined benefit scheme

The Council pays employer contributions to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit plan accounting, as it is not possible to determine from the terms of the scheme the extent to which the scheme's surplus or deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

Borrowings and other financial liabilities

Borrowings are initially recognised at their fair value net of transactions costs incurred. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Financial liabilities are generally classified and measured at amortised cost, unless they meet the criteria for classification at fair value through profit or loss.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance date or if the borrowings are expected to be settled after 12 months of balance date.

Equity

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- Public equity
- Special separate and trust funds
- Asset revaluation reserves
- Other reserves

Special separate and trust funds

These are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council.

Restricted reserves are those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without references to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

Asset revaluation reserves

These reserves relate to the revaluation of property, plant and equipment to fair value.

Fair value through other comprehensive revenue and expenditure reserves

This reserve comprises the cumulative net change in the fair value of fair value through other comprehensive revenue and expenditure instruments.

Forecast Statement of Comprehensive Revenue and Expenditure for the years ended 30 June 2026 to 2034

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Operating revenue										
Rates (net of remissions)	16,004	17,479	18,389	19,634	20,206	20,910	21,499	22,014	22,595	23,210
Development and financial contributions	66	210	82	85	86	88	90	92	94	96
Subsidies and grants	5,763	4,649	4,748	6,232	6,406	6,582	6,757	6,945	7,138	7,313
Fees and charges	1,480	1,407	1,459	1,641	1,696	1,763	1,818	1,886	1,942	2,053
Interest revenue	83	85	63	68	71	73	73	70	68	66
Other revenue*	3,423	3,619	1,363	1,364	1,490	1,511	1,607	1,739	1,790	1,886
Total operating revenue	26,820	27,449	26,104	29,024	29,956	30,927	31,844	32,745	33,627	34,625
Operating expenditure										
Personnel costs	6,755	6,990	7,226	7,517	7,684	7,846	8,035	8,220	8,400	8,577
Depreciation and amortisation	7,543	7,920	7,922	8,266	8,461	8,523	8,799	9,078	9,133	9,471
Finance costs	429	601	878	998	1,093	1,163	1,144	1,068	1,036	988
Other expenses	12,617	13,323	11,740	11,911	12,181	12,544	13,149	13,462	13,924	14,557
Total operating expenditure	27,344	28,833	27,767	28,692	29,420	30,075	31,126	31,828	32,494	33,592
Operating surplus / (deficit) before taxation	(524)	(1,384)	(1,663)	332	536	852	718	917	1,133	1,032
Other comprehensive revenue and expenditure										
Net increase / (decrease) in revaluation reserves	40,835	117	15,201	36,021	970	18,110	38,183	971	20,104	40,474
Financial assets at fair value through other comprehensive revenue and expenditure	2,213	1,116	1,171	1,230	1,291	1,356	1,424	1,495	1,570	1,648
Total other comprehensive revenue and expenditure	43,048	1,233	16,372	37,251	2,262	19,466	39,606	2,466	21,673	42,122
Total comprehensive revenue and expenditure	42,524	(151)	14,709	37,583	2,798	20,318	40,324	3,384	22,807	43,154

* Annual Plan 2025: Other revenue includes Rates Penalties income to align to the Annual Report format, however the adopted Annual Plan 2025 includes Rates Penalties within "Rates (net of remissions) and rates penalties".

The accompanying accounting policies and notes should be read in conjunction with the forecast financial statements.

Forecast Statement of Changes in Equity for the years ended 30 June 2026 to 2034

Year ended 30 June	Annual Plan 2025 \$000	Forecast* 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Equity at start of year	528,890	530,709	564,350	564,198	578,907	616,490	619,288	639,605	679,930	683,313	706,120
Total comprehensive revenue and expenditure	42,524	33,641	(151)	14,709	37,583	2,798	20,318	40,324	3,384	22,807	43,154
Equity at end of year	571,413	564,350	564,198	578,907	616,490	619,288	639,605	679,930	683,313	706,120	749,274
Components of equity											
Retained earnings at start of year	98,550	96,928	104,193	110,834	109,254	111,214	112,103	112,019	110,666	110,568	110,695
Surplus / (deficit) after tax	(524)	(218)	(1,384)	(1,663)	332	536	852	718	917	1,133	1,032
Transfers (to) / from restricted / council created reserves	2,612	7,482	8,026	82	1,628	353	(937)	(2,071)	(1,014)	(1,007)	(61)
Transfers (to) / from revaluation reserves	-	-	-	-	-	-	-	-	-	-	-
Retained earnings at end of year	100,637	104,193	110,834	109,254	111,214	112,103	112,019	110,666	110,568	110,695	111,667
Revaluation reserves at start of year	422,914	422,195	455,944	456,061	471,262	507,283	508,253	526,363	564,546	565,517	585,621
Revaluation gains / (losses)	40,835	33,748	117	15,201	36,021	970	18,110	38,183	971	20,104	40,474
Revaluation reserves at end of year	463,749	455,944	456,061	471,262	507,283	508,253	526,363	564,546	565,517	585,621	626,094
Restricted / Council created reserves at start of year	(5,792)	(1,702)	(9,185)	(17,211)	(17,293)	(18,922)	(19,275)	(18,339)	(16,268)	(15,253)	(14,246)
Transfers (to) / from reserves	(2,612)	(7,482)	(8,026)	(82)	(1,628)	(353)	937	2,071	1,014	1,007	61
Restricted / Council created reserves at end of year	(8,403)	(9,185)	(17,211)	(17,293)	(18,922)	(19,275)	(18,339)	(16,268)	(15,253)	(14,246)	(14,186)
Fair value through comprehensive revenue reserve at start of year	13,218	13,287	13,398	14,514	15,685	16,915	18,206	19,562	20,986	22,481	24,051
Transfers (to) / from reserves	2,213	111	1,116	1,171	1,230	1,291	1,356	1,424	1,495	1,570	1,648
Fair value through comprehensive revenue reserve at end of year	15,431	13,398	14,514	15,685	16,915	18,206	19,562	20,986	22,481	24,051	25,699
Equity at end of year	571,413	564,350	564,198	578,907	616,490	619,288	639,605	679,930	683,313	706,120	749,274

* Forecast 2025 represents the Annual Plan 2025 plus adjustments for actuals from the Annual Report 2024 and updated forecasts expected to 30 June 2025.

The accompanying accounting policies and notes should be read in conjunction with the forecast financial statements.

**Forecast Statement of Financial Position
for the years as at 30 June 2026 to 2034**

Year ended 30 June	Annual Plan 2025 \$000	Forecast* 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Assets											
Current assets											
Cash and cash equivalents	2,776	1,030	196	457	230	311	277	489	434	272	238
Receivables	2,234	2,852	2,852	2,943	3,032	3,114	3,194	3,271	3,346	3,420	3,492
Inventories	180	234	234	242	249	256	263	269	275	281	287
Other financial assets	2	2	2	2	-	-	-	-	-	-	-
Total current assets	5,191	4,118	3,284	3,644	3,511	3,680	3,734	4,030	4,056	3,974	4,017
Non-current assets											
Property, plant and equipment	553,576	550,099	558,902	572,598	611,086	613,339	631,409	668,163	669,044	689,268	730,682
Forestry assets	433	2,269	169	518	742	847	921	996	1,071	1,177	1,252
Intangible assets	1,441	1,449	1,471	1,442	1,410	1,393	1,371	1,362	1,346	1,343	1,331
Other financial assets	24,627	22,567	23,703	24,902	26,167	27,496	28,893	30,357	31,889	33,494	35,175
Total non-current assets	580,077	576,384	584,245	599,459	639,404	643,076	662,594	700,878	703,350	725,282	768,440
Total assets	585,268	580,501	587,530	603,103	642,915	646,756	666,328	704,908	707,405	729,256	772,457
Liabilities											
Current liabilities											
Payables and deferred revenue	1,370	2,381	2,381	2,458	2,531	2,600	2,667	2,731	2,794	2,856	2,916
Borrowings	420	420	420	420	420	420	420	420	420	420	420
Provisions	6	10	10	10	10	10	10	10	10	10	10
Employee entitlements	620	689	689	711	732	752	771	790	808	826	843
Total current liabilities	2,416	3,500	3,500	3,599	3,694	3,782	3,869	3,951	4,032	4,112	4,189
Non-current liabilities											
Provisions	67	82	82	82	82	82	82	82	82	82	82
Borrowings	11,372	12,569	19,749	20,515	22,649	23,604	22,771	20,944	19,977	18,942	18,911
Total non-current liabilities	11,439	12,652	19,832	20,598	22,731	23,687	22,853	21,026	20,060	19,024	18,994
Equity											
Public Equity	100,637	104,193	110,834	109,254	111,214	112,103	112,019	110,666	110,568	110,695	111,667
Special separate and trust funds	(8,403)	(9,185)	(17,212)	(17,294)	(18,922)	(19,276)	(18,339)	(16,268)	(15,254)	(14,247)	(14,186)
Asset revaluation reserve	463,749	455,944	456,061	471,262	507,283	508,253	526,363	564,546	565,517	585,621	626,094
Other reserves	15,431	13,398	14,514	15,686	16,915	18,207	19,563	20,987	22,481	24,051	25,699
Total equity	571,413	564,350	564,198	578,907	616,490	619,288	639,605	679,930	683,313	706,120	749,274
Total liabilities and equity	585,268	580,501	587,530	603,103	642,915	646,756	666,328	704,908	707,405	729,256	772,457

* Forecast 2025 represents the Annual Plan 2025 plus adjustments for actuals from the Annual Report 2024 and updated forecasts expected to 30 June 2025.

The accompanying accounting policies and notes should be read in conjunction with the forecast financial statements.

Forecast Statement of Cash Flows for the years ended 30 June 2026 to 2034

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Cash flows from operating activities										
Cash was received from:										
Receipts from rates revenue	16,004	17,479	18,389	19,634	20,206	20,910	21,499	22,014	22,595	23,210
Interest received	83	63	33	33	33	33	33	33	33	33
Dividends received	193	6	7	7	7	7	7	7	7	8
Receipts from other revenue	9,186	7,466	7,419	9,153	9,515	9,782	10,113	10,504	10,809	11,194
	25,467	25,015	25,847	28,828	29,761	30,732	31,652	32,558	33,444	34,445
Cash was applied to:										
Payments to suppliers and employees	17,302	18,061	18,813	19,341	19,784	20,309	21,107	21,607	22,252	23,062
Interest paid	429	601	878	998	1,093	1,163	1,144	1,068	1,036	988
	17,731	18,662	19,691	20,339	20,877	21,472	22,251	22,675	23,287	24,050
Net cash flow from operating activities	7,736	6,353	6,156	8,489	8,883	9,260	9,401	9,883	10,157	10,394
Cash flows from investing activities										
Cash was received from:										
Proceeds from sale of property, plant and equipment	30	19	2	38	6	20	-	-	7	1
Proceeds from sale of harvested forests	2,070	2,252	63	-	-	-	-	-	-	-
	2,100	2,271	66	38	6	20	-	-	7	1
Cash was applied to:										
Purchase of property, plant and equipment	9,379	16,565	6,380	10,738	9,723	8,481	7,350	8,971	9,246	10,400
Purchase of intangible assets	91	70	10	-	11	-	12	-	12	-
Purchase of silviculture capital expenditure	14	2	338	149	31	-	-	-	32	-
	9,484	16,637	6,728	10,887	9,764	8,481	7,362	8,971	9,290	10,400
Net cash flow from investing activities	(7,384)	(14,366)	(6,662)	(10,849)	(9,758)	(8,460)	(7,362)	(8,971)	(9,283)	(10,399)
Cash flows from financing activities										
Cash was received from:										
Proceeds from borrowings	200	7,180	766	2,133	955	-	-	33	-	-
	200	7,180	766	2,133	955	-	-	33	-	-
Cash was applied to:										
Repayment of borrowings	56	-	-	-	-	833	1,827	1,000	1,035	31
	56	-	-	-	-	833	1,827	1,000	1,035	31
Net cash flow from financing activities	144	7,180	766	2,133	955	(833)	(1,827)	(967)	(1,035)	(31)
Net increase / (decrease) in cash held	496	(833)	261	(227)	81	(34)	213	(55)	(161)	(35)
Add cash at start of year (1 July)	2,280	1,030	196	457	230	311	277	489	434	272
Balance at end of year (30 June)	2,776	196	457	230	311	277	489	434	272	238
Represented by:										
Cash, cash equivalents and bank overdrafts	2,776	196	457	230	311	277	489	434	272	238
	2,776	196	457	230	311	277	489	434	272	238

The accompanying accounting policies and notes should be read in conjunction with the forecast financial statements.

Forecast Reconciliation of Net Surplus to Funding Impact Statement for the years ended 30 June 2026 to 2034

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Operating Surplus / (deficit) from Group Statements										
Water Supply	(178)	(186)	(275)	(128)	8	53	43	87	95	90
Waste Management	102	142	157	174	159	197	213	243	249	300
Stormwater	14	78	14	14	(56)	14	14	14	14	14
Sewerage	9	100	103	38	110	112	44	119	122	125
Roading and Footpaths	(137)	(823)	(816)	726	577	670	759	618	707	787
Organisation and Governance	(31)	(150)	(48)	(9)	116	179	(11)	142	148	(35)
District Planning & Regulatory Services	(100)	(79)	(62)	3	43	4	45	4	47	4
Community Services	(61)	(26)	(280)	(27)	(28)	(29)	(29)	(30)	(31)	(31)
Community Facilities	(143)	(440)	(455)	(459)	(393)	(348)	(359)	(280)	(217)	(220)
Surplus / (deficit) per Statement of Comprehensive Income	(524)	(1,384)	(1,663)	332	536	852	718	917	1,133	1,032
Less donated assets and interest on internal borrowing not included in the FIS	-	(13)	-	-	-	-	-	-	-	-
Surplus / (deficit) before vested assets and internal interest	(524)	(1,397)	(1,663)	332	536	852	718	917	1,133	1,032
Less capital grants, subsidies and donations	3,472	2,660	2,720	3,664	3,763	3,861	3,957	4,052	4,149	4,241
Less development and financial contributions	66	210	82	85	86	88	90	92	94	96
Less revaluation (gains)/losses not included in the FIS	83	150	74	75	75	74	75	75	74	75
Add loss on sale and bad debts not included in the FIS	-	-	-	-	-	-	-	-	-	-
Add other non-cash items not included in the FIS	2,070	2,252	63	-	-	-	-	-	-	-
Add depreciation and amortisation not included in the FIS	7,543	7,920	7,922	8,266	8,461	8,523	8,799	9,078	9,133	9,471
	5,992	7,152	5,109	4,442	4,537	4,499	4,677	4,858	4,816	5,059
Surplus / (deficit) of operating funding	5,468	5,755	3,446	4,774	5,073	5,352	5,395	5,776	5,949	6,092
Surplus / (deficit) of operating funding as per FIS	5,468	5,755	3,446	4,774	5,073	5,352	5,395	5,776	5,949	6,092

Forecast Statement of General and Targeted Rates for the years ended 30 June 2026 to 2034

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
General Rates	2,520	2,908	3,081	3,198	3,141	3,202	3,266	3,279	3,339	3,403
Targeted Rates	13,547	14,634	15,372	16,504	17,134	17,778	18,305	18,809	19,331	19,884
Remissions	(63)	(63)	(65)	(67)	(69)	(70)	(72)	(74)	(75)	(77)
	16,004	17,479	18,389	19,634	20,206	20,910	21,499	22,014	22,595	23,210
General and Targeted Rates by Activity										
Community Facilities Group										
Cemeteries	59	95	101	101	96	100	96	110	121	112
Event Centre - General Rates	269	271	294	305	307	312	327	321	324	329
Event Centre - Targeted Rates	172	172	172	172	172	172	172	172	172	172
Parks and Public Spaces	943	1,086	1,168	1,175	1,182	1,210	1,215	1,246	1,261	1,262
Property	188	202	206	257	256	259	273	270	268	283
Swimming Pool	362	387	403	412	394	399	403	408	399	402
Community Services Group										
Community Support	97	118	123	127	130	133	136	139	142	149
Economic Development and Promotions	263	272	297	299	303	302	309	310	319	318
Emergency Management	222	228	240	243	241	243	246	247	250	249
Library	522	510	534	553	549	550	561	569	575	586
District Planning & Regulatory Services Group										
Animal Management	156	129	147	152	146	147	148	149	152	162
Building Control	269	416	423	311	303	328	327	323	335	349
Environmental Services	246	282	302	306	305	318	323	325	338	343
Resource Management	270	278	298	310	310	319	326	331	341	346
Organisation and Governance Group										
Community Representation	1,215	1,253	1,346	1,386	1,409	1,431	1,455	1,503	1,525	1,546
Investments and Finance - General Rates	(213)	(140)	(159)	(75)	(136)	(166)	(175)	(184)	(203)	(227)
Investments and Finance - Targeted Rates	55	55	57	59	60	62	63	65	66	68
Strategy	889	1,021	1,078	1,184	1,191	1,216	1,253	1,273	1,294	1,337
Roading and Footpaths Group										
Roading and Footpaths	3,240	3,402	3,371	3,815	3,902	3,999	4,090	4,185	4,278	4,367
Sewerage Group										
Sewerage	851	888	925	1,000	1,115	1,186	1,274	1,291	1,335	1,411
Stormwater Group										
Stormwater	228	222	240	242	244	254	253	251	257	255
Waste Management Group										
Waste Management	1,924	2,027	2,199	2,323	2,464	2,650	2,796	2,979	3,202	3,394
Water Supply Group										
Rural Water Supply	2,527	2,928	3,110	3,390	3,593	3,733	3,788	3,853	3,930	4,026
Urban Water Supply	1,250	1,375	1,513	1,588	1,668	1,751	1,839	1,876	1,913	1,971
Total General and Targeted Rates by Activity	16,004	17,479	18,389	19,634	20,206	20,910	21,499	22,014	22,595	23,210
Rateable Rating Units	4,240	4,263	4,288	4,313	4,338	4,363	4,388	4,413	4,438	4,463
Non-Rateable Rating Units	142	138	139	140	140	141	142	143	144	144
	4,382	4,401	4,427	4,453	4,479	4,504	4,530	4,556	4,582	4,608

Forecast Statement of Depreciation and Amortisation for the years ended 30 June 2026 to 2034

	Annual Plan Year ended 30 June 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Depreciation and Amortisation by Activity										
Water Supply Group										
Rural Water Supply	708	1,013	967	1,006	1,026	1,044	1,085	1,110	1,129	1,178
Urban Water Supply	419	476	472	514	528	526	561	564	563	602
Waste Management Group	85	75	73	71	67	67	64	63	62	60
Stormwater Group	69	72	73	78	78	78	84	84	84	90
Sewerage Group	378	376	376	409	410	415	448	452	452	492
Roading and Footpaths Group	4,088	4,098	4,100	4,135	4,415	4,452	4,490	4,757	4,796	4,837
Organisation and Governance Group										
Central Administration	278	310	316	362	307	340	316	284	297	265
Community Representation	16	12	25	22	18	14	11	27	21	17
Investments and Finance	35	43	44	48	47	46	51	51	50	57
Strategy	-	-	-	-	-	-	-	-	-	-
District Planning and Regulatory Services Group										
Animal Management	10	6	14	12	11	9	9	8	7	16
Building Control	14	11	9	7	6	23	15	12	10	8
Environmental Services	-	-	-	-	-	-	-	-	-	-
Resource Management	-	-	-	-	-	-	-	-	-	-
Community Services Group										
Economic Development and Promotions	21	23	19	15	12	10	8	6	5	4
Emergency Management	21	13	21	17	13	11	9	7	6	5
Library	60	59	64	64	64	64	65	66	68	69
Community Facilities Group										
Camping	159	172	180	197	195	192	216	216	217	250
Cemeteries	32	43	41	57	53	50	52	67	76	75
Event Centre	159	162	170	193	192	191	219	218	218	250
Parks and Public Spaces	171	311	316	307	284	263	272	270	260	279
Property	736	522	526	638	634	632	719	719	717	819
Swimming Pool	86	120	117	115	103	97	106	98	94	97
Total Depreciation and Amortisation	7,543	7,920	7,922	8,266	8,461	8,523	8,799	9,078	9,133	9,471

Forecast Statement of Debt for the years ended 30 June 2026 to 2034

Council's definition of total net debt for the purpose of setting debt limits excludes internal debt.

	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
Year ended 30 June	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Internal borrowings										
Waimate Event Centre *Note	2,250	2,183	2,102	2,021	1,941	1,862	1,782	1,701	1,617	1,530
Roading and Bridge replacements	239	219	199	184	164	144	124	104	84	64
Urban Water Scheme *Note	5,612	7,530	7,314	8,198	9,145	9,333	9,424	9,602	9,714	10,140
Waste Management - Disposal	676	611	546	481	415	350	285	263	241	219
Sewerage *Note	744	1,556	2,096	4,316	5,260	5,966	5,923	6,444	6,789	7,915
Stormwater *Note	220	660	630	600	570	540	510	480	450	420
Cannington Rural Water Schemes - Drinking Water Standards upgrades *Note	-	1,170	1,131	1,092	1,053	1,014	975	936	1,227	1,547
Hook / Waituna Rural Water Schemes - Drinking Water Standards upgrades *Note	-	3,300	3,190	3,080	2,970	3,090	2,972	2,855	2,737	2,619
Lower Waihao Rural Water Schemes - Drinking Water Standards upgrades *Note	2,330	2,244	2,184	2,124	2,064	2,004	1,944	1,884	1,824	1,764
Otaio / Makikihi Rural Water Schemes - Drinking Water Standards upgrades *Note	-	-	-	-	-	-	-	150	245	617
Waihaorunga Rural Water Schemes - Drinking Water Standards upgrades *Note	-	1,350	1,405	1,357	1,308	1,260	1,212	1,163	1,115	1,067
Waikakahi Rural Water Schemes - Drinking Water Standards upgrades *Note	-	2,090	1,986	1,881	1,777	1,672	1,568	1,463	1,359	1,804
Library / Local Government Centre extension *Note	1,000	-	-	-	-	-	-	-	-	-
Total internal borrowings	13,071	22,913	22,782	25,333	26,667	27,235	26,719	27,045	27,402	29,706
External borrowings										
External borrowings	6,458	17,680	18,080	19,780	20,280	19,480	17,680	16,680	15,680	15,680
External borrowings - Downlands 14% share	5,334	2,489	2,855	3,289	3,744	3,711	3,684	3,717	3,682	3,651
Total external borrowings	11,792	20,169	20,935	23,069	24,024	23,191	21,364	20,397	19,362	19,331

* Note - The above internal borrowings, while classified as internal, may be fully or partially funded from specific external borrowings.

Forecast Statement of Capital Expenditure for the years ended 30 June 2026 to 2034

Year ended 30 June	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Water Supply Group											
Rural Water											
Cannington - Renewals	REN	11	48	11	12	-	56	72	74	6	43
Cannington - Drinking Water compliance upgrade	REN/LOS	-	1,200	-	-	-	-	-	-	-	-
Cannington - Pratts Pumphouse - Pump 1 renewal	REN	-	-	4	-	-	-	-	-	-	-
Cannington - Renewal maintenance of weir	REN	-	14	-	-	-	-	-	-	-	-
Cannington - Pratts pumphouse power supply	REN	19	-	-	-	-	-	-	-	-	-
Cannington - 80mm Line "Slip Line" (700m x 125mm PE)	REN/LOS	-	-	-	-	-	-	-	-	324	330
Cannington - Pratts turbidity meter	LOS	-	15	-	-	-	-	-	-	-	-
Cannington - Dwyer 63OD 1494m 40OD 929m and PRV	REN/LOS	-	-	-	-	62	-	-	-	-	-
Cattle Creek - Consenting	REN	-	-	-	5	-	-	-	-	-	-
Hook / Waituna - Renewals	REN/LOS	11	63	32	43	55	195	53	97	29	34
Hook / Waituna - Drinking water compliance upgrade	REN/LOS	109	1,320	-	-	-	-	-	-	-	-
Hook / Waituna - PVC Tavistock Hook supply link	LOS	-	2,391	-	-	-	-	-	-	-	-
Hook / Waituna - Simmons Pumphouse pump renewal	REN	-	-	4	-	-	-	-	-	-	-
Hook / Waituna - Flow meter replacement	REN	6	6	-	-	-	-	1	-	-	-
Hook / Waituna - Line renewal Intake to O'Donnells	REN/LOS	-	-	-	-	43	44	-	-	64	65
Hook / Waituna - Line renewal upper Nortons Reserve Rd	REN/LOS	-	38	39	-	-	-	-	-	-	-
Hook / Waituna - Line renewal Manchesters and Molloy's Rd	REN/LOS	36	-	-	-	-	-	-	-	-	-
Hook / Waituna - pH Online analysers	LOS	19	-	-	-	-	-	-	-	-	-
Hook / Waituna - Source / WTP generator	LOS	51	6	-	-	-	-	-	-	-	-
Lower Waihao - Renewals	REN/LOS	28	13	14	2	6	6	2	6	-	-
Lower Waihao - Glenavy Township mains renewal	REN/LOS	-	70	-	-	111	-	-	137	-	145
Lower Waihao - Glenavy Township restrictor renewal	REN/LOS	-	10	-	-	18	-	-	21	-	22
Lower Waihao - Lower Waihao Reservoir telemetry renewal	REN	2	-	-	-	2	-	-	-	-	-
Lower Waihao - Lower Waihao boost pump 3 renewal	REN	-	6	-	-	-	-	-	-	-	-
Lower Waihao - Telemetry - Lower Waihao boost renewal	LOS	38	-	-	-	-	-	-	-	-	-
Lower Waihao - Flow meter renewal	REN	-	6	-	-	-	-	1	-	-	-
Lower Waihao - Glenavy line renewal	REN/LOS	145	-	-	-	-	-	-	-	-	-
Lower Waihao - Source / WTP generator	LOS	-	70	-	-	-	-	-	-	-	-
Lower Waihao - pH Online analysers	LOS	38	-	-	-	-	-	-	-	-	-
Lower Waihao - Booster generator	REN	-	34	-	-	-	-	-	-	-	-
Otaio / Makikihi - Renewals	REN/LOS	19	13	8	26	105	21	161	151	174	511
Otaio / Makikihi - Makikihi township mains renewal	REN/LOS	-	135	67	69	164	-	-	158	-	-
Otaio / Makikihi - Makikihi township restrictor renewal	REN/LOS	-	10	-	-	11	-	-	14	-	-
Otaio / Makikihi - Flow meter replacement	REN	5	1	-	-	-	-	6	-	-	-
Otaio / Makikihi - Consent volume review	REN	-	-	15	-	-	-	-	-	-	-
Otaio / Makikihi - pH Online analysers	LOS	38	-	-	-	-	-	-	-	-	-
Otaio / Makikihi - Source / WTP generator	LOS	51	34	-	-	-	-	-	-	-	-

Year ended 30 June	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Rural water continued											
Waihaorunga - Renewals	REN/LOS	13	25	24	100	22	-	-	-	-	-
Waihaorunga - Pump replacements	REN/LOS	29	-	-	-	32	33	34	56	35	36
Waihaorunga - Drinking water compliance upgrade	REN/LOS	-	1,200	-	-	-	-	-	-	-	-
Waihaorunga - New board and telemetry	REN/LOS	-	-	46	-	-	-	-	-	-	-
Waihaorunga - Chlorine and turbidity analyser	LOS	-	-	31	-	-	-	-	-	-	-
Waihaorunga - Source / WTP generator	LOS	-	47	-	-	-	-	-	-	-	-
Waihaorunga - Melford reservoir telemetry	LOS	-	17	-	-	-	-	-	-	-	-
Waikakahi - Renewals	REN	35	22	31	38	52	25	15	-	481	493
Waikakahi - Drinking water compliance upgrade	REN/LOS	-	2,900	-	-	-	-	-	-	-	-
Waikakahi - Telemetry Waikakahi Reservoir	REN	-	-	-	8	-	-	-	-	-	-
Waikakahi - Pump renewals	REN	-	13	18	-	-	-	-	-	-	-
Waikakahi - Flow meter renewals	REN/LOS	-	4	-	-	-	-	-	-	-	-
Waikakahi - Source / WTP generator	LOS	-	79	-	-	-	-	-	-	-	-
Waikakahi - pH Online analysers	LOS	38	-	-	-	-	-	-	-	-	-
Waikakahi - Dog Kennel Road renewals 2,719m	REN/LOS	-	-	-	-	-	-	-	82	-	-
Waikakahi - Consenting	REN	-	-	-	-	-	22	-	-	-	-
Downlands Rural Water scheme various renewals	REN	168	209	609	677	699	227	233	293	241	245
Rural Water Total		909	10,019	955	980	1,383	627	577	1,088	1,353	1,924
Urban Water											
Urban Water - Rising main renewals	REN/LOS	358	358	383	377	661	674	687	701	715	729
Urban Water - Rising main renewals Queen Street	LOS	-	165	-	-	-	-	-	-	-	-
Urban Water - AC water main renewals	REN	58	-	1	1	19	2	6	-	-	33
Urban Water - CI water main renewals	REN	-	-	-	-	-	-	-	116	-	-
Urban Water - Timaru Road pump renewals	REN	43	-	-	-	-	-	-	-	-	-
Urban Water - Waimate Reservoir cover replacement	REN	100	-	-	-	-	-	-	-	-	-
Urban Water - Booster Bakers/Court/Hunts/Fitzmaurice Roads	AD	540	-	-	-	-	-	-	-	-	-
Urban Water - Extension Bakers/Court/Hunts/Fitzmaurice Road	AD	-	-	-	599	611	-	-	-	-	-
Urban Water - Te Kiteroa Main, Booster and Reservoir	AD	708	708	-	-	-	-	-	-	-	-
Urban Water - Manchester's treatment plant generator	LOS	47	-	-	-	-	-	-	-	-	-
Urban Water - Timaru Road treatment plant generator	LOS	61	-	-	-	-	-	-	-	-	-
Urban Water - Pressure management High Street rising mains	LOS	-	-	10	284	290	-	-	-	-	-
Urban Water - Pressure management Queen/High Street	LOS	-	-	-	63	-	-	-	-	-	-
Urban Water - Resource consenting	REN	-	-	-	-	-	-	-	-	-	18
Urban Water - Software and code upgrades	REN/LOS	-	70	-	-	-	-	-	-	-	-
Urban Water Total		1,915	1,301	395	1,325	1,581	675	693	817	715	780
Water Supply Group Total		2,824	11,320	1,350	2,304	2,965	1,303	1,270	1,906	2,068	2,704

	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Waste Management Group											
Waste Management - Wheelie bin replacements	REN	9	9	9	9	9	10	10	10	10	10
Waste Management - Public place refuse and recycling facilities	LOS	-	7	-	7	-	8	-	8	-	-
Waste Management - Miscellaneous capital	REN	1	1	1	1	1	1	1	1	1	1
Waste Management - Extend seal at RRP	REN/LOS	-	34	-	-	-	-	-	-	-	-
Waste Management Group Total		10	50	10	18	10	19	11	20	11	12
Stormwater Group											
Stormwater - Consent & Management Plan	REN	-	-	-	-	-	-	-	-	-	18
Stormwater - LGC overland flow path Queen Street	LOS	-	100	-	-	-	-	-	-	-	-
Stormwater - Manhole replacements	REN	9	-	-	63	-	-	-	2	2	2
Stormwater - Rapid soakage devices	LOS/AD	50	-	51	-	-	-	-	-	-	-
Stormwater - Rapid soakage devices Park Road	LOS	-	150	-	-	-	-	-	-	-	-
Stormwater - Park Road catchment investigation	LOS/AD	154	-	-	-	-	-	-	-	-	-
Stormwater Group Total		213	250	51	63	-	-	-	2	2	20
Sewerage Group											
Sewer - Waimate Urban renewals	REN	445	727	909	2,346	1,473	735	406	640	988	1,175
Sewer - WWTP out flow meter renewal	REN	-	-	6	-	-	-	-	-	-	-
Sewer - Milford pump renewal	REN	-	-	-	-	-	4	5	2	2	2
Sewer - WWTP Electrical/control renewal	REN	-	100	-	-	-	-	-	18	19	19
Sewer - WWTP various equipment	REN	-	9	-	-	-	-	-	2	2	2
Sewer - Septic waste receival unit	REN	-	-	93	-	-	-	-	-	-	-
Sewer - Edinburgh, Victoria and Nelson Streets infill	LOS/AD	-	-	-	300	-	-	-	-	-	-
Sewer - Allan Street extension	LOS/AD	-	-	-	-	-	494	-	-	-	-
Sewer - Manchester Street extension	LOS/AD	-	-	-	-	-	-	388	-	-	-
Sewer - Hunts Road extension	LOS/AD	-	-	-	-	-	-	-	-	-	451
Sewer - St Andrews consenting	REN	-	-	-	-	-	-	-	17	-	-
Sewer - Glenavy consenting	LOS	-	-	-	-	22	-	-	-	-	-
Sewerage Group Total		445	835	1,007	2,646	1,494	1,233	410	1,068	1,011	1,650

Year ended 30 June	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Roading and Footpaths Group											
Roading - Resealing	REN	1,297	1,323	1,353	1,377	1,414	1,451	1,487	1,523	1,560	1,594
Roading - Drainage construction	REN	172	176	180	328	337	346	354	363	372	380
Roading - Culvert replacement	REN	193	161	165	298	306	314	322	329	337	345
Roading - Kerb and channel renewal	REN	293	299	305	348	358	367	376	385	394	403
Roading - Concrete ford renewal	REN	45	46	47	48	49	50	52	53	54	55
Roading - Pavement rehabilitation	REN	818	834	853	1,110	1,140	1,170	1,199	1,228	1,257	1,285
Roading - Structures component rep.	REN	203	207	212	249	256	263	269	276	282	289
Roading - Sign renewal	REN	70	71	73	74	76	78	80	82	84	86
Roading - Minor improvements	LOS	390	-	-	531	545	560	573	587	601	615
Roading - Footpath renewal	REN	290	66	68	308	316	325	333	341	349	357
Roading - Minor improvements (non-subsidised)	LOS	50	40	41	53	55	56	57	59	60	61
Roading - Seal extensions	LOS	60	-	-	64	65	67	69	70	72	74
Roading - Development	LOS	50	-	-	53	55	56	57	59	60	61
Roading and Footpaths Group Total		3,931	3,223	3,296	4,841	4,972	5,102	5,229	5,355	5,483	5,604
Organisation and Governance Group											
Central Administration											
Chief Executive - Vehicle replacement	REN	-	-	-	-	-	45	-	-	-	-
Corporate Services - Vehicle replacement (pool car)	REN	-	-	-	85	-	-	-	-	-	-
Corporate Services - Cleaners vehicle replacement	REN	40	-	-	-	-	45	-	-	-	-
Corporate Services - Furniture and fittings	REN	15	15	15	16	16	17	17	18	18	19
Corporate Services - Facility access control system	REN/LOS	-	8	-	-	-	-	-	-	-	-
Corporate Services - Computers and hardware	REN	15	15	15	16	16	17	17	18	18	19
Corporate Services - Elected Member devices	REN	16	-	-	4	-	18	-	-	5	-
Corporate Services - Servers	REN	-	30	-	96	-	-	-	-	121	-
Corporate Services - Telephone/PABX upgrade	REN	-	-	-	-	5	-	-	-	-	-
Corporate Services - UPS	REN	-	-	15	-	-	-	-	18	-	-
Corporate Services - Public security cameras	REN	5	-	41	-	5	-	-	47	-	-
Corporate Services - ESRI Server upgrade	REN	10	-	-	-	-	11	-	-	-	-
Corporate Services - Magiq upgrades	REN	70	-	10	-	11	-	12	-	12	-
Utilities - Sundry plant renewals	REN	7	6	5	11	5	6	6	6	6	6
Utilities - Digger / excavator replacement	REN	-	43	-	-	-	-	58	-	-	-
Utilities - Replacement tablets for staff (AssetFinda)	REN	-	-	10	-	-	-	12	-	-	-
Utilities - Equipment renewals	REN	-	6	12	2	-	3	9	-	-	-
Utilities - Fuel storage tank and mobile fuel tanker	LOS	18	40	-	-	-	-	-	-	-	-
Utilities - Datalog points for Lutra	LOS	5	-	-	-	-	-	-	-	-	-

Year ended 30 June	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Central Administration continued											
Utilities - Vehicle replacement	REN	120	-	-	192	-	135	-	-	218	-
Utilities - Lutra software SF	LOS	21	-	-	-	-	-	-	-	-	-
Roading - Vehicle Replacement	REN	-	49	-	52	-	55	-	58	-	61
Asset Management - Water compliance vehicle	REN	-	-	-	-	-	45	-	-	-	-
Asset Management - SCADA	REN	58	10	5	17	5	14	14	-	-	12
Parks - Plant and machinery replacements	REN	10	5	5	5	5	6	6	6	6	12
Parks - Walker Mower replacement	REN	-	-	52	-	-	-	64	-	-	-
Parks - John Deere mower replacement	REN	-	70	-	-	-	79	-	-	-	-
Parks - Vehicle Replacement	REN	-	40	-	43	-	45	-	-	-	-
Parks - Isuzu tipper truck replacement	REN	-	60	-	-	-	-	-	-	-	-
Asset Manager - Pool vehicle	REN	-	-	-	-	44	-	-	-	-	-
Central Administration Total		411	397	187	540	115	542	214	170	404	128
Community Representation											
Governance - AV Conferencing system for Council Chambers	LOS	75	-	-	11	-	-	-	89	-	-
Community Representation Total		75	-	-	11	-	-	-	89	-	-
Investments and Finance											
Investment - Gorge Road furniture and fittings	REN	15	-	-	-	-	-	-	-	-	-
Forestry - Planting, pruning and thinning Waihao Forest	REN	-	-	298	121	26	-	-	-	-	-
Forestry - Planting, pruning and thinning Reserves	REN	14	2	39	28	5	-	-	-	32	-
Investments and Finance Total		29	2	338	149	31	-	-	-	32	-
Organisation and Governance Group Total		515	399	525	699	146	542	214	259	436	128
District Planning and Regulatory Services Group											
Animal Management											
Animal Management - Vehicle replacement	REN	-	-	41	-	-	-	-	-	-	49
Animal Management Total		-	-	41	-	-	-	-	-	-	49
Building Control											
Building Control - Vehicle replacements	REN	-	-	-	-	-	90	-	-	-	-
Building Control Total		-	-	-	-	-	90	-	-	-	-
District Planning and Regulatory Services Group Total		-	-	41	-	-	90	-	-	-	49
Community Services Group											
Emergency Management											
Emergency Management - Equipment renewals	REN	48	-	-	-	-	-	-	-	-	-
Emergency Management Total		48	-	-	-	-	-	-	-	-	-

	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Library											
Library - Books	REN	55	55	62	64	66	73	75	77	85	86
Library Total		55	55	62	64	66	73	75	77	85	86
Community Services Group Total		103	55	62	64	66	73	75	77	85	86
Community Facilities Group											
Camping											
Waimate Lakes Camping - Landscaping, fencing and plantings	LOS/AD	20	20	10	11	22	11	12	24	12	12
Waimate Lakes Camping - Terraflake toilet floors	REN	-	-	31	-	-	-	-	36	-	-
Waimate Lakes Camping - Pipe renewals	REN	10	10	10	11	11	11	12	12	12	12
Waimate Lakes Camping - Investigate protozoa compliance	REN	10	-	-	-	-	-	-	-	-	37
Waimate Lakes Camping - Furniture and fittings	REN	5	-	5	-	5	-	6	-	6	-
Victoria Park Camping - General building capital	REN	5	5	-	32	-	6	-	6	-	-
Victoria Park Camping - Terraflake shower floor	REN	-	20	-	-	-	-	-	-	24	-
Victoria Park Camping - Appliances	REN	5	-	5	-	5	-	6	-	6	-
Victoria Park Camping - General capital	REN	2	2	2	2	2	2	2	2	2	2
Knottingley Park Camping - Upgrade urinals	LOS/AD	-	2	-	2	-	2	-	-	-	-
Knottingley Park Camping - Terraflake toilet block floor	REN	-	-	5	-	-	-	-	6	-	-
Knottingley Park Camping - Furniture and fittings	REN	-	2	-	-	2	-	-	-	2	-
St Andrews Camping - Terraflake shower and toilet floors	REN	-	-	6	-	-	-	-	-	-	7
St Andrews Camping - Plant and machinery renewals	REN	-	-	6	-	-	-	6	-	-	-
Camping Total		57	61	81	57	48	32	43	85	65	71
Cemeteries											
Cemetery - Reseal driveway	REN	50	-	-	-	-	-	-	-	-	-
Cemetery - Extension	AD	-	-	-	-	13	30	34	-	-	-
Cemetery - Ash and burial berms	AD	-	10	-	-	11	-	-	12	-	-
Cemetery - Fencing	REN	4	-	-	-	-	-	-	-	-	-
Cemetery - Walker mower replacement	REN	-	-	-	74	-	-	-	82	-	-
Cemetery - Tipper truck replacement	REN	-	-	-	-	-	-	-	-	73	-
Cemeteries Total		54	10	-	74	24	30	34	94	73	-
Event Centre											
Event Centre - External painting	REN	-	-	80	-	-	-	-	-	-	-
Event Centre - Furniture and fittings	REN	5	-	-	-	-	-	-	-	-	-
Event Centre Total		5	-	80	-	-	-	-	-	-	-

	REN LOS AD	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Parks and Public Spaces											
Morven Reserve - Hall painting	REN	80	-	-	-	-	-	-	-	-	-
Victoria Park Gardens - Garage door replacement	REN	30	-	-	-	-	-	-	-	-	-
Victoria Park Gardens - General capital	REN	3	3	3	3	3	3	3	3	3	3
Victoria Park - Sundry plant	REN	5	5	5	5	5	6	6	6	6	6
Victoria Park - Upgrade glasshouse heating system	REN	20	-	-	-	-	-	-	-	-	-
Knottingley Park - General capital	REN	2	2	2	2	2	2	2	2	2	2
Knottingley Park - General building capital and painting	REN	-	-	-	21	-	-	-	-	-	25
Knottingley Park - Playground matting	REN	-	-	52	-	-	-	-	59	-	-
Knottingley Park - Playground equipment	LOS/REN	-	10	-	-	11	-	-	-	12	-
Urban Reserves - Playground Safety Matting	REN	-	250	103	-	-	-	-	-	-	-
Parks and Public Spaces Total		140	270	165	31	21	11	11	70	24	36
Property											
Property - Works yard office extension	LOS/AD	-	78	-	-	-	-	-	-	-	-
Property - Court House upgrade / roof etc	REN	67	-	-	-	-	-	-	-	-	-
Property - Waimate Theatre power upgrade	REN/LOS	-	10	-	-	-	-	-	-	-	-
Property - Waimate Theatre fire alarm upgrade	REN/LOS	24	-	-	-	-	-	-	-	-	-
Property - Tennant St building capital	REN	13	4	4	-	-	-	-	-	-	-
Property - Paint Tennant Street dwelling	REN	5	5	5	-	-	-	-	-	-	-
Local Govt Centre - Security cameras	REN	10	-	5	-	-	-	-	-	-	-
Local Govt Centre - Sundry purchases	REN	4	4	4	4	4	5	5	5	5	5
Local Govt Centre - Heatpumps	REN	3	3	3	3	3	3	3	4	4	4
Community Housing - General capital	REN	90	-	-	-	-	-	-	-	-	-
Community Housing - Painting	REN	33	33	13	35	-	-	-	-	-	-
Community Housing - Replacement stoves	REN	-	2	-	2	-	2	-	2	-	2
Community Housing - Hot water cylinders and fittings	REN	6	5	3	5	3	6	3	6	4	7
Community Housing - Heatpumps	REN	3	7	7	7	7	8	8	8	8	9
Public toilets - Waimate Town (New Toilets)	LOS	445	-	-	-	-	-	-	-	-	-
Public Toilets - Glenavy facilities (Better Off Funding)	LOS	449	-	-	-	-	-	-	-	-	-
Property Total		1,153	150	44	57	18	23	20	25	21	26
Swimming											
Swimming Pool - Painting and resealing Terraflake floor	REN	-	10	-	11	-	11	-	12	-	12
Swimming Pool - Replace pool covers	REN	31	-	-	-	-	-	46	-	-	-
Swimming Pool - Inflatables	LOS	-	-	-	21	-	-	-	-	-	-
Swimming Pool - Shade sails	REN	-	-	10	-	-	11	-	-	12	-
Swimming Pool - Toddler pool upgrade	LOS/AD	5	5	5	-	-	-	-	-	-	-
Swimming Total		36	15	15	32	-	23	46	12	12	12
Community Facilities Group Total		1,444	505	385	251	112	119	153	285	194	146
Total Capital Expenditure		9,484	16,637	6,728	10,887	9,764	8,481	7,362	8,971	9,290	10,400

REN = Renewal LOS = Levels of Service AD = Additional Demand

Financial Reserves

The following statement of financial reserves concerns Restricted Reserves and council created reserves included in Council's equity.

Council has several types of council created reserves, which are maintained by the council for a specific purpose. These funds are categorised as follows:

- Council created General Reserves
- Council created Civic Amenities Rate Reserves
- Council created Targeted Rate Reserves
- Council created Internal Loan Reserves
- Asset Renewal Reserves

Restricted Reserves

Reserve	Opening Balance 1 July 2025 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2034 \$000
Perpetual Graves Reserve	119	-	-	119
Esplanade Reserve	54	-	-	54
Subdivision Contribution Reserve	651	213	(460)	404
Waste Minimisation Reserve	361	1,926	(182)	2,105
Mayors Welfare Relief Fund	6	-	-	6
Endowment Land	289	-	-	289
Te Aka Road Grant - Rockfall Protection	36	-	-	36
Te Aka Road Grant - Recreational	87	-	-	87
Waimate Event Centre	154	-	-	154
Heritage Fund reserve	3	-	-	3
Creative New Zealand and Sport NZ grant reserve	16	-	-	16
Waimate Community Halls	34	-	-	34
Track development grant	(4)	364	(360)	-
Footpath contributions	11	-	-	11
Library Bequests	258	-	-	258
Downlands Capital Contributions	155	-	-	155
Total Restricted Reserves	2,231	2,504	(1,003)	3,731

Council Created General Reserves

Separate Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2025 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2034 \$000
General Reserves	620	1,386	(715)	1,291
Property Reserve	(321)	58	(146)	(409)
Community Housing	(203)	203	-	-
Forestry Reserve	(198)	1,876	(1,678)	-
Camping	(871)	-	(276)	(1,147)
Rates Smoothing Reserve	182	-	(203)	(21)
Total Council Created General Reserves	(790)	3,522	(3,018)	(286)

Council Created Civic Amenities Rate Reserve

Separate Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2025 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2034 \$000
Council Created Civic Amenities Rate Reserve	(45)	201	(85)	70

Council Created Targeted Rate Reserves

Separate Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2025 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2034 \$000
Urban Water Scheme	(4)	-	-	(4)
Sewerage	514	93	(300)	307
Waste Management - Collection	19	9	-	28
Rural Water Scheme Operating Reserves				
Cannington / Motukaika	52	-	(52)	-
Cattle Creek	(16)	-	-	(16)
Hook / Waituna	71	-	(75)	(4)
Lower Waihao	679	-	(680)	(1)
Otaio / Makikihi	46	-	(50)	(4)
Waihaorunga	(15)	-	-	(15)
Waikakahi	214	-	(220)	(6)
Total Council Created Targeted Rate Reserves	1,560	102	(1,377)	286

Council Created Internal Loan Reserves

Separate internal loan accounts are maintained for each activity where a loan is required to fund specific projects. These loans are repaid and funded according to the revenue and financing policy.

Reserve	Opening Balance 1 July 2025 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2034 \$000
Waimate Library Extension	-	-	-	-
Waimate Event Centre	(2,262)	732	-	(1,530)
Rural Water Schemes - Drinking Water upgrades	(2,304)	3,006	(10,120)	(9,418)
Bridge Replacements Loan	(239)	174	-	(64)
Urban Water Scheme	(6,712)	2,482	(5,910)	(10,140)
Refuse & Recycling bins	(259)	259	-	-
Waste Management - Disposal	(417)	198	-	(219)
Sewerage	(1,224)	1,519	(8,210)	(7,915)
Stormwater	(570)	270	(120)	(420)
Total Council Created Internal Loan Reserves	(13,987)	8,641	(24,360)	(29,706)

Asset Renewal Reserves

Separate Asset Renewal Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2025 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2034 \$000
General Asset Renewal Reserves				
General Asset Renewal Reserves	78	3,772	(2,977)	872
Property Reserve	1,250	3,664	(661)	4,254
Community Housing	721	2,671	(201)	3,192
Forestry Reserve	(259)	-	1,126	867
Camping	1,104	10	(541)	574
Stormwater	(506)	1,202	(389)	307
Civic Amenities Rate Asset Renewal Reserves				
Civic Amenities Rate Asset Renewal Reserves	(41)	4,015	(1,832)	2,143
Targeted Rate Asset Renewal Reserves				
Sewerage	(269)	11,601	(11,355)	(23)
Waste Management - Collection	114	80	(117)	78
Roading Reserve	(260)	43,110	(43,105)	(255)
Urban Water Scheme	40	8,239	(8,283)	(4)
Rural Water Schemes				
Cannington / Motukaika	(16)	2,127	(2,271)	(160)
Cattle Creek	15	9	(5)	19
Hook / Waituna	273	4,140	(4,622)	(209)
Lower Waihao	(789)	1,751	(700)	262
Otaio / Makikihi	(18)	1,872	(1,855)	(1)
Waihaorunga	(122)	1,675	(1,737)	(184)
Waikakahi	529	3,741	(4,282)	(12)
Total Asset Renewal Reserves	1,846	93,679	(83,807)	11,719
Total Restricted and Council Created Reserves	(9,185)	108,650	(113,650)	(14,186)

Long-term plan disclosure statement for period commencing 1 July 2025

The purpose of this statement is to disclose Council's planned financial performance in relation to various benchmarks to enable the assessment of whether Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

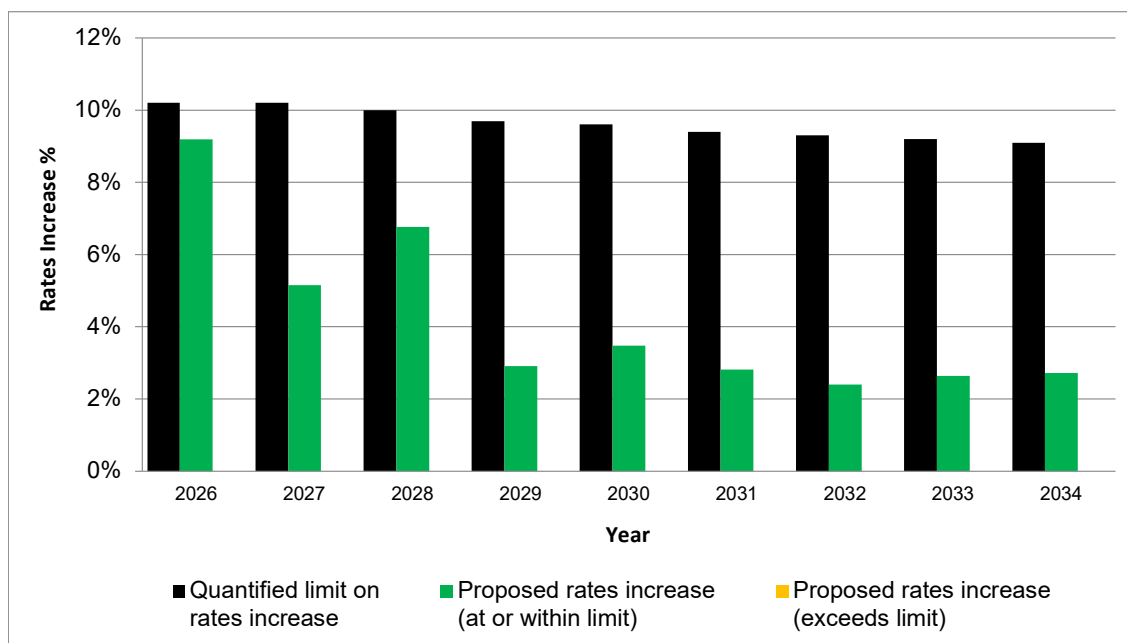
Council is required to include this statement in the Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014. Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Benchmark	Measure	Planned	Met
Rates (increases) affordability benchmark	Rates increase no more than Local Government Cost Index (LGCI) - Other Operational Expenditure plus 7.0% annually	9.2% (2026), 5.2% (2027), 6.8% (2028) and 2.8% average (2029-2034)	Yes
Debt affordability benchmark	Net debt does not exceed 175% of total annual revenue. \$48m (2026) and \$60.6m (2034)	\$20.1m (2026) \$19.0m (2034)	Yes
Balanced budget benchmark	100%	94% - 103%	No
Essential services benchmark	100%	95% - 259%	No
Debt servicing benchmark	Net borrowing costs no more than 10% of total revenue	2.2% - 3.8%	Yes

Rates (increases) affordability

Council meets the rates affordability benchmark if its planned rates increases equal or are less than each quantified limit on rates increases.

The following graph compares Council's planned rates increases with the quantified limit on rates increases contained in the Financial Strategy section in this Long Term Plan. The quantified limit is the Local Government Cost Index (LGCI) - Other Operational Expenditure BERL rate* plus 7.0% annually.



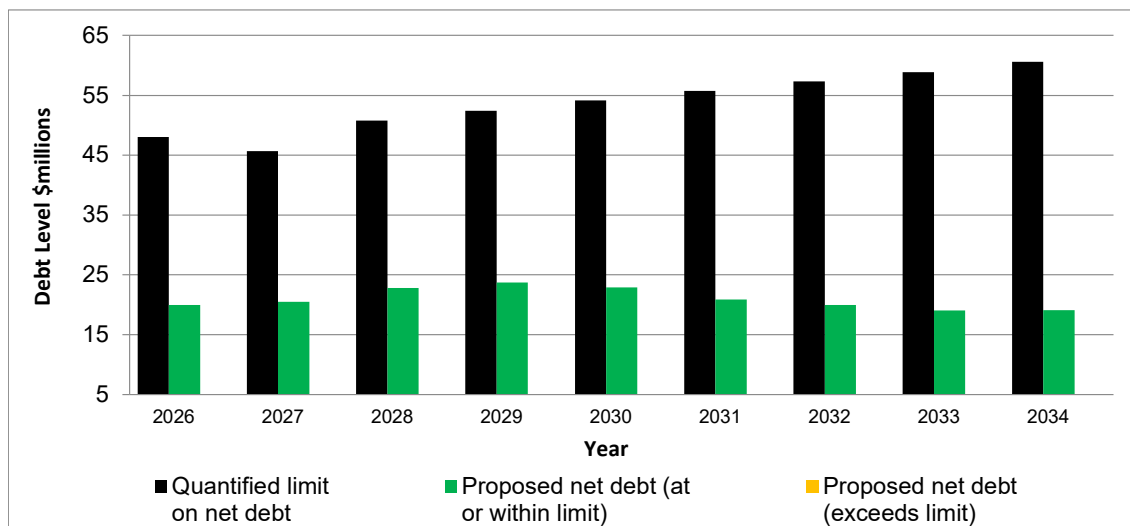
*Source: Cost Adjusters 2024 final update, BERL, October 2024.

Year	LGCI
2026	3.2%
2027	3.2%
2028	3.0%
2029	2.7%
2030	2.6%
2031	2.4%
2032	2.3%
2033	2.2%
2034	2.1%

Debt affordability benchmark

Council meets the debt affordability benchmark if planned borrowing is within each quantified limit on borrowing.

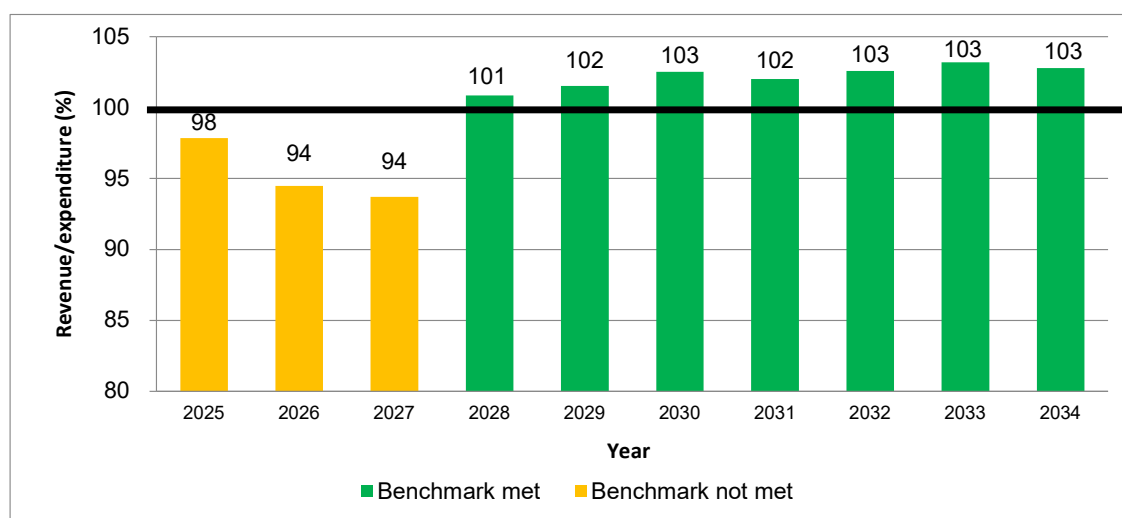
The following graph compares Council's planned debt with a quantified limit on borrowing contained in the Financial Strategy section in this Long Term Plan. The quantified limit on borrowing is net debt (external borrowings less cash and cash equivalents) will not exceed 175% of total annual revenue.



Balanced budget benchmark

The following graph displays 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).

Council meets the balanced budget benchmark if planned revenue is equal to or is greater than planned operating expenses.



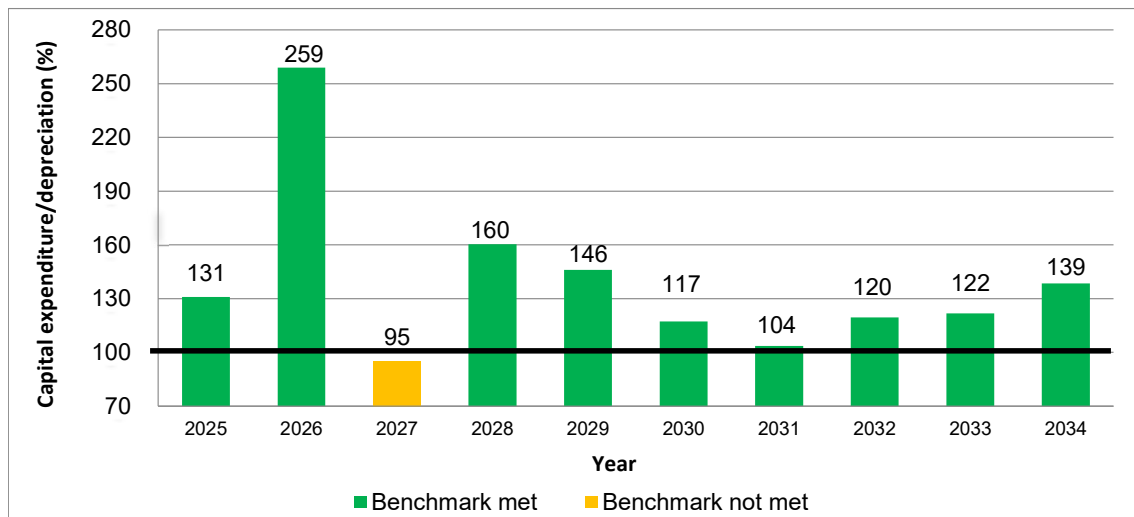
Council has previously decided not to fully fund the depreciation cost of specific assets. This may be for a number of different reasons: that Council has resolved not to replace the asset; that it is unfair to existing ratepayers to pay for a new asset and its replacement; that annual maintenance will maintain the service level; that Council can fundraise or borrow the funds in the future to replace the asset; that Council wishes to smooth the rate impact of revaluations.

The decisions around not fully funding depreciation have the largest impact on the deficit or surplus. There are a number of other items that may have an impact: Grants, Subsidies or donations received for Capital Expenditure; Self funding activities that do not contribute to the rate or receive a rate allocation which may be funded from reserve funds; forestry activity where harvest revenue may be outside the period under review; rate funding for contributions to Reserve Funds for use at a time in the future; operating expenditure and grants funded by Reserve Funds; rates smoothing relative to the nature of the expenditure to spread the funding over more than one year to manage the rating impact; loan principal repayments.

Essential services benchmark

The following graph displays Council's planned capital expenditure on network services as a proportion of expected depreciation on network services.

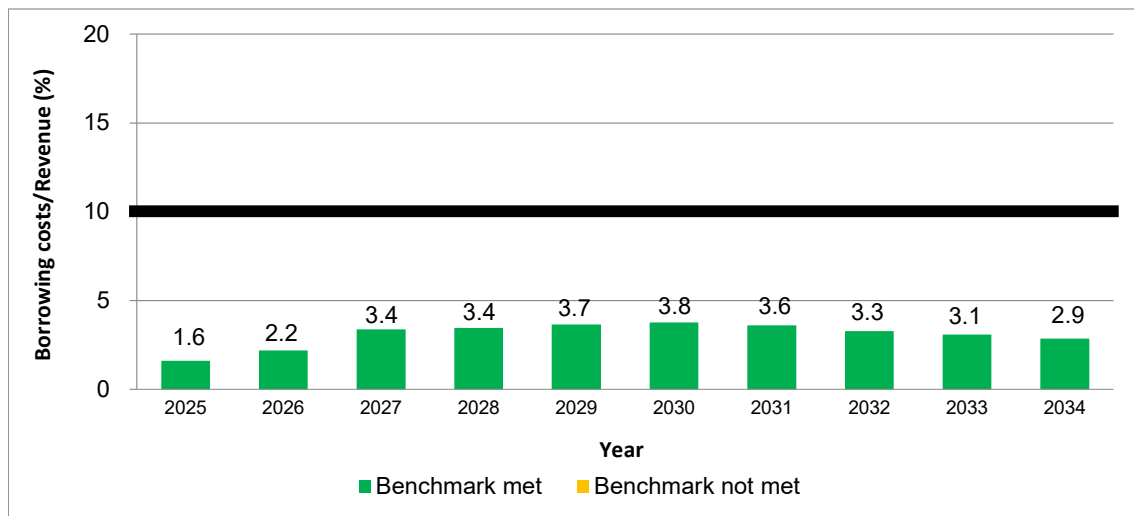
Council meets the essential services benchmark if planned capital expenditure on network services is equal to or is greater than depreciation on those network services.



Debt servicing benchmark

The following graph displays Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the district's population will grow more slowly than the national population growth, Council meets the debt servicing benchmark if borrowing costs are equal to or are less than 10% of planned revenue.



Forecast Funding Impact Statement

for the years ended 30 June 2026 to 2034 for whole of Council

Year ended 30 June	Annual Plan 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	LTP 2032 \$000	LTP 2033 \$000	LTP 2034 \$000
Sources of operating funding										
General rates, uniform annual general charges and rates penalties	2,630	3,033	3,210	3,331	3,278	3,342	3,409	3,425	3,489	3,556
Targeted rates	13,547	14,634	15,372	16,504	17,134	17,778	18,305	18,809	19,331	19,884
Subsidies and grants for operating purposes	2,291	1,990	2,028	2,568	2,643	2,721	2,800	2,893	2,989	3,072
Fees and charges	1,480	1,407	1,459	1,641	1,696	1,763	1,818	1,886	1,942	2,053
Interest and dividends from investments	277	92	69	75	78	80	80	77	76	74
Local authorities fuel tax, fines, infringements, and other receipts	3,037	3,326	1,153	1,149	1,272	1,290	1,382	1,510	1,558	1,650
Total operating funding	23,262	24,480	23,292	25,268	26,100	26,975	27,794	28,600	29,385	30,290
Applications of operating funding										
Payments to staff and suppliers	17,365	18,124	18,968	19,496	19,934	20,460	21,256	21,755	22,400	23,211
Finance costs	429	601	878	998	1,093	1,163	1,144	1,068	1,036	988
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	17,794	18,725	19,847	20,494	21,027	21,623	22,399	22,824	23,436	24,199
Surplus / (deficit) of operating funding	5,468	5,755	3,446	4,774	5,073	5,352	5,395	5,776	5,949	6,092
Sources of capital funding										
Subsidies and grants for capital expenditure	3,472	2,660	2,720	3,664	3,763	3,861	3,957	4,052	4,149	4,241
Development and financial contributions	66	210	82	85	86	88	90	92	94	96
Increase / (decrease) in debt	144	7,180	766	2,133	955	(833)	(1,827)	(967)	(1,035)	(31)
Gross proceeds from sale of assets	30	19	2	38	6	20	-	-	7	1
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total capital funding	3,712	10,069	3,571	5,919	4,811	3,136	2,220	3,178	3,215	4,307
Applications of capital funding										
Capital expenditure - to meet additional demand	1,372	848	36	828	649	385	42	298	9	337
Capital expenditure - to improve the level of service	1,852	8,956	287	1,324	1,353	1,057	793	1,252	1,115	1,341
Capital expenditure - to replace existing assets	6,259	6,834	6,405	8,735	7,763	7,038	6,526	7,422	8,167	8,722
Increase/(decrease) in reserves	(304)	(813)	289	(193)	119	7	253	(18)	(126)	(1)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	9,180	15,824	7,017	10,694	9,884	8,488	7,615	8,953	9,165	10,399
Surplus/(deficit) of capital funding	(5,468)	(5,755)	(3,446)	(4,774)	(5,073)	(5,352)	(5,395)	(5,776)	(5,949)	(6,092)
Funding balance	-	-	-	-	-	-	-	-	-	-

Rating Information

The Funding Impact Statement should be read in conjunction with the Revenue and Financing Policy and Rating Policies, which are available, on request, from the Council

office, 125 Queen Street, Waimate. Monetary values in this Rating Information statement are GST inclusive.

Setting of Rates for 2025/26

Separately Used or Inhabited Parts (SUIP) of a rating unit

This definition applies to all rates using SUIP as the basis for charging the rate.

Separately used or inhabited parts of a rating unit include only residential units which consists of a single self-contained housekeeping unit, whether for one or more persons. It includes any house, emergency or refuge accommodation and holiday home. Where more than one kitchen facility is provided on the rating unit, other than for a kitchen facility in family flat, there shall be deemed to be more than one separately used or inhabited parts of a rating unit.

A family flat is defined as any self-contained residential unit being part of or located on the same rating unit and occupied by dependent relatives of the household living in the principal residential unit. Dependent relatives do not include family members earning an income from the rating unit.

A rating unit will not be treated as being separately used or inhabited parts where it is a commercial visitor accommodation unit or not capable of being inhabited.

To assist in interpreting this policy the following examples indicate how Council will apply this policy:

Example	SUIP Charges
Rating unit with no house, flat or self-contained residential unit	0
Rating unit with 1 house, flat or self-contained residential unit	1
Rating unit with 2 flats, each being a self-contained residential unit	2
Rating unit with 4 flats, each being a self-contained residential unit	4
Rating unit with 3 dwellings, each being a self-contained residential unit	3
Rating unit operating a commercial activity with no residential unit	0
Rating unit operating a commercial activity with 1 flat attached being a self-contained residential unit	1
Rating unit operating a Hotel/Motel/camping/cabin facility with 1 owner/operator residence	1
Rating unit operating a Hotel/Motel/camping/cabin facility with no owner/operator residence	0
Church / School with a house, flat or self-contained residential unit	1

Council sets the following rates under the Local Government (Rating) Act 2002:

General Rate

Uniform Annual General Charge

Council does not set a Uniform Annual General Charge.

Targeted rates:

- Civic Amenities Rate
- Roading and Footpaths
- Civil Defence
- Sewer
- St Andrews Sewer.

- Waste Collection.
- Recycling Drop-off Service
- Rural Water (each scheme)
- Urban Water
- Downlands Water Scheme
- Waimate Event Centre
- Community Hall Rates.

Lump sum contributions

Council does not require any lump sum contributions for targeted rates.

Details of the amount of rates to be collected and the categories of who will pay these rates are listed below:

General Rate

A general rate is set as a rate in the dollar on the capital value of every Urban, Rural 1, Rural 2, Electricity generators and other transmission providers, and Forestry operators and forest blocks rating unit in accordance with the Rating Boundary Map for the Waimate District, assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers, and Forestry operators and forest blocks or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2. The Rating Boundary Map is available for inspection at the Council office, 125 Queen Street, Waimate.

by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the General Rate is to achieve a fair and equitable distribution of the general rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Differential

The General Rates required from each differential sector is calculated on an activity-

A component of the general rate requirement is funded by investment returns. In the case of negative differential, the activities' funding requirement is less than the investment returns applicable to that type of land use.

General Rate	Differential Factor	General Rate Per Dollar of Capital Value for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Urban	1.00	\$0.0011590	\$1,110,994
Rural 1	0.43	\$0.0004989	\$1,894,065
Rural 2	0.39	\$0.0004529	\$307,029
Electricity generators and other transmission providers	0.07	\$0.0000785	\$31,954
Total Revenue			\$3,344,042

Targeted Rates

Civic Amenities Rate

The Civic Amenities Rate contributes towards the funding of the following activities:

- Community Representation
- Community Property (Public Toilets)
- Library
- Cemeteries
- Parks and Public Spaces
- Swimming
- Waste Management (Resource Recovery Park Operation)

The Civic Amenities Rate is set and assessed, for Electricity generators and other transmission providers, and Forestry operators and forest blocks, on land use, for Business 1 and Business 2 rating units, as defined in the Waimate District Plan, or for Urban, Rural 1, and Rural 2 on each separately used or inhabited parts of a rating unit (as defined above).

Differential

The Civic Amenities Rate is assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers, Large Industrials, and Forestry operators and forest blocks, definition of Business 1 or Business 2 within the Waimate District Plan or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2. The Civic Amenities Rates required from each differential sector is calculated on an activity-by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the Civic Amenities Rate is to achieve a fair and equitable distribution of the targeted rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Civic Amenities Rate	Differential Factor	Civic Amenities Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Urban (On SUIP)	1.00	\$1,254.60	\$2,272,055
Rural 1 (On SUIP)	0.93	\$1,169.80	\$2,061,265
Rural 2 (On SUIP)	0.89	\$1,119.80	\$321,388
Business 1 and Business 2 (On per rating unit)	0.34	\$431.20	\$34,926
Electricity generators and other transmission providers (On capital value)	0.0000002	\$0.0002976	\$121,079
Large Industrials (On capital value)	0.0000001	\$0.0001314	\$15,856
Forestry operators and forest blocks (On capital value)	0.0000001	\$0.0001005	\$2,883
Total Revenue			\$4,829,452

Roading and Footpaths Rate

The Roothing and Footpaths targeted rate is set as a rate in the dollar on the capital value of every Urban, Rural 1, Rural 2, Electricity generators and other transmission providers, and Forestry operators and forest blocks rating unit in accordance with the Rating Boundary Map for the Waimate

District, assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers, and Forestry operators and forest blocks or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2.

Differential

The Targeted Rates required from each differential sector is calculated on an activity-by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the Roothing and Footpaths Rate is to achieve a fair and equitable distribution of the targeted rate between categories of land having

regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Roothing and Footpaths Targeted Rate	Differential Factor	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Urban	1.00	\$0.0004030	\$386,333
Rural 1	1.61	\$0.0006477	\$2,458,803
Rural 2	1.46	\$0.0005867	\$397,707
Electricity generators and other transmission providers	2.95	\$0.0011875	\$483,210
Forestry operators and forest blocks	16.94	\$0.0068279	\$195,871
Total Revenue			\$3,921,924

Civil Defence Rate

The Civil Defence targeted rate is set as a rate in the dollar on the capital value of every Urban, Rural 1, Rural 2, and Electricity generators and other transmission providers rating unit in accordance with the Rating Boundary Map for the Waimate District, assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2.

by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the Civil Defence Rate is to achieve a fair and equitable distribution of the targeted rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Differential

The Targeted Rates required from each differential sector is calculated on an activity-

Civil Defence Targeted Rate	Differential Factor	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Urban	1.00	\$0.0000272	\$26,118
Rural 1	1.61	\$0.0000440	\$167,005
Rural 2	1.47	\$0.0000399	\$27,072
Electricity generators and other transmission providers	2.79	\$0.0000760	\$30,940
Total Revenue			\$251,136

Sewer Rate

The Sewer targeted rate is set based on the provision or availability of service provided to the rating unit. The Sewer targeted rate is differentiated based on the connection or the number of water closets available and contributes towards the funding of the Sewerage and Sewage activity as follows:

- a. Serviced - The number of connections (within each rating unit) to the Council's sewer reticulation system
- b. Unserviced - Rating units not connected to the Waimate sewer scheme but where the service is available/provided
- c. Number of water closets within a Rating Unit (with more than 2 but less than 11 water closets) per water closet
- d. Number of water closets within a Rating Unit (11 or more water closets) per water closet

Sewer Targeted Rate	Category	Differential Factor	Sewer Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Sewer Serviced	a) Serviced - The number of water closets and urinals (for a residential unit or with 2 or less within each rating unit) to the Council's sewer reticulation system	1.00	\$479.60	\$866,643
Sewer Unserviced	b) Unserviced - Rating units not connected to the Waimate sewer scheme but where the service is available/provided	0.50	\$239.80	\$31,654
Sewer Multi 1	c) Number of water closets and urinals within a Rating Unit (with more than 2 but less than 11 water closets and urinals) per water closet and urinal	0.80	\$383.70	\$65,610
Sewer Multi 2	d) Number of water closets and urinals within a Rating Unit (11 or more water closets and urinals) per water closet and urinal	0.60	\$287.80	\$51,509
Total Revenue				\$1,015,417

St Andrews Sewer rate

The St Andrews Sewer targeted rate is set based on the service provided to the rating unit and charged per applicable rating unit. A list of applicable rating units is available for

inspection at the Council office, 125 Queen Street, Waimate. The St Andrews Sewer targeted rate contributes towards the funding of the Sewerage and Sewage activity as follows:

St Andrews Sewer Rate	Category	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
St Andrews Sewer	Extent of provision of service	\$266.70	\$14,935
Total Revenue			\$14,935

Waste Collection Rate

The Waste Collection targeted rate is set based on the provision of service provided to the rating unit and contributes towards the funding of the Waste Management activity as follows:

- a. Standard set of bins consisting of: 240 litre organics bin collected weekly, 240 litre recycling bin collected fortnightly, 140 litre rubbish bin collected fortnightly and 45 litre glass recycling crate collected weekly to those rating units receiving the service.

- b. Large set of bins consisting of: 240 litre organics bin collected weekly, 240 litre recycling bin collected fortnightly, 240 litre rubbish bin collected fortnightly and 45 litre glass recycling crate collected weekly to those rating units receiving the service.

A map of the mandatory waste collection areas is available for inspection at the Council office, 125 Queen Street, Waimate.

Waste Collection Targeted Rate	Category	Differential Factor	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Waste Collection - Standard	a) Serviced Rating Units	1.00	\$485.90	\$1,334,767
Waste Collection - Large	b) Serviced Rating Units	1.16	\$565.90	\$59,420
Additional Organic Bin (240 lt)	Upon request to serviced rating units	0.27	\$130.00	\$3,120
Additional Recycling Bin (240 lt)	Upon request to serviced rating units	0.12	\$60.00	\$3,000
Additional Rubbish Bin (140 lt)	Upon request to serviced rating units	0.31	\$152.00	\$1,824
"Additional Glass Recycling Crate (45 lt)"	Upon request to serviced rating units	0.06	\$27.00	\$81
Additional Rubbish Bin (240 lt)	Upon request to serviced rating units	0.48	\$232.00	\$15,776
Glass Recycling Bin (240 lt)	Upon request to serviced rating units	0.12	\$60.00	\$1,140
Total Revenue				\$1,419,128

Recycling Drop-off Service Rate

The Recycling targeted rate is set according to the provision or availability of service provided to the rating unit for any SUiPs not receiving a Waste Collection Service and

contributes towards the funding of the Waste Management activity as follows:

SUIP not receiving a Waste Collection Service but provided with a recycling drop off point.

Recycling Drop-off Service Rate	Category	Differential Factor	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Recycling Drop-off Service	SUIP not receiving a Waste Collection Service but provided with a recycling drop off point.	1.00	\$120.60	\$145,745
Total Revenue				\$145,745

Rural Water Rate

The Rural Water supply targeted rates are set based on the water allocation provided to each rating unit. The rate is assessed on a per litre of water supplied per day and contributes towards the funding of the water supplied to

the Cannington-Motukaika, Hook-Waituna, Lower Waihao, Otaio-Makikihi, Waihaorunga and Waikakahi rural water schemes included in the Rural Water activity as follows:

Rural Water Scheme	Targeted Rate Per Litre for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Cannington-Motukaika	\$0.4122	\$162,534
Lower Waihao normal supply	\$0.6015	\$575,885
Otaio-Makikihi	\$0.4477	\$460,691
Waihaorunga	\$0.8667	\$267,248
Waikakahi	\$0.6333	\$690,299
Hook-Waituna domestic supply	\$0.3630	\$574,601
Hook-Waituna irrigation supply (55%)	\$0.1997	\$9,857
Total Revenue		\$2,741,116

Urban Water Rate

The Urban Water targeted rate is set based on the provision or availability of service provided to the rating unit in the township of Waimate. The Urban Water targeted rate is differentiated based on the connection and contributes towards the funding of the Urban Water activity as follows:

- Serviced - The number of connections (within each rating unit) to the Council's urban water reticulation system
- Unserviced - Rating units not connected to the Waimate urban water scheme but where the urban water reticulation is available for connection

Targeted Rate	Category	Differential Factor	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Water Scheme Urban	a) Serviced - The number of connections (within each rating unit) to the Council's urban water reticulation system	1.00	\$752.00	\$1,546,881
Water Scheme Urban Vacant	b) Unserviced - Rating units not connected to the Waimate urban water scheme but where the urban water reticulation is available for connection	0.50	\$376.00	\$35,344
Total Revenue				\$1,582,226

Downlands Rural Water Supply Rate

The Downlands water scheme is a Joint Operation between Timaru, MacKenzie and Waimate District Councils. The scheme is managed by Timaru District Council who determine the charge per connection type. Each Council sets the rate for the connections within its district and collects the revenue on behalf of the Joint Operation. The

connections are differentiated by location of the rating unit whether within the St Andrews township where a Domestic charge is rated, as opposed to outside the township where a Service charge on the number of connections and Unit/Point charge on the units of water is charged as follows:

Targeted Rate	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Domestic	\$1,270.00	\$87,630
Unit/Point	\$363.00	\$304,739
Service	\$907.00	\$241,262
Total Revenue		\$633,631

Waimate Event Centre Rate

The Waimate Event Centre targeted rate is set on a uniform basis and is assessed on the district wide number of separately used or inhabited parts of a rating unit (as defined above) and funds principal and interest

repayments for the Waimate Event Centre loan as follows:

Targeted Rate	Category	Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
Waimate Event Centre	Charged per separately used or inhabited parts of a rating unit	\$57.00	\$220,020
Total Revenue			\$220,020

NOTE: Refer to Council's Rates Remission Policy, Remission 11 as published in the Long Term Plan 2025-34 for remissions applicable to the Waimate Event Centre targeted rate.

Community Halls Rate

The Hall rates are set on an SUIP basis and are based on where the land is situated in relation to each hall. A map of SUIP's relative

to each hall is available for inspection at the Council office, 125 Queen Street, Waimate.

Community Hall	Targeted Rate for 2025/26 (GST Inclusive)	Revenue 2025/26 (GST Inclusive)
St Andrews Hall	\$40.00	\$6,440
Ikawai Memorial Hall	\$40.30	\$4,232
Arno Hall	\$28.80	\$3,168
Waihaorunga Hall	\$51.10	\$3,168
Glenavy Hall	\$46.00	\$10,856
Hunter Hall	\$50.00	\$4,000
Southburn Hall	\$70.00	\$5,600
Studholme Hall	\$28.80	\$1,901
Hook Hall	\$57.50	\$3,623
Kurow Memorial Hall	\$25.00	\$3,000
Willowbridge Hall	\$70.00	\$4,130
Waituna Creek Hall	\$35.00	\$4,690
Makikihi Hall	\$52.00	\$2,964
Lyalldale Hall	\$40.00	\$1,360
Bluecliffs Hall	\$46.00	\$2,346
Maungati Hall	\$45.00	\$2,835
Cattle Creek Hall	\$75.00	\$3,450
Total Revenue		\$67,762

Rating base

Number of rating units at end of preceding year	4,401
Total capital value of rating units at end of preceding year	\$5,940,523,750
Total land value of rating units at end of preceding year	\$3,805,460,000

Rates Examples

A selection of properties from throughout the Waimate District are summarised below to provide a guide of the value and percentage change to rates for that property, from the 2024/25 year to 2025/26. It is important to note that these properties are examples from the rates database and they do not cover all situations for ratepayers in the District. Depending on the specific targeted rates and services received, individual properties will vary from the samples below. Environment Canterbury Rates collected on behalf of Environment Canterbury are excluded from these values:

Proposed rates changes for example properties in the Waimate District	General Rate Zone	Capital Value	2024/25 Total Rates	2025/26 Proposed Total Rates	Proposed Annual Change	Proposed Weekly Change	% increase (decrease)
Waimate Residential	Urban	\$280,000	\$3,263	\$3,474	\$211	\$4.06	6.47%
Waimate Residential	Urban	\$380,000	\$3,409	\$3,633	\$225	\$4.32	6.59%
Waimate Residential	Urban	\$550,000	\$3,656	\$3,903	\$247	\$4.75	6.76%
Waimate Residential	Urban	\$880,000	\$3,561	\$3,856	\$295	\$5.66	8.27%
Waimate Commercial	Urban	\$140,000	\$2,763	\$2,915	\$152	\$2.93	5.52%
Rural Commercial (+ Dwg)	Rural 1	\$430,000	\$2,956	\$3,156	\$201	\$3.86	6.80%
St Andrews Residential	Rural 1	\$400,000	\$3,358	\$3,831	\$474	\$9.11	14.12%
Pareora Farm (171 ha)	Rural 1	\$3,550,000	\$9,407	\$10,895	\$1,488	\$28.62	15.82%
Pareora Farm (200 ha)	Rural 1	\$8,740,000	\$20,318	\$22,820	\$2,502	\$48.12	12.32%
Hook Farm (163 ha)	Rural 1	\$4,225,000	\$6,527	\$7,139	\$613	\$11.78	9.38%
Hook Farm (172 ha)	Rural 1	\$6,020,000	\$7,814	\$8,536	\$721	\$13.87	9.23%
Hook Lifestyle Block (7 ha)	Rural 1	\$690,000	\$2,534	\$2,749	\$215	\$4.14	8.50%

Proposed rates changes for example properties in the Waimate District	General Rate Zone	Capital Value	2024/25 Total Rates	2025/26 Proposed Total Rates	Proposed Annual Change	Proposed Weekly Change	% increase (decrease)
Makikihi Residential	Rural 1	\$320,000	\$2,756	\$2,945	\$189	\$3.64	6.86%
Makikihi Farm (143 ha)	Rural 1	\$3,180,000	\$6,681	\$7,793	\$1,112	\$21.38	16.64%
Makikihi Farm (260 ha)	Rural 1	\$7,620,000	\$14,667	\$15,909	\$1,241	\$23.87	8.46%
Morven Farm (62 ha)	Rural 1	\$2,260,000	\$6,950	\$7,683	\$733	\$14.09	10.55%
Morven Farm (145 ha)	Rural 1	\$7,030,000	\$19,483	\$22,192	\$2,710	\$52.11	13.91%
Glenavy Residential	Rural 1	\$350,000	\$2,481	\$2,708	\$227	\$4.37	9.15%
Glenavy Farm (247 ha)	Rural 1	\$5,990,000	\$7,793	\$8,511	\$718	\$13.81	9.22%
Ikawai Farm (284 ha)	Rural 1	\$5,470,000	\$18,116	\$19,947	\$1,830	\$35.20	10.10%
Hakataramea Residential	Rural 2	\$245,000	\$1,486	\$1,587	\$101	\$1.95	6.82%
Hakataramea Farm (1624 ha)	Rural 2	\$6,600,000	\$10,226	\$11,092	\$866	\$16.64	8.46%
Hakataramea Valley Farm (670 ha)	Rural 2	\$4,390,000	\$8,052	\$8,706	\$654	\$12.58	8.12%
Electricity Generator	EGOTP*	\$48,000,000	\$74,611	\$78,701	\$4,090	\$78.65	5.48%
Large Industrial	LI**	\$23,750,000	\$29,350	\$32,003	\$2,654	\$51.04	9.04%
Forestry - Small (43ha)	FOFB***	\$225,000	\$1,921	\$1,876	\$(45)	\$(0.87)	(2.35%)
Forestry Operator	FOFB***	\$960,000	\$6,975	\$6,651	\$(324)	\$(6.23)	(4.64%)

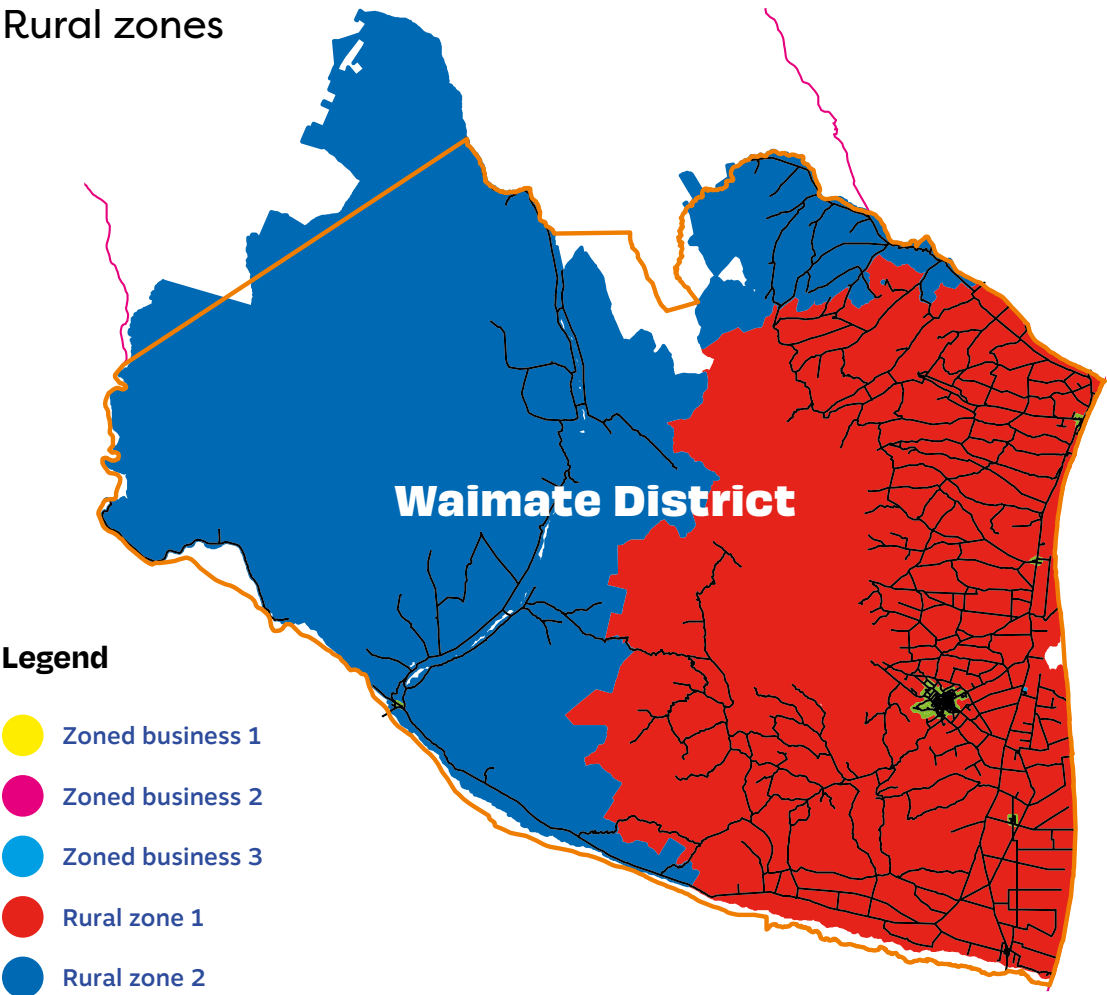
*EGOTP = Electricity generators and other transmission providers

**LI = Large industrials

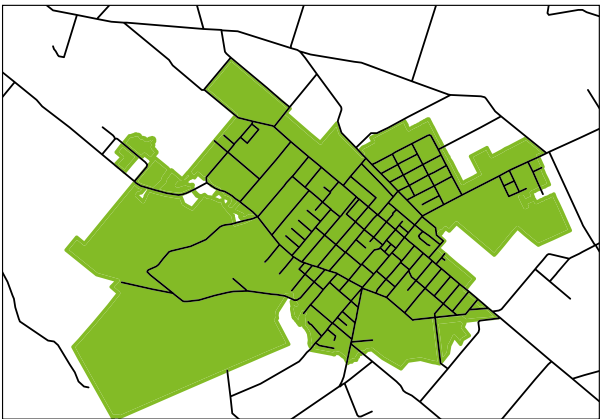
***FOFB = Forestry operators and forest blocks

Rating Boundaries

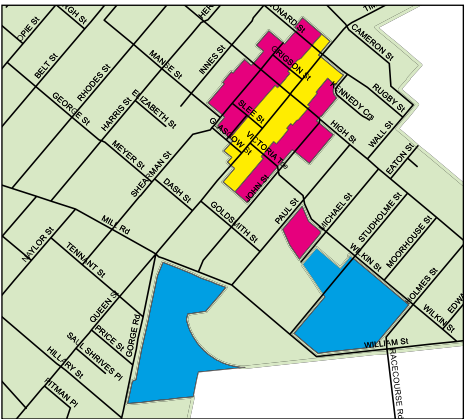
Rural zones



Residential zone



Business zones



Financial Contributions Policy

1.0 Purpose

- 1.1 To determine the purpose for which financial contributions may be required by the Waimate District Council (WDC).
- 1.2 To provide predictability and certainty in regard to the sources and levels of funding required for meeting increased demand for infrastructure and reserves resulting from growth.
- 1.3 Within the framework of the Waimate District Plan, to enable the WDC to recover contributions from those parties undertaking development, as a condition of a resource consent or permitted activity, or where the development or activity may have an adverse effect on the natural or physical environment.

2.0 Relevant Legislation/Internal Policies¹

- 2.1 Local Government Act 2002 (LGA)
- 2.2 Resource Management Act 1991 (RMA)
- 2.3 Waimate District Plan
- 2.4 WDC Revenue and Financing Policy

3.0 Applicability

- 3.1 This policy applies to any party undertaking development where a contribution is able to be recovered within the provision of the Waimate District Plan, as a condition of a resource consent or permitted activity, or where the development or activity may have an adverse effect on the natural or physical environment.

4.0 Definitions

- 4.1 For the purpose of the present policy, the following terms are defined as below:
 - a. **Development:**
 - Any subdivision, building, land use, or work that generates a demand for reserves, network infrastructure, or community infrastructure; excluded from the scope of this definition are the pipes or lines of a network utility operator.
 - b. **Financial Contribution:**
 - any contribution of money; or
 - any contribution of land - including an esplanade reserve or esplanade strip (other than in relation to a subdivision consent), but excluding Maori land within the meaning of Te Ture Whenua Maori Act 1993; or
 - a combination of contribution of money and land.

¹ Includes, but not limited to.

5.0 Policy Statement

- 5.1 The present policy is prepared within the wider context of the WDC's financial management policies, and is consistent with the provisions of the WDC's Revenue and Financing Policy, providing for financial contributions to be used as part of the WDC's overall approach to funding capital expenditure.
- 5.2 Under the LGA, Section 102(1) and Section 102(2)(d) the WDC is required to adopt a policy on development or financial contributions.
- 5.3 Under the RMA, the WDC may require financial contributions as a condition of a resource consent.
- 5.4 WDC may require that a financial contribution be made to the WDC as a condition of a resource consent or permitted activity where that activity or development requires additional capacity from any of the following:
 - a. Public open space and recreation facilities of the District; and
 - b. Water, sewerage, stormwater, and roading networks.
- 5.5 In accordance with the RMA, Section 111, where WDC receives a cash contribution under Section 108(2)(a), the WDC shall deal with that money in reasonable accordance with the purpose for which the money was received.
- 5.6 In relation to capital expenditure, the LGA Section 106(2)(a) requires the Financial Contributions Policy to summarise and explain the total cost of capital expenditure identified in the Long Term Plan (LTP), or identified under clause 1(2) of Schedule 13 that the WDC expects to incur to meet the increased demand for community facilities resulting from growth.
- 5.7 In determining this policy, Council has considered the matters set out in schedule 11 of the Local Government Act 2002 and how it supports the principles set out in the Preamble to Te Ture Whenua Maori Act 1993.
- 5.8 Whilst population growth is anticipated to be low with infill subdivision being catered for by the existing networks, some extended (growth) infrastructure is programmed within the urban area. Financial contributions relating to footpaths and reserves will be collected and capital contributions towards in ground services will be levied.
- 5.9 Financial contributions can only be required in accordance with the purposes specified in the Waimate District Plan, including the purpose of ensuring positive effects on the environment to offset any adverse effect. The level of contribution must be determined in the manner described in the District Plan.
- 5.10 A summary of the existing financial contributions provisions under the Waimate District Plan is included in the following sections. The full provisions can be found in the District Plan which is available from the WDC office, [or the WDC website](#).

6.0 Capital Expenditure for Growth Funded by Financial Contributions

6.1 The following table lists the capital expenditure for growth funded by financial contributions for each activity group. The table also shows the funding sources for these activity groups which Council has budgeted in the Long Term Plan 2025-34.

	Financial Contributions						
	Water	Stormwater	Sewerage	Roading and Footpaths	District Planning and Regulatory Services	All Other Activities	Total
Total Capex	\$27,229,865	\$389,427	\$11,355,102	\$43,105,196	\$180,940	\$6,300,448	\$88,560,978
Growth related Capex	\$1,918,000	\$100,500	\$1,143,100	\$0	\$0	\$319,000	\$3,480,600
Growth related capex proportion funded by financial contributions	19.2%	100%	15.0%	0.0%	0.0%	0.0%	26.5%
Growth related capex proportion funded by other sources	80.8%	0%	85.0%	0.0%	0.0%	0%	73.5%
Total amount of funding sought by financial contributions	\$369,827	\$169,630	\$171,310	\$ -	\$213,308	\$ -	\$924,075

6.2 All financial contributions collected are placed in Reserves and are allocated by Council resolution or through a Long Term or Annual Plan.

FUNDING NEEDS ANALYSIS

6.3 These activities have been funded in accordance with Council's Revenue & Financing Policy, as contained in the Long Term Plan 2025-34.

6.4 Section 101(3) of the LGA 2002 requires that the following be considered:

The funding needs of the local authority must be met from those sources that the local authority determines to be appropriate, following consideration of,—

(a) in relation to each activity to be funded,—

- (i) the community outcomes to which the activity primarily contributes; and*
- (ii) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and*
- (iii) the period in or over which those benefits are expected to occur; and*
- (iv) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and*
- (v) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and*

(b) the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community.

6.5 Responses to these requirements in relation to the Financial Contributions Policy are:

Community outcomes

6.6 This policy contributes to:

- a. A thriving community that promotes infrastructure for economic activity, encourages development, and empowers its businesses.
- b. Providing a safe and healthy environment that enhances our community's quality of life.
- c. Enhancing the district through sustainable and diverse development that acknowledges our heritage and values our natural beauty.
- d. Supports a range of diverse leisure activities through active development of district assets.

Distribution of benefits

6.7 Council apportions all capital expenditure into the classifications of growth, renewal, and level of service, by the areas of benefit. This apportionment represents the distribution of benefit to the community as a whole, to identifiable parts of the community and to individuals.

Period over which the benefits are expected to occur

6.8 Once a financial contribution has been paid in relation to a subdivision or development,

the benefits of the asset, service, or environmental enhancement is expected to be ongoing and should occur indefinitely.

Action or inaction that contributes to the need for this activity

- 6.9 The provision of assets, services, or environmental standards that promote the community outcomes may not be willingly provided by the development community. In addition, Council is often the only viable supplier (often legally required to provide services) of these services and therefore Council has a moral and legal obligation to supply additional assets, services to meet the new community needs.

Costs and benefits of funding this activity

- 6.10 The benefits to the existing community are significantly greater than the cost of policy making, calculations, collection, accounting and distribution of funding for development and financial contributions.

Allocation of liability for revenue needs

- 6.11 The liability for revenue falls directly with the development community. At the effective date of this policy, Council does not perceive any impact on the social, economic, environmental and cultural well-being of this particular sector of the community. At any stage in the future where there may be impacts of this nature, Council may revisit this policy.

7.0 Provision on Open Space and Recreation

- 7.1 Financial contributions may be collected for the provision and maintenance of open space and recreational facilities to meet the diverse needs of residents and visitors to the District.
- 7.2 Financial contributions may be required as a condition of an activity, whether or not it requires a resource consent, including any subdivision or development for residential, commercial or industrial purposes - including utilities, but excluding network utilities.

8.0 Provision on Stormwater Disposal

- 8.1 Financial contributions may be collected to meet the costs of either upgrading stormwater services or providing mitigation(s) which are attributable to the impacts of subdivision or development.
- 8.2 Financial contributions may be required where an activity, whether or not it requires resource consent, will discharge stormwater to a WDC reticulated stormwater system.

9.0 Provision on Water Supply

- 9.1 Financial contributions may be collected to meet the costs of upgrading water supply

services which are attributable to the impacts of subdivision or development.

- 9.2 Financial contributions may be required where an activity, whether or not it requires a resource consent, is to be connected to a WDC reticulated water supply system.

10.0 Provision on Sewage Disposal

- 10.1 Financial contributions may be collected to meet the costs of upgrading sewage disposal services which are attributable to the impacts of subdivision or development.
- 10.2 Financial Contributions may be required where an activity, whether or not it requires a resource consent, is to be connected to a WDC reticulated sewage disposal system.

11.0 Provision on Road and Property Access

- 11.1 Financial contributions may be collected to meet the costs of upgrading roading and property access which are attributable to the impacts of subdivision or development.
- 11.2 Financial contributions may be required where an activity, whether or not it requires a resource consent, has access to a road which is not formed to the standards specified in Rule 9.2 in the Waimate District Plan Section 10, towards road widening, construction and/or formation including footpaths.

12.0 Development Contributions

- 12.1 WDC's policy in relation to Development Contributions is to not levy contributions under Section 106 of the LGA, but to collect Financial Contributions pursuant to Section 108 of the RMA.

Investment Policy

1.0 Purpose

- 1.1 To guide Council in the making of investment decisions and managing investments.

2.0 Scope

- 2.1 This policy applies to all financial assets, equity investments and investment properties.

3.0 Responsibility

- 3.1 The Chief Executive is responsible for implementing this policy.

4.0 Investment Mix

- 4.1 Council may maintain investments in the following:
- a. Equity Investments
 - b. Property Investments
 - c. Forestry Investments
 - d. Financial Investments.

5.0 Policy Statements

- 5.1 Council's philosophy in the management of investments is to optimise returns in the long term while balancing risk and return considerations. Council recognises that as a responsible public authority any investments that it does hold should be low risk, giving preference to conservative investment policies and avoiding speculative investments. It also recognises that lower risk generally means lower returns.
- 5.2 Any new investments are approved by the appropriate delegated authority, which provides that the Corporate Services Group Manager may approve such cash investments with approved counterparties up to a value of \$2,000,000 for a term of twelve months. Beyond this, Chief Executive approval is required.
- 5.3 Council does not hold financial investments other than those involving general and specific reserves, and cash management balances. In its financial investment activity, Council's primary objective, when investing, is the protection of the investment capital value and to minimise the risk of loss. Accordingly, only credit worthy counterparties are acceptable. Council's policy on managing credit risk is contained in Section 10.

- 5.4 Within the credit constraints contained in Section 10, Council also seeks to:
- a. Optimise investment return.
 - b. Ensure investments are liquid and sufficiently flexible.
 - c. Diversify the mix of financial investments.
 - d. Manage potential capital losses due to interest rate movements if investments need to be liquidated before maturity.

6.0 Equity Investments

- 6.1 Council's current equity investments and other shareholdings, are included in Council's most recent Annual Report.
- 6.2 Council's investments in such assets fulfil various strategic and financial objectives and comply fully with Council's statutory powers.
- 6.3 All income from Council's equity investments, including dividends, are credited to the Investment & Finance Activity, thereby included in general funds and used for the reduction of rates generally. Council is however aspiring to reduce reliance on investment income as a rates mitigating tool in order to alleviate the impact on rates when investment returns fluctuate.
- 6.4 Council receives annual financial statements and reviews performance of these investments to ensure that the stated performance objectives are being achieved.
- 6.5 Council will periodically review equity investments and reassess its reasons for ownership and consider whether the return on investment is acceptable, given these reasons for ownership, and whether continued ownership of the investment is prudent and in the best interest of the community.
- 6.6 Any disposition of equity investments requires Council approval. Proceeds from the disposition of equity investments are applied to, either:
- a. The repayment of general debt, or
 - b. Capital development, or
 - c. Alternative investment purposes.
- 6.7 Proceeds are not used for operational expenditure purposes, unless Council considers it prudent to do so.

7.0 Property Investments

- 7.1 Council's overall objective is to only own property (including land holdings, buildings and excluding operating assets), that is necessary to achieve its strategic objectives. Council reviews property ownership through assessing the benefits of continued ownership in comparison to other arrangements which could deliver the same results. This assessment is based on the most financially viable method of achieving the delivery of Council services. Council generally follows a similar assessment criterion in relation to

acquiring new property and land investments.

Property rentals, excluding Community Housing and internal rents, are charged at commercial levels, and all income, including rentals and ground rent from property investments, is held in property reserves.

- 7.2 Council reviews the performance of its investment properties at least annually.
- 7.3 Any disposition of property over \$40,000 requires the approval of Council. Any proceeds on disposition are firstly used to repay related debt and then allocated to capital development purposes. Any alternative use of funds must be approved by resolution of Council, upon the CE's presentation of a detailed plan to Council's satisfaction. Council intends to dispose of all surplus land holdings by tender, or by such method that market value is achieved, whilst being cognisant of the requirements of legislation including to offer back under the Public Works Act 1981.

8.0 Forestry Investments

- 8.1 Forestry assets are primarily held as long term investments on the basis of their net positive discounted cashflows, factoring in projected market prices, annual maintenance and cutting costs; and to generate carbon credits. On-going costs are held in a reserve to be funded from forestry sales.
- 8.2 The management of forestry assets is contracted. The contractor will complete on-going plantation maintenance and six monthly reporting to Council. An annual audit of the plantation is completed by an independent forestry consultant.
- 8.3 Any disposition requires Council approval. Proceeds from the disposition of forestry investments, including real estate, leases, forestry sales, etc. may be applied to the repayment of the Forestry Reserve deficits, Forestry Loans, re-establishment of existing or new Council forests or such other use as Council specifically directs.

9.0 Financial Investments

- 9.1 Council maintains financial investments for the primary reasons:
 - a. Investment proceeds from the sale of assets.
 - b. Invest amounts allocated to general and specific reserves.
 - c. Invest funds allocated for approved future expenditure.
 - d. Invest surplus cash, and working capital funds.
- 9.2 Interest income earned on financial investments is accounted for within general reserves. Council reviews financial investment performance through standard periodic reporting.

10.0 Organisational Responsibility Structure

- 10.1 The following personnel are primarily responsible for the management of the treasury activities of the Council:

- a. Full Council (of elected members).
 - b. Chief Executive (“CE”).
 - c. Corporate Services Group Manager (“CSGM”).
 - d. Accountant
- 10.2 In addition to the above, the Council may retain on an ongoing or consultancy basis the services of an Independent Treasury Advisor.
- 10.3 The respective responsibilities of those personnel involved in the treasury function are detailed below.

Full Council

- a. Approves the policy document.
- b. Approves any risk management strategies outside the delegated authorities outlined in this policy document.
- c. Approves any amendments to the policy as recommended by the CE.
- d. Approves borrowing from the Local Government Funding Agency (LGFA), banking sector and capital markets in conjunction with approval of the Annual Plan or Long Term Plan.
- e. Monitors and reviews the ongoing treasury risk management performance of the Council to ensure that the treasury function is operating in such a way as to ensure that the Council’s strategic objectives are being met.

Chief Executive

- a. Approves any amendments to the Treasury Policy recommended by the CSGM, prior to submission to the full council for approval.
- b. Checks external counterparty advices on treasury transactions to records generated internally by other staff.
- c. In the absence of the CSGM undertakes the following treasury transactions or delegates to the Accountant where permissible under his/her permissions.
 - Placing of deposits in the short term money market or fixed interest market.
 - Investing in bonds in the fixed interest market.

Corporate Services Group Manager

- a. Reviews the Treasury Policy every three years or more regularly if required which shall then be submitted to the CE for approval and then to the full Council for final approval.
- b. Reports to the full Council and CE on overall treasury risk management issues on a regular basis.
- c. Manages the liquidity activities of the Council.

- d. Undertakes all treasury transactions which will include but not be limited to the following:
 - Placing of deposits in the short term money market.
 - Investing in bonds in the fixed interest market.
- e. Monitors and reviews the ongoing treasury risk management performance of the Council to ensure compliance with the policy parameters.
- f. Prepares quarterly treasury reports.
- g. Checks external counterparty advices on treasury transactions to records generated internally by other staff.

Accountant

- a. Invests surplus cash for terms not exceeding 90 days.

11.0 Objectives for Management of Financial Investments

- 11.1 Council's primary objective when investing is the protection of its investment. Accordingly, only credit worthy counterparties are acceptable. Credit worthy counterparties are selected on the basis of their current Standard and Poors (S&P) rating, which must be strong or better. Credit ratings are considered when a new investment is made and changes monitored by Council finance staff through updated S & P rating advice.
- 11.2 Council approves investment strategy, as recommended by the CE, who after seeking appropriate advice, incorporates plans for approved expenditure and strategic initiatives, and evaluates the outlook for interest rates and the shape of the yield curve.
- 11.3 The following principles capture the above objectives and form the key assumptions of the operating parameters contained in – Counterparty Exposure Limits:
 - a. Credit risk is minimised by placing maximum limits for each broad class of non-Government issuer, and by limiting investments to local authorities, registered banks, strongly rated SOE's, and corporates within prescribed issuer and portfolio limits.
 - b. Liquidity risk is minimised by ensuring that all investments must be capable of being liquidated in a readily available secondary market.

12.0 Restrictions on Investments

- 12.1 In addition to the parameters contained in Appendix 1 the following restrictions apply to investments in financial market instruments.
 - a. No investment shall have a maturity date exceeding one year from the date of inception of the investment.
 - b. No investments shall be made in Council Controlled organisations.

- c. If a short term security is downgraded below 'A1' then that security must be sold within one month of the date of the downgrade. The exceptions to this are Term Deposits due to the inability in some cases to effect early repayment.
- d. If a long term security is downgraded below 'BBB' that security must be sold within three months of the date of the downgrade.
- e. All financial market investment transactions must be carried out with one of the following.
 - A New Zealand Registered Bank or financial institution with a minimum S&P Global Ratings ("S&P") long term rating of 'A-' or the Moody's or Fitch equivalent, as per Section 4.6 of this policy.
 - A full trading member or an advising member of the NZX.
- f. No investment shall be made in cryptocurrency.
- g. No investment shall be made where the denomination is in foreign currency.
- h. No financial investments shall be made for speculative purposes.

13.0 Local Government Funding Agency

- 13.1 Council may invest in shares and other financial instruments of the New Zealand LGFA, and may borrow to fund that investment. The Council's objective in making any such investment will be to:
 - a. Obtain a return on the investment; and
 - b. Ensure that the LGFA has sufficient capital to become and remain viable, meaning that it continues as a source of debt funding for the Council.
- 13.2 Because of this dual objective, the Council may invest in LGFA shares in circumstances in which the return on that investment is potentially higher than the return it could achieve with alternative investments.
- 13.3 If required in connection with the investment, the Council may also subscribe for uncalled capital in the LGFA.

14.0 Operations and Procedures

INTRODUCTION

- 14.1 Arranging and agreeing transactions with external counterparties must occur within a framework of control and accuracy. It is vital to the internal control of the Council that all transactions are captured, recorded, reconciled and reported in a timely manner within a process that has the necessary checks and balances so that unintentional errors and/or fraud are identified early and clearly. Movements in financial market variables can be rapid and exposures to such movements that are not known due to inadequate transaction recording and reporting systems should not be allowed to occur.

TRANSACTION ORIGATION

- 14.2 The following authorities shall apply in respect of the execution of treasury transactions on behalf of the Council that may commit it to all the related contractual obligations under these transactions. All such transactions are generally originated and agreed either verbally via the telephone or by email. Therefore it is important that procedures are in place to control the activity.

FUNDING FROM BANKS, THE LGFA AND THE CAPITAL MARKETS AND ENTERING INTO FINANCIAL MARKET INVESTMENT TRANSACTIONS

- 14.3 Funding from bank facilities, the capital markets and the LGFA or entering into financial market investment transactions with an approved counterparty entails the personnel of the Council, who are authorised to undertake these activities, verbally or by email agreeing with the counterparty the amount, type of debt or investment instrument, term selection and rate accepted.
- a. Once the deal is agreed details of the transaction shall be entered on the relevant internal system.
 - b. Once the confirmation of the transaction is received the details should then be checked by someone other than the person who entered into the transaction in the first place to ensure that the external confirmation is in accordance with the details on the Council's internal system.
- 14.4 Any discrepancies in the above procedures should be immediately communicated to the counterparty so that the correct details of the deal can be agreed. A report on the error shall be prepared by the person who transacted the deal in the first place and submitted to the CE for sign-off. Where the CE has transacted the deal, the report shall be submitted to the CSGM. In this way there, is a clear division of responsibility and a self-checking system.

CASH MANAGEMENT

- 14.5 The CSGM and the Accountant are responsible for day to day cash and short term debt management activities. Specifically this will include the following:
- a. Ensure that appropriate cashflow projections are maintained, with the objective of managing an optimal cash position within approved parameters.
 - b. Undertake short term borrowing functions as required, thus minimising overdraft costs.
 - c. Ensure efficient cash management through improvements to the accuracy of forecasting.
 - d. Minimise fees and bank charges by optimising bank accounts, facility structures and merchant service agreements.
 - e. When operating as a net borrower, surplus funds will normally only be permitted to be invested on a short term basis, usually until the next opportunity to repay debt. However exceptions to this may occur where it is prudent to do so, for

example, the pre-funding of debt which is placed on term deposit until the funds are required.

15.0 Counterparty Exposure Limits

- 15.1 Council ensure that all investment, interest rate risk management as well as any foreign exchange activity is undertaken with institutions that are of high quality credit, to ensure amounts owing to Council are paid fully and on due date.
- 15.2 More specifically, Council minimises its credit exposure by:
 - a. Transacting with entities that have a strong credit rating.
 - b. Limiting total exposure to prescribed amounts and portfolio limits.
 - c. Timely and rigorous compliance monitoring.

16.0 Glossary

- 16.1 **BKBM:** The Forward Rate Agreement, (FRA) settlement rate as determined at 10.45 am each business day on Reuters page BKBM.
- 16.2 **Liquidity Ratio:** This ratio measures the ability of Council to generate cash from assets in order to meet its obligations. Council's liquidity or acid test ratio consists of the sum of cash, marketable securities, short term notes and receivables, supplemented by any unused bank overdraft facility that Council may have with its principle bankers, that is able to be called upon instantly, divided by current liabilities.

Appendix 1: Authorised Investment Criteria for Short Term Funds

Authorised Asset Classes	Maximum Limit as a Percentage of the Total Portfolio	Approved Financial Market Investment Instruments (must be denominated in NZ dollars)	Credit Rating Criteria – S&P (or Moody's or Fitch equivalents)**	Limit for Each Issuer Subject to Overall Portfolio Limit for Issuer Class
New Zealand Government or Government Guaranteed	100%	Government Stock Treasury Bills	Not Applicable	Unlimited
Rated Local Authorities	50%	Commercial Paper	S&P ST rating of 'A-1' or LT 'BBB' or 'BBB+'	\$1 million
		Bonds/MTNs/FRNs	S&P ST rating of 'A-1+' or LT 'A-' or better	\$2 million
Unrated local authorities where rates are used as security	25%	Bonds/MTNs/FRNs	Not applicable	\$1 million
New Zealand Registered banks	100%	Call/Term Deposits	S&P ST rating of 'A-1' or LT 'BBB' or 'BBB+'	\$1 million
		Bonds/MTNs/FRNs	S&P ST rating of 'A-1+' or LT 'A-' or better	\$3 million
State Owned Enterprises	33%	Commercial Paper	S&P ST rating of 'A-1' or LT 'BBB' or 'BBB+'	\$1 million
		Bonds/MTNs/FRNs	S&P ST rating of 'A-1+' or LT 'A-' or better	\$2 million
Corporates	25%	Commercial Paper	S&P ST rating of 'A-1' or LT 'BBB' or 'BBB+'	\$1 million
		Bonds/MTNs/FRNs	S&P ST rating of 'A-1+' or LT 'A-' or better	\$2 million
Financials	25%	Commercial Paper	S&P ST rating of 'A-1' or LT 'BBB' or 'BBB+'	\$1 million
		Bonds/MTNs/FRNs	S&P ST rating of 'A-1+' or LT 'A-' or better	\$2 million

Liability Management Policy

1.0 Purpose

- 1.1 This Liability Management Policy (“LMP”) outlines the objectives and approach that Waimate District Council (“the Council”) shall adopt to manage its treasury exposures.

2.0 Scope

- 2.1 The policy is developed pursuant to the Local Government Act 2002 (“LGA”). For all borrowing activities it seeks compliance with Section 102 and Section 104 of the LGA. It discloses the Council’s principles of prudent financial management and risk mitigation strategies as they relate to the management of external debt.
- 2.2 For all financial market investing activities the policy seeks compliance with Section 102 and Section 105 of the LGA. It discloses the Council’s principles of prudent financial management and risk mitigation strategies as they relate to financial market investments.
- 2.3 The purpose of the policy is to establish a framework and guidelines within which the Council manages its treasury risks. While the Council does not seek to speculatively profit from its treasury activities, it recognises that active and prudent management of its treasury risks, within defined management parameters, will assist the council in achieving its overall commercial objectives.
- 2.4 It is recognised that the policy is an evolving document which can be amended and expanded to take account of changes in the Council’s operational activities and operating structure. The policy must be regularly monitored for compliance and appropriateness and, where necessary, the document updated with any changes to be approved by the full Council. Notwithstanding this, a formal review of the policy must be completed at least every three years, or more frequently if required.
- 2.5 It is also recognised the Council does not have a dedicated treasury function and the Corporate Services Group Manager (“CSGM”) will effectively be responsible for treasury risk management as well as other duties. Hence it is essential that the policy reflects this structure and the other internal resources available to assist in this area.

TREASURY OBJECTIVES

- 2.6 The objectives of the treasury function should be consistent with the Council’s overall commercial objectives, in particular recognising that the Council is a risk averse organisation which does not seek to profit from any speculative treasury activity. The primary objectives of the treasury function are to:
- a. Minimise the cost of the Council’s borrowing through monitoring and implementation of the most cost effective financing techniques giving consideration to balance sheet and other strategic limitations.
 - b. Mitigate the impact of interest rate volatility.

- c. Ensure the Council's continued ability to meet its financial obligations in an orderly manner, as and when they fall, due in both the short and long term, through active liquidity and funding risk management.
- d. Maintain dialogue and information flows to the Council's funding providers to enhance the commercial relationship between the parties.
- e. Ensure compliance with the Council's financing and borrowing covenants and ratios specified in this document.
- f. Safeguard the Council's financial market assets by establishing and regularly reviewing financial market investment parameters and treasury credit limits and then managing financial market exposures within these limits.
- g. Evaluate on an ongoing basis, the appropriateness of the current risk management processes.
- h. Maintain adequate internal controls to minimise operational risk while recognising the limited number of personnel who participate in the Council's treasury activities.
- i. Control cash in an effective and efficient manner.
- j. Produce accurate and timely information that can be relied on by the elected members and management of the Council that ensures policy compliance and maintains appropriate exposure monitoring procedures.

3.0 Responsibility – Organisational and Responsibility Structure

- 3.1 An effective policy requires a clear understanding and definition of the structure of the treasury function and the responsibilities of all personnel involved in treasury management.
- 3.2 The following personnel are primarily responsible for the management of the treasury activities of the Council:
 - a. Full Council (of elected members)
 - b. Chief Executive ("CE")
 - c. Corporate Services Group Manager ("CSGM")
 - d. Accountant
- 3.3 In addition to the above, the Council may retain on an ongoing or consultancy basis the services of an Independent Treasury Advisor.
- 3.4 The respective responsibilities of those personnel involved in the treasury function are detailed below:

Full Council

- a. Approves the policy document.
- b. Approves any risk management strategies outside the delegated authorities outlined in this policy document.
- c. Approves any amendments to the policy as recommended by the CE.

- d. Approves borrowing from the Local Government Funding Agency (LGFA), banking sector and capital markets in conjunction with approval of the Annual Plan or Long Term Plan.
- e. Monitors and reviews the ongoing treasury risk management performance of the Council to ensure that the treasury function is operating in such a way as to ensure that the Council's strategic objectives are being met.

Chief Executive

- a. Approves all debt related interest rate risk management strategies submitted by the CSGM.
- b. Determines in consultation with the CSGM the level of future core debt to be used for interest rate risk management purposes.
- c. Approves new or amended borrowing facilities which have been negotiated by the CSGM.
- d. Approves any amendments to the Treasury Policy recommended by the CSGM, prior to submission to the full council for approval.
- e. Checks external counterparty advices on treasury transactions to records generated internally by other staff.
- f. In the absence of the CSGM undertakes the following treasury transactions or delegates to the Accountant where permissible under his/her permissions.
 - Funding from bank facilities and the capital markets including the Local Government Funding Agency.
 - Interest rate derivative transactions relating to the hedging of the Council's debt.
 - Placing of deposits in the short term money market or fixed interest market.
 - Investing in bonds in the fixed interest market.

Corporate Services Group Manager

- a. Organises all new or amended borrowing facilities which shall then be submitted to the CE for approval.
- b. Reviews the Treasury Policy every three years or more regularly if required which shall then be submitted to the CE for approval and then to the full Council for final approval.
- c. Develops all interest rate risk management strategies for approval by the CE.
- d. Determines in conjunction with the CE the level of future core debt is to be used for interest rate risk management purposes.
- e. Reports to the full Council and CE on overall treasury risk management issues on a regular basis.
- f. Manages the funding and liquidity activities of the Council.
- g. Maintains lender relationships with the banks and the capital markets including the LGFA.
- h. Undertakes all treasury transactions which will include but not be limited to the following:

- Funding from bank facilities and the capital markets including the LGFA.
 - Interest rate derivative transactions relating to the hedging of the Council's debt.
 - Placing of deposits in the short term money market.
 - Investing in bonds in the fixed interest market.
- i. Monitors and reviews the ongoing treasury risk management performance of the Council to ensure compliance with the policy parameters.
 - j. Prepares quarterly treasury reports.
 - k. Checks external counterparty advices on treasury transactions to records generated internally by other staff.

Accountant

- a. Undertakes short term borrowing transactions with the bank or from the LGFA for terms not exceeding 90 days.
- b. Invests surplus cash for terms not exceeding 90 days.
- c. Checks external counterparty advices on treasury transactions to records generated internally by other staff.
- d. Assists the CSGM with the preparation of treasury reports.

4.0 Interest Rate Risk and Borrowing Policy

INTEREST RATE RISK MANAGEMENT

- 4.1 Interest rate risk management has the objective of containing the Council's interest rate exposures in order to:
 - a. Give a sufficient level of certainty to the Council's funding costs while, at the same time, allowing the Council to participate if interest rates and credit spreads move favourably.
 - b. Control variations in interest expense for the debt portfolio from year to year, taking into consideration any relevant budgetary assumptions.
 - c. Recognise the Council's exposure to the local and international economies and maintain sufficient flexibility in its interest rate risk management profile to enable the Council to respond when considered appropriate.
- 4.2 For the purposes of interest rate hedging, core debt projections should be supported by budgetary analysis contained in the Annual Plan and the Long Term Plan. Core debt is defined as the level of current and projected future debt as determined by the CSGM in consultation with the CE.

- 4.3 The Council will maintain fixed interest rate cover of its core debt within the control limits detailed in the table below. Fixed rate debt is defined as all debt that has at least one more rate reset outstanding (typically quarterly), or has more than three months to maturity in the case of a fixed rate term loan. Compliance with these parameters is not necessary if debt is less than \$5.0 million.

Fixed Rate Cover Percentages		
Period	Minimum	Maximum
0 to 2 years	50%	90%
2 to 4 years	25%	75%
4 to 8 years	0%	60%

- 4.4 The CSGM is primarily responsible for the monitoring and managing the interest rate hedging profile of the Council. If the fixed rate cover is below or above the Fixed Rate Cover Percentages, the reasons for the non-compliance with the policy must be documented in an exception report.

APPROVED DERIVATIVE INTEREST RATE RISK MANAGEMENT INSTRUMENTS

- 4.5 The approved derivative interest rate risk management instruments are as follows with definitions and examples of these instruments contained in Appendix 2.
- Fixed interest rate swaps, including forward starting swaps.
 - Forward Rate Agreements ("FRA").
 - Interest rate options – includes caps, swaptions and collars. For a collar the amount of the sold option must match the amount of the purchased option.
- 4.6 Options on hedging floating rate debt with an exercise rate greater than 2.00% above the equivalent period interest rate at the time of inception cannot be counted as part of the fixed rate cover percentage calculation. For example a two year cap at 5.00% would only count as a fixed rate hedge if the underlying swap rate at the time of inception was greater than 3.00%.
- 4.7 In addition to the above derivative instruments, Fixed Rate Term Loans may also be used to manage the Council's interest rate risks.

FUNDING RISK MANAGEMENT

- 4.8 Funding risk is defined as an inability to secure access to external lines of credit sufficient to enable the Council to achieve its strategic short term and long term objectives where the financial requirements to achieve those goals exceed the funds being generated from operating activities.
- 4.9 Funding risk covers both working capital requirements and core debt.
- The Council must approve all new debt funding facilities and/or revision to the parameters of existing debt funding facilities in conjunction with approval of the Annual Plan or Long Term Plan.

- b. To ensure that all of the Council's debt is not exposed to excessive refinancing risk at any one time, no more than 40% of all debt facilities should mature within a rolling twelve month period. Compliance with this provision is not required if total external debt is less than \$5.0 million.
- c. The CSGM must renegotiate/replace maturing bank funding facilities on a timely basis. Specifically, the CSGM must obtain an indicative letter of offer no later than two months before the maturity of any bank facility.

LIQUIDITY RISK MANAGEMENT

- 4.10 Liquidity risk management has the objective of ensuring that adequate liquid assets and funding sources are available at all times to meet the short term commitments of the Council as they arise in an orderly manner. Appropriate cash flow reporting mechanisms will be maintained to monitor The Council's estimated liquidity position over the next twelve months.
- 4.11 To manage liquidity risk the Council must maintain committed funding facilities at a minimum of 110% of the projected peak debt level over the ensuing twelve month period.
- 4.12 Liquidity is defined as external debt plus committed loan facilities plus liquid investments divided by external debt.

COUNTERPARTY RISK MANAGEMENT FOR BORROWING AND INTEREST RATE RISK MANAGEMENT

- 4.13 The management of counterparty credit risk in relation to the Council borrowing and interest rate risk management activities has the objective of minimising financial loss through the default of a financial counterparty, usually a financial institution, due to the financial insolvency of the counterparty, the inability of the counterparty to perform due to country decree, or any other circumstance such as an adverse market event. The purpose of counterparty credit limits is to limit the loss that the Council may incur if a counterparty was to default or be unable to meet its obligations.
- 4.14 The Council's exposure to counterparty credit risk will be managed by entering into financial market transactions and funding arrangements with only approved counterparties. Approved counterparties are defined as follows:
 - a. An approved counterparty must be a New Zealand Registered Bank or financial institution with a long term credit rating of 'A-' or above by S&P Global Ratings ("S&P"), or the Moody's Investors Service ("Moody's") or Fitch Ratings ("Fitch") equivalents.

LOCAL GOVERNMENT FUNDING AGENCY

- 4.15 The Council may borrow from the New Zealand LGFA and, in connection with that borrowing, may enter into the following related transactions to the extent it considers necessary or desirable:
 - a. Contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA.
 - b. Provide guarantees of the indebtedness of the LGFA.

- c. Commit to contributing additional equity (or subordinated debt) to the LGFA if required.
- d. Subscribe for shares and uncalled capital in the LGFA and.
- e. Secure its borrowing from the LGFA, and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.

BORROWING LIMITS

- 4.16 Council will borrow to fund its total funding needs in accordance with the Annual Plan. Borrowing includes funding of short term working capital and long term capital investment. In general terms, Council approves borrowing through the Annual Planning process with public disclosure by way of resolution.
- 4.17 Ratios based on revenue and debt servicing are used for measuring a prudent borrowing level. The Council borrowing limits are based on the following LGFA ratios:
 - a. Net interest will not exceed 20% of total revenue.
 - b. Net debt will not exceed 175% of total revenue.
 - c. Net interest will not exceed 25% of annual rates.

5.0 Internal Borrowing

OBJECTIVE

- 5.1 Council's primary objective in funding debt internally is to use cash held in capital replacement, depreciation, separate rate, and special and trust funds effectively by establishing an internal loan portfolio that provides funding to internal cost centres. This creates operational efficiencies as savings are created by eliminating the 'bankers margin' that would be owing through Council simultaneously investing and borrowing with the bank.

LEGAL COMPLIANCE

- 5.2 Internal borrowing was authorised by the Local Government (Rating) Act 2002. Council considers that by applying available funds against debt through an internal debt management process is using its funds to most efficient use at low risk.

GENERAL POLICY

- 5.3 The internal loan portfolio is used as an input into determining Council's external debt requirements. Where possible, reserves are used to reduce external debt, effectively reducing Council's net interest cost. Where debt financing is approved by the Annual or Long Term Plan, Council in setting the treasury strategy will determine the effectiveness of using either external or internal debt.

PRINCIPLES

- 5.4 The following principles apply to the management of Council's internal loan portfolio:

- a. The internal loan is recorded on a schedule of internal loans and reported to Council through the Annual Report.
- b. Principal amounts are repaid annually and interest repaid in quarterly instalments.
- c. Loan terms are agreed on establishment of the loan and determined on a table mortgage basis.
- d. Interest is charged to each internal loan and for short-term operational deficits in separate rate accounts.
- e. Interest will be paid to separate rate, depreciation reserves and special and trust funds quarterly, based on the prior 30 June end of year balance.
- f. All rate income collected for the purpose of a loan will be repaid to the loan. Where the actual interest rate varies from the budgeted interest rate, Council first applies the interest charge then holds the balance of the income in reserve.

INTEREST RATES

- 5.5 Interest rates applied to the internal investments and debt are calculated and set annually using the following guidelines:
- a. Council estimates the likely internal borrowing interest rate.
 - b. The interest rate is based on Council's actual weighted average cost of funds and takes into account the following factors:
 - Estimated earnings on cash invested.
 - Estimated cost of external borrowings.
 - c. Interest rate forecasts are informed by advice from the Independent Treasury Advisor, and take into account Council's existing fixed rate cover and the markets implied future floating interest rates.

FOREIGN EXCHANGE

- 5.6 From time to time Council has foreign exchange exposure through the occasional purchase of foreign exchange denominated goods and services.
- 5.7 Where possible, all supplier invoices are raised in New Zealand dollars. Where this is not possible, all significant commitments (above NZD \$100,000) for foreign exchange are hedged using foreign exchange contracts, once expenditure is approved. Smaller payments are converted at the spot exchange rate on the date of payment. Both spot and forward foreign exchange contracts are used by Council.
- 5.8 Council does not borrow or enter into incidental arrangements within or outside New Zealand in currency other than NZ currency.

6.0 Operations and Procedures

INTRODUCTION

- 6.1 Arranging and agreeing transactions with external counterparties must occur within a framework of control and accuracy. It is vital to the internal control of the Council that

all transactions are captured, recorded, reconciled and reported in a timely manner within a process that has the necessary checks and balances so that unintentional errors and/or fraud are identified early and clearly. Movements in financial market variables can be rapid and exposures to such movements that are not known due to inadequate transaction recording and reporting systems should not be allowed to occur.

TRANSACTION ORIGINATION

- 6.2 The following authorities shall apply in respect of the execution of treasury transactions on behalf of the Council that may commit it to all the related contractual obligations under these transactions. All such transactions are generally originated and agreed either verbally via the telephone or by email. Therefore it is important that procedures are in place to control the activity.

Funding from Banks, the LGFA and the Capital Markets and Entering into Financial Market Investment Transactions

- a. Funding from bank facilities, the capital markets and the LGFA or entering into financial market investment transactions with an approved counterparty entails the personnel of the Council, who are authorised to undertake these activities, verbally or by email agreeing with the counterparty the amount, type of debt or investment instrument, term selection and rate accepted.
 - b. Once the deal is agreed details of the transaction shall be entered on the relevant internal system.
 - c. Once the confirmation of the transaction is received the details should then be checked by someone other than the person who entered into the transaction in the first place to ensure that the external confirmation is in accordance with the details on the Council's internal system.
- 6.3 Any discrepancies in the above procedures should be immediately communicated to the counterparty so that the correct details of the deal can be agreed. A report on the error shall be prepared by the person who transacted the deal in the first place and submitted to the CE for sign-off. Where the CE has transacted the deal, the report shall be submitted to the CSGM. In this way there, is a clear division of responsibility and a self-checking system.

Interest Rate Derivative Products

- 6.4 Transacting interest rate derivative products with an approved counterparty entails the personnel of the Council who are authorised to undertake these activities, verbally or by email agreeing with the counterparty the amount, term selection and rate accepted.
- a. Once the deal is agreed details of the transaction shall be entered on the relevant internal system.
 - b. Once the bank confirmation of the transaction is received, the details should be checked by someone other than the person who entered into the transaction in the first place to ensure that the bank confirmation is in accordance with the details on the internal system.
- 6.5 Any discrepancies in the above procedures should be immediately communicated to the counterparty so that the correct details of the deal can be agreed. A report on the

error shall be prepared by the person who transacted the deal in the first place and submitted to the CE for sign-off. Where the CE has transacted the deal, the report shall be submitted to the CSGM. In this way there, is a clear division of responsibility and a self-checking system.

SETTLEMENT PROCEDURES

- 6.6 All transactions are to be confirmed and reconciled to external confirmations and internal documentation before settlement.
- 6.7 All transactions processed through the company bank accounts must conform to the Council's internal procedures and controls, and be reconciled to internal documentation and external confirmation(s).

7.0 Cash Management

- 7.1 The CSGM and the Accountant are responsible for day to day cash and short term debt management activities. Specifically this will include the following:
 - a. Ensure that appropriate cashflow projections are maintained, with the objective of managing an optimal cash position within approved parameters.
 - b. Undertake short term borrowing functions as required, thus minimising overdraft costs.
 - c. Ensure efficient cash management through improvements to the accuracy of forecasting.
 - d. Minimise fees and bank charges by optimising bank accounts, facility structures and merchant service agreements.
 - e. When operating as a net borrower, surplus funds will normally only be permitted to be invested on a short term basis, usually until the next opportunity to repay debt. However exceptions to this may occur where it is prudent to do so, for example, the pre-funding of debt which is placed on term deposit until the funds are required.

8.0 Reporting

QUARTERLY FUNDING AND DEBT PROFILE REPORT

8.1 This report forms the basis for the reporting of the Council's funding and associated interest rate risk management activity and provides the elected members and management with details about the Council's borrowing activities. The report shall contain the following:

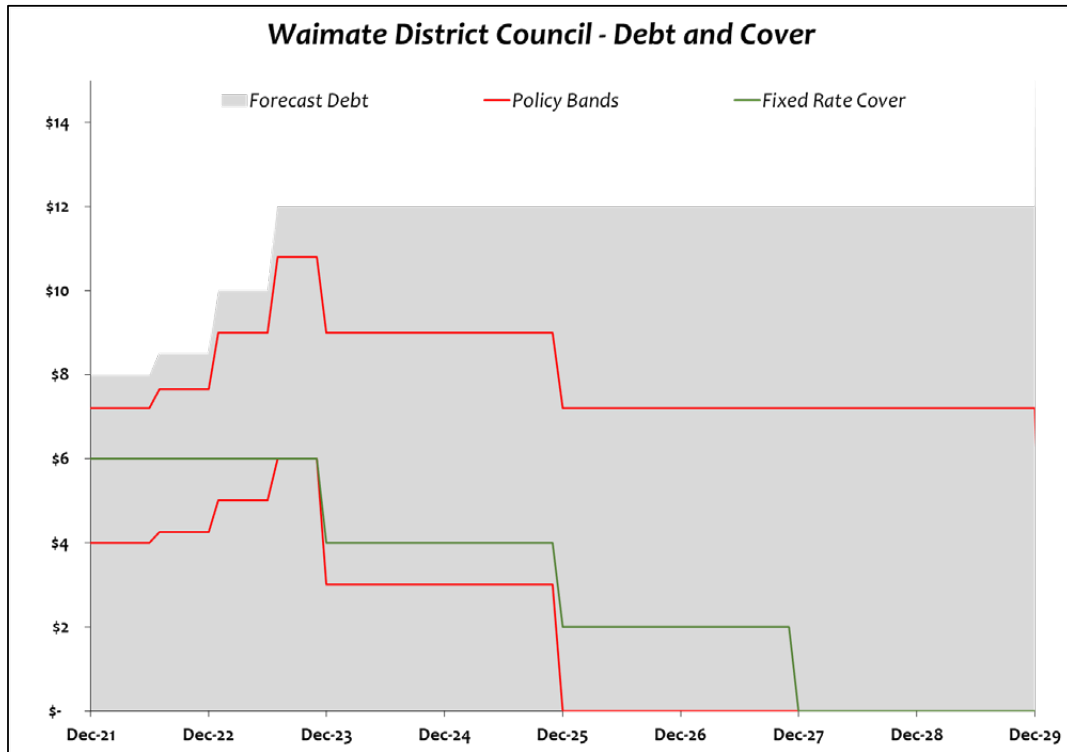
- a. Total debt facility utilisation, including any debt sourced from a bank, the capital markets and the LGFA.
- b. Interest rate maturity profile against percentage hedging limits.
- c. New hedging transactions completed - interest rate risk management.
- d. Weighted average cost of funds.
- e. Funding profile against the policy limits.
- f. Liquidity profile against the policy limits.
- g. Exception reporting as required.
- h. Summary of any unresolved exception reports.
- i. Statement of policy compliance.
- j. Commentary on economic conditions and the debt markets.

QUARTERLY INVESTMENT REPORT

8.2 This report forms the basis for the reporting of the Council's financial market investment activities provides the elected members and management with details about the Council's financial market investment activities. The report shall contain the following:

- a. Total nominal value of the investment portfolio.
- b. Details of individual investments.
- c. Asset class percentages.
- d. Credit rating profile.
- e. Maturity profile.
- f. Weighted average yield of the portfolio.
- g. Statement of policy compliance.
- h. Commentary on economic conditions and the financial markets.

Appendix 1: Sample Debt and Cover Graph



THE GIVING OF SECURITIES AND GUARANTEES

Security

Council will offer security via a Debenture Trust Deed which is recognised as an industry standard for local authorities. A Debenture Trust Deed is a deed entered into between a local authority and a trustee under which the local authority grants a security interest in its rates and rates revenue to the trustee to hold on behalf of holders of "stock" issued under the Debenture Trust Deed.

Appendix 2: Approved Derivative Interest Rate Risk Management Instruments

The following is a list of approved interest rate risk management instruments:

- a. Forward rate agreements ("FRA").
- b. Interest rate swaps ("IRS").
- c. Option on a swap ("Swaption").
- d. Interest rate options.
- e. Interest rate collar.

Products which create a contingent risk on the Council, for example, ratio options, are expressly prohibited.

EXAMPLES OF THE USE OF DERIVATIVE RISK MANAGEMENT INSTRUMENTS

Forward Rate Agreement

An agreement between the Council and a bank counterparty protecting the Council against a future adverse interest rate movement. The Council and the counterparty agree to a notional future principal amount, the future interest rate, the date and the benchmark rate.

Objective

To provide the Council with certainty as to its interest rate cost on an agreed principal amount for an agreed period. A FRA typically applies to a three month period, usually starting at some point within the next 12 months.

Example

The Council wishes to provide certainty on a portion of its floating rate borrowings over the event risk posed by an expected change in monetary policy at a point in the future. A borrower's FRA is purchased in say, December, at 2.50% for protection through the December to March period. It is described as a 3X6 FRA, i.e. the rate applies to a borrowing for three months starting in three months' time.

Outcome

If, on the rate set date in December, the three month interest rate has climbed to, say, 3.00%, the Council receives the difference between this and the FRA rate of 2.50%. The Council then borrows at 3.00% with the payment received making the effective base borrowing rate 2.50%.

If, on the rate set date in December, the three month interest rate has dropped to, say, 2.00%, the Council pays the difference between this and the FRA rate of 2.50%. The Council then borrows at 2.00% with the payment made making the effective base borrowing rate 2.50%.

Interest Rate Swap

An interest rate swap is an agreement between the Council and a bank counterparty protecting the Council against a future adverse interest rate movement. The Council pays (or receives) a fixed interest rate and receives (or pays) a floating interest rate. The parties agree to a notional principal amount, the future interest rate, the settlement dates and the benchmark floating rate.

Objective

To provide The Council with certainty as to its interest rate cost on an agreed principal amount for an agreed period. Floating rate sets are typically every one or three months over the life of the swap.

Example

The Council fixes its interest rate on a quarterly basis on a portion of its planned borrowings by entering into a three year fixed rate swap at 2.75%. The floating rate reference is three month BKBM FRA rate.

Outcome

On a swap reset date, the three month BKBM FRA rate is at, say, 3.25%. The Council borrows from its bank the principal, for three months at 3.25% plus the Council's margin. At the same time the bank pays the Council 3.25% on the principal amount for a three month period. The Council then pays the bank 2.75% on the principal amount for a three month period. This process is repeated at each reset date over the life of the interest rate swap. This means that The Council's effective interest rate is 2.75% plus its margin over the life of the interest rate swap. In practice, cashflows would be netted off if the swap and the underlying borrowing facility were with the same bank.

Forward Start Interest Rate Swap

Objective

To provide the Council with certainty as to its interest rate cost on an agreed principal amount for an agreed period which commences at a future point in time. All other conditions are as with an interest rate swap.

Example

The Council's strategic plan necessitates an increase in debt levels, the funding for which will be obtained from the LGFA. The debt is planned to be obtained from the LGFA in six months' time and the Council wishes to secure its borrowing costs and thus enters into a five year swap with a six month forward start date at a rate of 3.00%. The Council would enter into a five year fixed rate swap with a commencement date six months hence.

Outcome

Regardless of where interest rates are in six months' time the Council has locked in its effective base borrowing rate at 3.00%.

Options on a Swap – Swaption

Objective

To provide the Council with the right but not the obligation to enter into a fixed rate swap at a future point in time, on an agreed principal amount and for an agreed period. A swaption is an option on a swap and requires a premium to be paid.

Example

The Council wishes to secure a worst case rate for borrowings for a five year period in six months' time. There is a view however that interest rates will not move sharply higher and a decision is taken not to lock into a swap. A swaption is purchased at 3.25% for a cost equivalent to 5.5 basis points or \$2,500 per million.

Outcome

If, at the time the borrowings commence, the five year swap rate has moved above 3.25%, The Council exercises the swaption and borrows at 3.25%. (All up cost is effectively 3.305%, the worst case rate). If, at the time the borrowings commence, the five year swap rate has fallen to 2.75%, the Council abandons the swaption and borrows at 2.75%. (All up cost is effectively 2.805%). Swaptions can also be cash settled, for example the purchaser would receive payment if at maturity it was in the money and then physically borrow at the market rate. Whether it is exercisable or cash settled is usually determined at commencement.

Interest Rate Options

The purchase of an interest rate option gives the holder (in return for the payment of a premium) the right but not the obligation to borrow (described as a cap) or invest (described as a floor) at a future date. The Council and the counterparty agree to a notional future principal amount, the future interest rate, the benchmark dates and the benchmark floating rate (usually BKBM FRA rate).

Objective

To provide the Council with worst case cover on its interest rate cost on an agreed principal amount for an agreed period. Rate sets are typically at three monthly intervals. A premium is payable for entering into an interest rate option.

Example

The Council wishes to secure a worst case rate over the event risk posed by a change in monetary policy. There is a view however that interest rates will not move sharply higher as a result of the event risk and a decision is taken not to lock into a forward start swap. An option is purchased at 3.25% for a cost equivalent to 35 basis points or \$14,560 per million. It is for 5 years and is priced at three monthly intervals.

Outcome

If, on any of the rate set dates the 90 day bank bill rate has moved above 3.25% the Council exercises the option and borrows at 3.25%). If on any of the rate set dates interest rates have fallen below 3.25% the Council walks away from the option and borrows at the prevailing three month bank bill rate. This exercise will be repeated every three months over the life of the option.

Interest Rate Collar

The combined purchase (or sale) of a cap or a floor with the sale (or purchase) of another floor or cap.

Objective

To provide the Council with certainty as to its interest rate cost on an agreed principal amount for an agreed period, but at the same time, avoids the need to pay an up-front premium.

Example

The Council wishes to secure a worst case base borrowing rate of 3.25% for the next five years, but wishes to avoid paying a premium. In exchange for the worst case protection at 3.25%, the Council accepts a best case outcome of 2.50%. In this structure the Council has bought and sold options, with the respective option premiums offsetting each other. On each quarterly rate set date the Council will have a rate between 3.25% and 2.50%, these being the parameters of the collar.

Outcome

If, on any rate set date the three month interest rate is in excess of 3.25%, the Council exercises its option and pays a base rate of 3.25%, for that three month period, its worst case rate. If on any rate set date the three month interest rate is below 2.50%, the bank exercises its option on the Council and forces the Council to pay 2.50%. If on any rate set date the three month interest rate is between 3.25% and 2.50%, the Council borrows at the prevailing market rate.

Rates Remission and Postponement Policy

1.0 Purpose

- 1.1 To provide rates relief through remissions in order to enable a fairer allocation of rates with regard to the district's social, cultural, environmental, and economic wellbeing, and to meet community outcomes. Parts of this policy extends the non-rateable provisions of schedule 1 of the Local Government (Rating) Act 2002.
- 1.2 To outline Waimate District Council's (WDC) policy towards remission or postponement of rates on Maori freehold land.
- 1.3 In determining this policy, Council has considered the matters set out in schedule 11 of the Local Government Act 2002 and how it supports the principles set out in the Preamble to Te Ture Whenua Māori Act 1993.

2.0 Applicability

- 2.1 This policy applies to any rate charges remitted by the Waimate District Council (WDC), and applies to the following types of rating units or under the following circumstances:
 - a. Community and cultural organisations
 - b. Halls and community centres
 - c. Sporting clubs
 - d. Land upon which the occupier has voluntarily preserved or enhanced natural, historical, or cultural features
 - e. School sewerage charges
 - f. Glenavy Hall Rate for the Glenavy Fishing Camp
 - g. Waimate Event Centre rate for rural ratepayers also paying a Rural Hall Rate (for a hall within the Waimate District Boundary)
 - h. Community housing
 - i. Rating units affected by natural calamity or fire
 - j. Rates Penalties

3.0 Hierarchy of Responsibilities

- 3.1 The Corporate Services Group Manager and Chief Executive have the authority to approve remissions which meet the requirements of this policy. The policy is implemented by the WDC Corporate Services Group Manager and Rates Officer. WDC may from time to time resolve to confirm the eligibility of a new applicant in terms of this policy.

4.0 Application for and Review of Remissions

- 4.1 In order for WDC to correctly set the rates, written application for any remission must be received by 31 May of the year prior to the year that the rates are set for, where WDC determines an application is required.
- 4.2 Applications received during a rating year will apply to the following rating year.
- 4.3 WDC may consider granting a remission in the year it is applied for if the remission policy was adopted as part of that year's Long Term Plan or Annual Plan process and the ratepayer would otherwise have been eligible for the remission.
- 4.4 WDC will consider remissions annually and may require information to be provided by the ratepayer before the remission is granted.
- 4.5 Ratepayers receiving rates remission under this policy are required to notify Council of any changes in their situation that may alter their eligibility for ongoing remission.
- 4.6 Council may cancel a remission granted under this policy if it is found a property no longer qualifies for rates remission.
- 4.7 There is no right of appeal.

PROCEDURES – SPECIFIC POLICIES

5.0 Community Halls, Centres, Sporting and Recreation Facilities – Waimate Urban Ward

- 5.1 Objective: The remission of rates for Community Halls, Centres, Sporting and Recreation facilities is to facilitate the ongoing provision of non-commercial community services and recreational opportunities for the residents of the Waimate District, and to meet community outcomes.
- 5.2 The purpose of granting rates remission to an organisation in this category is to recognise the public good made by such organisations, assist the organisations survival and to make membership of the organisation more accessible to the general public including disadvantaged groups.
- 5.3 Criteria & Conditions: The remission of rates may apply to a rating unit which is used exclusively or principally for sporting, recreation or community purposes. The policy does not apply to organisations operated for private pecuniary profit. The policy does not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting or community services as a secondary purpose only.
- 5.4 WDC will remit 50% of the General Rates, 50% of the Targeted Rate Rooding and Footpaths, 50% of the Targeted Rate Civil Defence, and 50% of the Sewer Charge for all qualifying community halls, centres, sporting and recreation facilities within the Waimate Urban Ward. The following are examples of qualifying properties:

Presbyterian Church and Hall	Shearman Street
Catholic Church	Timaru Road
Anglican Church	John Street
Vintage Car Club	Harris Street
Waimate Bridge Club	Augustine Street
Waimate Croquet Club	Shearman Street
Waimate Silver Band Hall	High Street
Waimate Highland Pipe Band	Paul Street

- 5.5 This remission will be funded from within the General Rate Urban, Targeted Rate Rooding and Footpaths Urban, Targeted Rate Civil Defence Urban, or Sewer Rate, as appropriate.

6.0 Community Halls, Centres, Sporting and Recreation Facilities – Outside the Waimate Urban Rating Area Qualifying for Rates Remissions

- 6.1 Objective: The remission of rates for Community Halls, Centres, Sporting and Recreation facilities is to facilitate the ongoing provision of non-commercial community services and recreational opportunities for the residents of the Waimate District, and to meet community outcomes.
- 6.2 The purpose of granting rates remission to an organisation in this category is to recognise the public good made by such organisations, assist the organisations survival and to make membership of the organisation more accessible to the general public including disadvantaged groups.
- 6.3 Criteria & Conditions: The remission of rates may apply to a rating unit which is used exclusively or principally for sporting, recreation or community purposes. The policy does not apply to organisations operated for private pecuniary profit. The policy does not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting or community services as a secondary purpose only.
- 6.4 WDC will remit 50% of the General Rates, 50% of the Targeted Rate Rooding and Footpaths, and 50% of the Targeted Rate Civil Defence, for all qualifying community halls, centres, sporting and recreation facilities outside of the Waimate Urban rating area. The following are examples of qualifying properties:

Glenavy Community Hall	Glenavy
Hook Hall	Hook
Hunter Public Hall	Hunter
Makikihi Hall	Makikihi
St Andrews Public Hall	St Andrews
Studholme Hall	Studholme
Waituna Creek Hall	Waituna
Waihaorunga Hall	Waihaorunga
Willowbridge Hall	Willowbridge

- 6.5 This remission will be funded from within the General Rate Rural 1, General Rate Rural 2, Targeted Rate Roding and Footpaths Rural 1, Targeted Rate Roding and Footpaths Rural 2, Targeted Rate Civil Defence Rural 1, or Targeted Rate Civil Defence Rural 2, as appropriate.

7.0 Regent Theatre

- 7.1 Objective: The remission of rates for the Regent Theatre is to facilitate the ongoing provision of recreational opportunities for the residents of the Waimate District, and to meet community outcomes.
- 7.2 The purpose of granting rates remission to the Regent Theatre is to recognise the public good made by the organisation, assist the organisations survival and to make membership and use of the organisation more accessible to the general public including disadvantaged groups.
- 7.3 Criteria & Conditions: WDC will remit all rates on the Regent Theatre excluding that portion which is leased to a private concern.
- 7.4 This remission will be funded from within the General Rate Urban, Targeted Rate Roding and Footpaths Urban, Targeted Rate Civil Defence Urban, Water Scheme Urban, or Sewer Rate, as appropriate.

8.0 Land Owned by Party Voluntarily Preserving or Enhancing Natural/Historical/Cultural Features

- 8.1 Objective: Rates remission is provided to preserve and promote natural resources and heritage by encouraging the protection of land for natural, historic or cultural purposes, and to meet community outcomes.

- 8.2 Criteria & Conditions: WDC will grant full remission of the General Rate, Targeted Rate Rooding and Footpaths, and Targeted Rate Civil Defence where application is made to WDC and it is satisfied that the owner of the land has voluntarily preserved or enhanced natural, historical, or cultural features of the land. WDC may also consider the extent to which public access to the land is provided by the landowner and the extent to which commercial gain is derived by the landowner.
- 8.3 This remission will be funded from within the General Rate Urban, Targeted Rate Rooding and Footpaths Urban, Targeted Rate Civil Defence Urban, General Rate Rural 1, General Rate Rural 2, Targeted Rate Rooding and Footpaths Rural 1, Targeted Rate Civil Defence Rural 1, Targeted Rate Rooding and Footpaths Rural 2, and Targeted Rate Civil Defence Rural 2, as appropriate.

9.0 Sewerage Charges on Schools

- 9.1 Objective: To provide relief from sewerage charges for rating units used for educational establishments, so that educational establishments shall be required to pay no more for sewerage charges than previously determined under the Rating Powers (Special Provision for Certain Rates for Educational Establishments) Amendment Act 2001 ('the Donnelly Act'), and to meet community outcomes.
- 9.2 Criteria & Conditions: Rating Units that meet the criteria under this policy shall receive a remission of sewerage charges so that the total sewerage charges payable shall be no more than that previously determined under the Donnelly Act.
- 9.3 To be eligible for remission, the rating units must be used for the purposes of an educational establishment as defined in the Donnelly Act.

10.0 Glenavy Hall Rate Remission for Glenavy Fishing Camp

- 10.1 Objective: This remission provides relief to the Glenavy Fishing Camp Incorporated (GFCI) for the Glenavy Hall Rate, in recognition the CFCI residents' primary use of the Camp's communal hall, and is provided to meet community outcomes.
- 10.2 Criteria & Conditions: From 1 July 2015, WDC shall remit two-thirds of the Glenavy Hall Rate for the Glenavy Fishing Camp Incorporated, located at 449 Fisheries Road, Glenavy.
- 10.3 This remission will not be funded from other Glenavy Hall rate ratepayers. Note also that other ratepayers in the district will not be funding this remission.

11.0 Waimate Event Centre Rate Remission – Waimate District Rural Hall

- 11.1 Objective: This remission provides relief to Rural Hall Ratepayers, where the Rural Hall is within the Waimate District Boundary, recognising that they are contributing to both their Hall and the Waimate Event Centre.
- 11.2 Criteria and Conditions: From 1 July 2016 WDC shall remit 25% of the Waimate Event

Centre Targeted Rate (as separately used or inhabitable part) where a Rural ratepayer is contributing to both their local Hall (that must be within the Waimate District Boundary) and also to the Waimate Event Centre rate. The level of remission will be reviewed at each LTP.

- 11.3 This remission will be funded from within the Waimate Event Centre Rate.

12.0 Targeted Urban Sewerage Rate Remission – Bushtown Waimate Inc.

- 12.1 Objective: This remission provides relief to Bushtown Waimate Inc. recognising that Bushtown Waimate Inc. is under development and use of the sewerage system will be sporadic, and is provided to meet community outcomes.
- 12.2 Criteria & Conditions: WDC will remit 50% of the Targeted Urban Sewerage charge.
- 12.3 This remission will be reviewed at each Long Term Plan (LTP).
- 12.4 This remission will be funded from within the Targeted Urban Sewerage Rate.

13.0 Rating Units Affected by Natural Calamity or Fire

- 13.1 Objective: This remission provides relief to ratepayers where there is significant loss incurred thereby effecting the use of the property, and is provided to meet community outcomes.
- 13.2 Criteria & Conditions: This remission may apply where there is significant loss incurred due to a natural calamity, such as earthquake, flood or wildfire, and fire that is not deliberately lit by the owner, occupier, or related party.
- 13.3 WDC may, on written application, remit wholly or in part, any rate or charge, where in the opinion of the WDC or its delegate it is fair and reasonable to do so, taking account of the individual ratepayers circumstances and the impact on the district.
- 13.4 This remission will be funded from within the rate type where the remission is granted.

14.0 Rates Penalties

- 14.1 Objective: To provide WDC with the option to respond to extraordinary events that affect a ratepayer or group of ratepayers that could not be foreseen or mitigated at the start of the rating year and to act reasonably in response to these circumstances outside the ratepayers control, and to meet community outcomes.
- 14.2 Criteria & Conditions: Applications should be made in writing. The application should outline the circumstance and impact on the ratepayer(s). WDC will consider all applications on their merits with remissions granted where WDC considers it fair and reasonable to do so, at WDC's discretion.
- 14.3 WDC may approve upon receipt of an application, the remission of penalty charges which have been incurred by any ratepayer as a consequence of their payment being

received after the due date:

- a. On compassionate grounds such as significant family disruption, illness or accident.
 - b. In the case of a deceased estate, WDC may remit rates penalties from the time of death upon receipt of a letter from a Solicitor who has been granted probate, provided full payment of outstanding rates is expected within 6 months of the date of the letter.
 - c. As part of an agreed repayment plan. Penalty remission may be considered as part of an agreed repayment plan for ratepayers with significant arrears as a result of financial hardship or difficulties, with remission limited to the agreement period. An agreed repayment plan requires all rates to be paid within 18 months of the agreement commencement. The remission will apply at the completion of the repayment plan, provided the terms of the plan have been adhered to.
 - d. Administrative error. Remission of penalties may be automatically applied, without application, if the penalty is the result of an error.
- 14.4 WDC will consider one remission of rates penalties per applicant within a 24 month period, applicable to a single rates instalment, provided all outstanding rates are paid within 10 working days of the instalment due date where no other penalty remission criteria applies. This may be applied automatically.
- 14.5 Where the Council has accepted an application for payment by direct debit that will clear the rates by 30 June in the current rating year, the property will not be charged penalties.

15.0 Rates Postponement

- 15.1 WDC does not allow postponements of rates for any reason.

16.0 Remission and Postponement of Rates on Maori Freehold Land

- 16.1 Under Section 102 of the Local Government Act 2002, local authorities are required to have a rates remission policy on Māori Freehold land.
- 16.2 This policy seeks to ensure fair and equitable rates collection from all segments of the community while acknowledging that certain Māori freehold land has characteristics or features that may make rates remission reasonable.
- 16.3 Objectives: To recognise and support the relationship of Māori and their culture and traditions with their ancestral lands;
- 16.4 To recognise and take into account the presence of wāhi tapu sites of cultural significance or other cultural values that may affect the use of the land for other purposes;
- 16.5 To avoid further alienation of Māori Freehold Land as a result of pressures that may arise from the imposition of rates on unoccupied land;
- 16.6 To recognise and take into account the importance of land in providing economic and

- infrastructure support for marae and associated papakāinga housing;
- 16.7 To recognise and take into account the importance of land for community goals relating to:
- a. The protection of outstanding natural features;
 - b. The protection of significant indigenous vegetation and significant habitat of indigenous fauna.
- 16.8 Criteria and Conditions: Māori freehold land is defined in section 2 of the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by a freehold order issued by the Māori Land Court. Only land that is subject to such an order may qualify for remission under this policy.
- 16.9 Council will consider 100% rates remission on land that fulfills the following criteria;
- a) Māori Freehold Land, excluding that used:
 - (i) Primarily for commercial or agricultural activity; or
 - (ii) As residential accommodation.
 - b) The land is unoccupied, and no income is derived from the land, and/or
 - c) The land is inaccessible, and no income is derived from the land, and/or
 - d) The land is set aside for non-use (whenua rahui) because of its natural features.
- 16.10 The Council may still charge targeted rates for services such as water, wastewater, and waste collection where these services are provided.
- 16.11 Applications under this policy must be made annually in writing.
- 16.12 WDC does not provide for the postponement of rates on Māori freehold land.

17.0 Remission of Environment Canterbury Rates

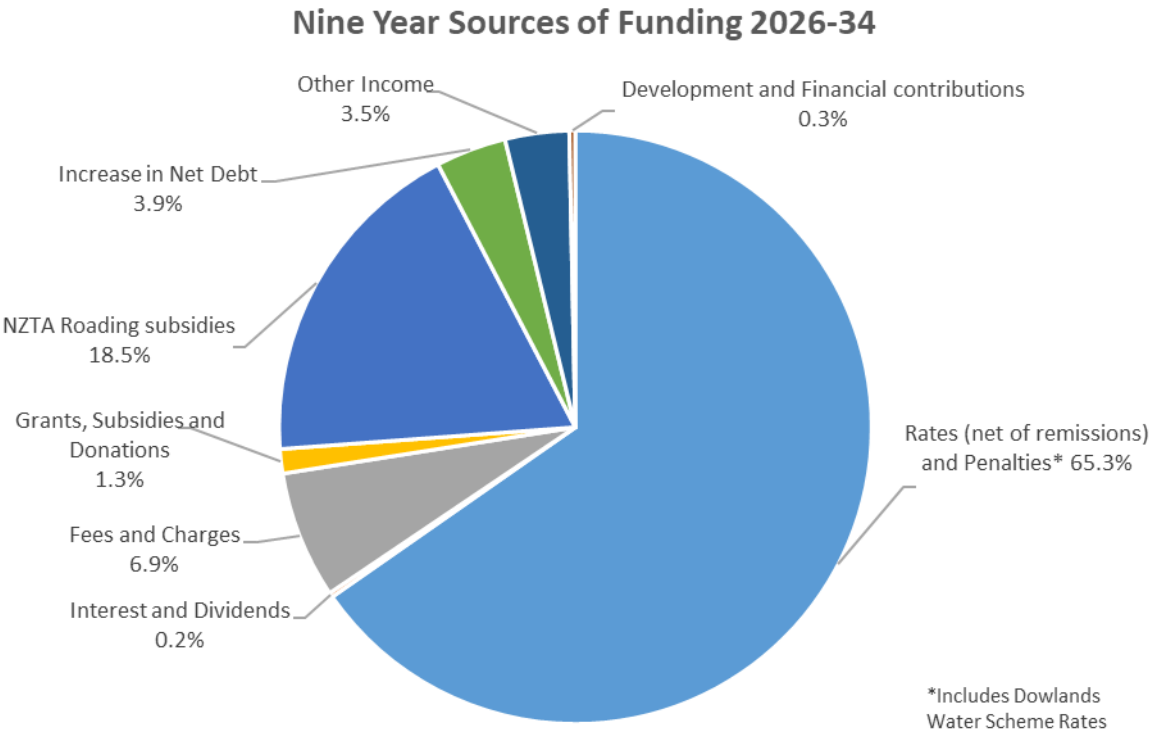
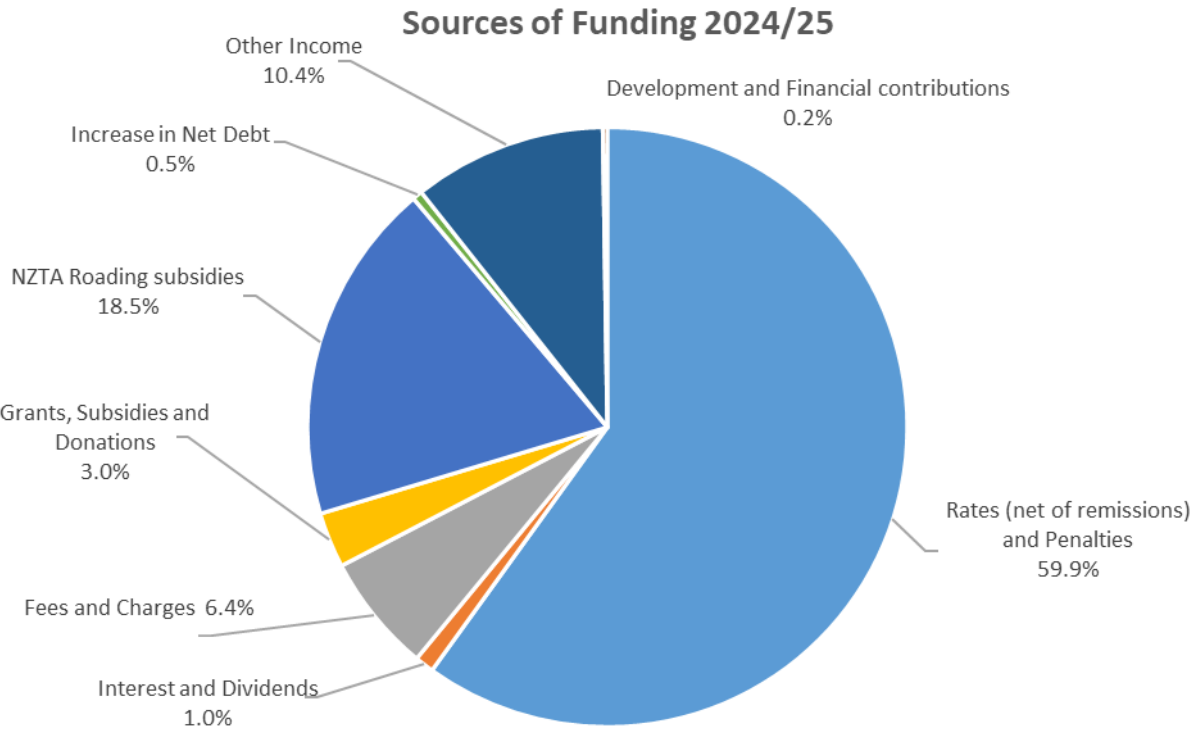
- 17.1 Where WDC has been appointed by Environment Canterbury to collect their rates on their behalf, WDC will apply remissions consistent with Timaru District Council, to ensure consistency with the application of the policy at the commencement of the collection arrangement from July 2015.

Revenue and Financing Policy

1.0 Purpose

- 1.1 The Revenue and Financing Policy summarises Waimate District Council's (Council) view on the equitable funding of Council's activities. It addresses all potential revenue and funding sources open to Council and how and when Council may use such sources. In choosing funding sources, Council is primarily concerned with enhancing the social, cultural, economic, and environmental wellbeing of the district and its residents, and takes account of many factors in its decision-making, including community outcomes, benefit, affordability, equity, simplicity, efficiency, transparency, accountability, and overall community wellbeing. The policy addresses Council's assessment of equity between current and future generations.
- 1.2 In determining this policy, Council has considered the matters set out in schedule 11 of the Local Government Act 2002 and how it supports the principles set out in the Preamble to Te Ture Whenua Maori Act 1993.
- 1.3 In Council's assessment, this policy represents the fairest and most equitable use of the funding sources available to meet operating expenses.
- 1.4 The charts in table 1 show the sources of funds for the year ended 30 June 2025 compared with all 9 years (2026-34) of this Long Term Plan (LTP). While Council's primary source of funding is rates, we are expecting a greater proportion of our funding to come from debt to finance our capital expenditure programme. The comparison of the funding from the increase in debt does not represent any change in approach, but is representative of the one and nine year periods covered by each graph, with the use of forestry returns to repay debt during the ten years. The changes shown in the charts do not represent significant shifts in Council's funding approach, but are reflective of the areas of focus highlighted in the Infrastructure and Financial Strategies.

Table 1. Overall Sources of Funds



2.0 Funding Principles

- 2.1 Council has determined the following basic principles to guide the assessment of fairness and equity in choosing funding sources:
- a. Each generation of ratepayers should pay for the services they receive,
 - b. Rates are the funding source of last resort,
 - c. Rates increases should be within the limits as set in the Waimate District Council Financial Strategy,
 - d. User charges are preferred whenever a private benefit can be identified and it is efficient to collect the revenue,
 - e. Subsidies, grants, and other income options are fully explored prior to rates being used, and
 - f. Borrowing should be within the limits as set in the Financial Strategy
- 2.2 Complying with these principles can at times be challenging. Council must exercise prudent judgment in assessing many options to determine fairness in its development of budgets and the choice of funding sources to implement these budgets.

3.0 Operating Costs

- 3.1 Operating costs are the day to day spending that maintains the services delivered by Council. This includes a contribution to the wear and tear on assets used. Principle 1 (above) requires that operating costs should be met from operating income; in other words, 'a balanced budget'. This ensures fairness, in that the users of the service pay for their use.
- 3.2 An unbalanced budget occurs when we smooth the impact of significant swings in income and expenditure, over a number of years, using debt. Council has determined that this is an acceptable funding strategy.

4.0 Operating Costs Funding Sources

USER FEES AND CHARGES

- 4.1 User fees and charges are used for services where there is a benefit to an individual or group. The price of the service is set by taking account of a number of factors. These may include:
- a. The cost of providing the service,
 - b. The estimation of the users' private benefit from using the service,
 - c. The impact the cost has to encourage or discourage behaviours,
 - d. The impact the cost has on demand for the service,
 - e. Market pricing, including comparability with other local authorities,
 - f. The impact of rates subsidies if competing with local businesses,
 - g. The cost and efficiency of revenue collection mechanisms,

- h. The impact of affordability on users, and
- i. Other matters as determined by Council

GRANTS, SPONSORSHIPS, AND SUBSIDIES

- 4.2 Grants, sponsorships, and subsidies are used wherever they are available. Council expects to continue receiving substantial subsidies for road maintenance. Some services can only be continued so long as funding from this source continues. Council rarely budgets for grants income unless it has determined a likelihood of success in reaching the budget goal.

INVESTMENT INCOME: DIVIDENDS, INTEREST

- 4.3 This includes income from investment activities such as dividends, interest, forestry returns and reserve funds. The income from these activities is generally used to offset the costs of the investing activity. Surplus revenues will be allocated by Council to operating or capital costs at each Annual Plan, however the return from forestry harvests may be applied to external debt repayment. For some activities Council applies funds held in reserve in order to reduce the rates contribution in that activity.

INVESTMENT INCOME: RENTS

- 4.4 Income from Council-owned properties is recorded in the Property Activity. Such income offsets the cost of operating these properties and, should a surplus be achieved, any portion of that surplus not required for reinvestment is distributed to the general rate. Community Housing surpluses are placed in a reserve for asset renewal.

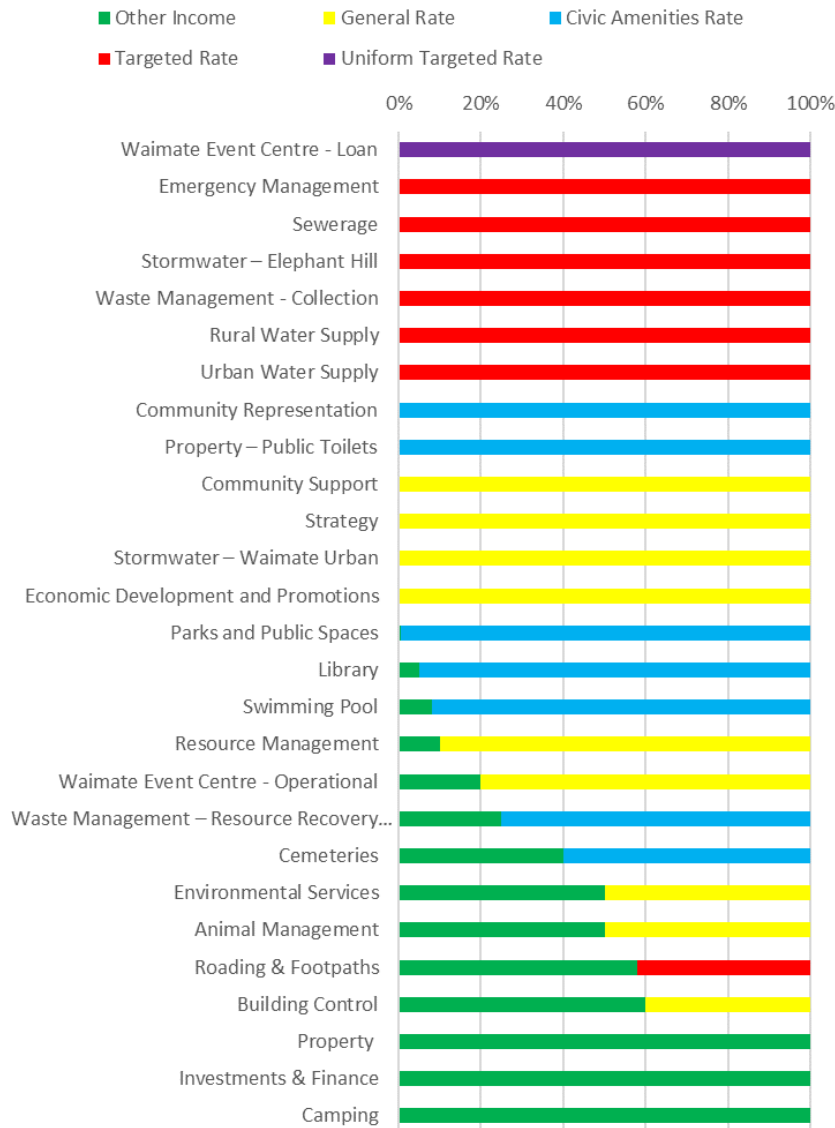
RATES

- 4.5 Having exhausted all other funding sources, Council funds its remaining operating expenses from rates. For many activities, this is the main funding source (see Table 2), reflecting Council's view that the collective benefit to the District is greater than any identifiable individual benefit.
- 4.6 To assess the allocation of rates, Council has reviewed each activity of Council and considered the following factors to be the determinants of the fairness of an allocation:
 - a. Level of alignment with the overall objective of enhancement of social, cultural, economic, and environmental wellbeing of the district,
 - b. Community outcomes,
 - c. Distribution of benefits to individuals, groups, or the district as a whole,
 - d. When the benefit will occur,
 - e. The impact of individuals or groups on the need to undertake the activity,
 - f. The costs and benefits of funding the activity separately, and
 - g. Affordability, transparency, accountability.
- 4.7 Having considered these factors Council recognises that rates are a tax on property owners and each property will use a different mix of services than represented by the rate charge.

- 4.8 In considering the overall impact of the liability to pay rates, Council is of the view that it is neither possible nor fair to allocate the cost solely on individuals' benefits (i.e. as if rates replicated user pays). It is through the collective contribution of the whole district that the District is best able to develop and prosper.
- 4.9 For these reasons Council prefers to fund activities based on a combination of general rates (based on capital values), targeted rates and separately used or inhabited parts (i.e. residential dwellings). Categories of rateable land have been defined to balance the imposition of the tax on rural properties with the assessed benefit that urban properties get, mainly through proximity to services or to higher levels of service.
- 4.10 Council considers that a rating structure that fairly attributes user pays on appropriate activities and is also relatively easy for ratepayers to understand is preferable. To this end, Council uses four main rates to fairly and equitably distribute the rate:
- a. General rate - allocated on capital value,
 - b. Civic amenities rate - allocated as a uniform targeted rate,
 - c. Targeted rates - allocated based on usage or capital value as appropriate, and
 - d. Uniform targeted rate - the only rate set on a uniform basis is the Waimate Event Centre Loan Targeted Rate.

- 4.11 These rates are modified following a funding needs analysis of the share of each activity the Urban area and Rural areas should fairly pay.

Table 2 - List of Activities and Summary of Funding Sources



TARGETED RATES

- 4.12 Council uses targeted rates to fund services where Council has determined the cost of the service should be targeted to the group which benefits much more than the general benefit most ratepayers receive. Targeted rates may be set on a uniform basis and/or a value basis (either land or capital), or Separately Used or Inhabited Parts basis.

- 4.13 Council uses “separately used or inhabited parts” of rating units for charging some rates. Council’s definition of this term is contained within the Funding Impact Statement.
- 4.14 Council has one Uniform Targeted Rate, which supports the funding of the Waimate Event Centre Loan repayment.
- 4.15 Details of the rates charged are included in the Funding Impact Statement.

CAPITAL COSTS

- 4.16 Capital costs, for the purpose of this policy, is spending on assets that provide the community with a service over a longer period of time than operating expenditure. As at 30 June 2024 Council owns \$509 million worth of assets (Property, Plant & Equipment) and plans to spend \$88.5 million (between \$6.7 million and \$16.6 million each year) over the next 9 years on a mix of renewal, additional demand and service-improvement.
- 4.17 Council has a mix of funding tools available to purchase and improve assets.

5.0 Capital Cost Funding Sources

USER FEES AND CHARGES

- 5.1 User fees and charges are used for services where there is a benefit to an individual or group. Generally these funds are not used to pay for asset purchases, as the amount to pay is unaffordable and generally the beneficiaries are many and change over the long period of the asset’s life. This makes user charges impractical and unfair. As such, borrowing and charging users annually for financing costs using rates is often a more affordable method of charging users contribution.

GRANTS, SUBSIDIES, AND OTHER INCOME

- 5.2 Grants and subsidies are used wherever they are available. Council expects to continue to receive substantial subsidies for the development of new and existing roads. Council looks to maximise the subsidies and grants that are available, at all times.
- 5.3 Grants are often available for capital projects. Council rarely budgets for grants income unless it has determined there is a strong likelihood of success in reaching the budget goal. Some capital projects are dependent on successful grant income for these projects to be undertaken.

FINANCIAL CONTRIBUTIONS

- 5.4 Council has adopted a Financial Contributions Policy. The funds collected under this policy will be applied to the projects as identified by those policies or where not identified as resolved by Council. Funds are held in reserve should they be received in advance of a project.

PROCEEDS FROM THE SALE OF ASSETS

- 5.5 From time to time Council sells assets as per the Property or Land Sale, Purchase and Lease Policy 410.
- 5.6 When major asset sales are made Council will determine the best allocation of those funds taking account of the Financial Strategy. Some assets have restrictions on how the proceeds may be used; for example endowment property proceeds must be placed in the District Endowment Reserve Fund.

BORROWING

- 5.7 For larger capital costs that provide a long term benefit to the community, Council may determine that borrowing the funds is the fairest method of allocating the costs of a project over time to users. The financing costs, including principal and interest, are charged as operating expenses and funded under the operating expense funding policy unless funded otherwise as determined by this policy.
- 5.8 Council will manage its borrowing within Council's rate and debt limits as defined in the Financial Strategy.

RESERVES

- 5.9 From time to time Council will have reserve funds accumulated specifically for the purchase of assets. Council allocates portions of the funds to asset purchases in accordance with the purpose of the fund. In making the allocation, Council will have regard to current and future calls on the fund and make allocations that are fair to current and future ratepayers.

RATES

- 5.10 Rates are used firstly to fund the day to day expenses of Council. This normally includes funding an annual amount (depreciation) toward the ongoing replacement of existing assets, and the funding of its financing costs on debt created to purchase assets.
- 5.11 As a last resort, rates may be required to fund the balance of the capital cost of a new asset. Council will make an assessment on each major project and determine:
 - a. How much the rates contribution will be,
 - b. Which group of ratepayers should pay, and
 - c. Whether to include that in the General Rate or some other targeted rate as determined by Council
- 5.12 Council may consider the establishment of targeted rates to collect funds to repay loans. In doing so Council will also consider the options for remission, postponement, early repayment, or lump sum repayment that are available to assist with the fair allocation of the rates.

6.0 Additional Information

- 6.1 This policy represents the high level revenue and financing policies of Council. Council has separately completed a funding needs analysis (S101 (3) LGA) for each activity and major capital project. Further information relevant to this policy is contained in the Financial Strategy, Rating Policies and Funding Impact Statement.
- 6.2 The current S101 analysis supporting the rates allocation by activity and differential is attached in the next table.
- 6.3 For some activities, the user pays contribution is aspirational and Council is working to achieve these targets over time. There are occasions when circumstances result in inconsistencies with achieving our targets.

2026-34 Long Term Plan

			General Rate					Roading & Civil Defence - Targeted Rate					Civic Amenities Targeted Rate						Services Targeted Rate			Uniform Targeted Rate	total		
	User Pays	Rate payer Funded	Urban	Rural 1	Rural 2	Electricity generators and other transmission providers	Forestry operators and forest blocks	Urban	Business 1 and Business 2	Rural 1	Rural 2	Electricity generators and other transmission providers	Forestry operators and forest blocks	Urban	Business 1 and Business 2	Rural 1	Rural 2	Electricity generators and other transmission providers	Large Industrials	Forestry operators and forest blocks	Urban	Rural	Both Urban & Rural	Waimate Event Centre	
District Planning & Regulatory Services																									
Building Control	60%	40%	10%	77.5%	12.5%	0.0%	0.0%																		100%
Animal Management	50%	50%	10%	77.5%	12.5%	0.0%	0.0%																		100%
Environmental Services	50%	50%	40%	51.6%	8.4%	0.0%	0.0%																		100%
Resource Management	10%	90%	10%	66.9%	10.8%	12.32%	0.0%																		100%
Organisation and Governance																									
Community Representation	0%	100%												41.9%		41.6%	6.8%	8.4%	1.1%	0.2%					100%
Strategy	0%	100%	30%	60.3%	9.7%	0.0%	0.0%																		100%
Investments and Finance	0%	100%	40.0%	46.0%	7.5%	6.3%	0.2%																		100%
Central Administration	100%	0%																							0%
Community Services																									
Economic Development and Promotions	0%	100%	42.9%	49.0%	8.1%	0.0%	0.0%																		100%
Emergency Management	0%	100%						10.4%	0.0%	66.5%	10.8%	12.32%	0.0%												100%
Community Support	0%	100%	42.9%	49.0%	8.1%	0.0%	0.0%																		100%
Library	5%	95%												46.6%	0.0%	45.7%	7.6%	0.00%	0.0%	0.0%					100%
Community Facilities																									
Camping	100%	0%																							0%
Cemeteries	40%	60%												46.6%	0.0%	45.7%	7.6%	0.00%	0.0%	0.0%					100%
Waimate Event Centre - Operational	20%	80%	42.9%	49.0%	8.1%	0.0%	0.0%																		100%
Waimate Event Centre - Loan	0%	100%																						100%	100%
Parks and Public Spaces	0.5%	99.5%												46.6%	0.0%	45.7%	7.6%	0.00%	0.0%	0.0%					100%
Property (exc Public Toilets)	100%	0%	40%	46.0%	7.5%	6.4%	0.2%																		100%
Property - Public Toilets	0%	100%												34.0%	15.0%	46.4%	4.6%	0.00%	0.0%	0.0%					100%
Swimming Pools	8%	92%												50.0%	0.0%	45.4%	4.6%	0.00%	0.0%	0.0%					100%
Roading & Footpaths																									
Roading & Footpaths	58%	42%						9.9%	0.0%	62.7%	10.1%	12.32%	5.0%												100%
Sewerage																									
Sewerage	0%	100%																			100%	0%			100%
Stormwater																									
Stormwater- Waimate Urban	0%	100%	100%	0.0%	0.0%	0.0%	0.0%																		100%
Stormwater- Elephant Hill Drain	0%	100%																			0%	100%			100%
Waste Management																									
Waste Management - Collection	n/a	100%																					100%		100%
Waste Management - Recycling Drop Off	n/a	n/a																					100%		100%
Waste Management - Resource Recovery Park	25%	75%												60.0%	0.0%	34.3%	5.7%	0.00%	0.0%	0.0%					100%
Water Supply																									
Rural Water Supplies Managed by Council																									
Hook/Waituna - Irrigation is 55% of Domestic Supply	100%	0%																			0%	100%			100%
Otaio/Makikihi	100%	0%																			0%	100%			100%
Waihaorunga	100%	0%																			0%	100%			100%
Cannington/Motukaika	100%	0%																			0%	100%			100%
Lower Waihao	100%	0%																			0%	100%			100%
Waikakahi	100%	0%																			0%	100%			100%
Cattle Creek Water Supply	0%	100%	0%	86.1%	13.9%	0.0%	0.0%																		100%
Downlands Water Supply	100%	0%																			0%	100%			100%
Hakataramea Water Supply	0%	100%	0%	86.1%	13.9%	0.0%	0.0%																		100%
Waimate Urban Water Supply	100%	0%																			100%	0%			100%

Significance and Engagement Policy

1.0 Purpose

- 1.1 Waimate District Council has developed the Significance and Engagement Policy (the Policy) to determine the significance of issues/proposals/decisions within the District, and on how to align our engagement with the public based on the degree of significance of any such matters. The Policy aligns with the provisions of the Local Government Act 2002 (the Act), especially Sections 76-82.
- 1.2 This policy exists:
 - a. To inform you, the public, what you can expect from the Waimate District Council regarding community engagement and the ways you can influence, and participate in, the decision-making process of the Council, and
 - b. To provide Council with a tool that guides the assessment of significance during the decision-making process. A decision on significance and engagement provides direction on the most optimal and appropriate level of community engagement in order to enable Council to develop a clear understanding of community views and preferences on an issue/proposal/decision.

2.0 Definitions

- 2.1 **Consultation:** Denotes a subset of engagement; a formal process where members of the community can present their views to the Council on a specific decision or matter that is proposed and made public. The Council must consult in compliance with the consultation principles outlined in the Local Government Act 2002, Section 82 (1), and any other legislation relevant to the decision/matter proposed.
- 2.2 **Decision:** Refers to all decisions made by, or on behalf of, the Council, including decisions made by Council officers under delegation.
- 2.3 **Engagement:** Denotes the essential process of establishing relationships with, and seeking information from, the community, as to inform and assist the decision-making process. Engagement constitutes a vital aspect of the democratic model of governance and is comprised of a continuum of community involvement.
- 2.4 **Significance:** In relation to any issue, proposal, decision, or other matter that concerns, or is before, a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:
 - a. The district or region;
 - b. Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter;
 - c. The capacity of the local authority to perform its role, and the financial and other costs of doing so.
- 2.5 **Significant:** In relation to any issue/proposal/decision, means that any such matter has a high degree of significance.
- 2.6 **Special Consultative Procedure:** Refers to a formal consultation process prescribed

in Local Government Act 2002, Section 83, that either must be implemented to consult on certain matters, or can be utilised by the Council to consult on other matters as considered appropriate.

- 2.7 **Strategic Asset:** In relation to the assets held by an authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain its capacity to achieve or promote any outcome that it determines to be important to the current or future well-being of the community.

3.0 General Approach to Determining Significance and Decision-making

DETERMINING SIGNIFICANCE

- 3.1 On every issue requiring a policy or strategic decision- other than the issues which require processes specified under legislation (refer to Section 7 below)- Council will determine the degree of significance of the issue and the corresponding level of engagement.
- 3.2 The significance of the issue and appropriate forms of engagement will be considered at the earliest possible stages of a proposal or process, before decision-making occurs. If necessary, levels of significance and engagement will be reviewed as the proposal develops and as the community's views, preferences, and values evolve and/or are better revealed.

COMPLIANCE WITH SECTIONS 76-82 OF LOCAL GOVERNMENT ACT 2002

- 3.3 In making any decision, Council will comply with the decision-making requirements of the Act, regardless of the degree of significance of the decision or issue. The relevant sections of the Act prescribe procedural steps to be followed as may be applicable, and ensure that Council:
- a. Is clear about why it is making the decision, and comprehends issues involved;
 - b. Has considered and evaluated all reasonably practical options for achieving the objective for which the decision is being made; and
 - c. Invests appropriate time, money, and effort into researching and evaluating the issues and options, proportionate with the significance of the matter, including its importance to the community.

DECISION-MAKING CHECKS

- 3.4 In making any decision, Council will be satisfied that:
- a. It has necessary and sufficient information on the relevant issues and options; and
 - b. It knows enough about, and has given adequate consideration to, the views and preferences of affected and/or interested parties.

PROPORTIONALITY

- 3.5 The significance of the issue, proposal, or decision will determine how much time, money, and effort Council will invest in exploring and evaluating options and obtaining

the view of affected and/or interested parties.

IMPLICATIONS FOR MAORI

- 3.6 Special consideration is to be given to assess the implications of an issue/decision for Ngai Tahu as tangata whenua and kaitiaki of the natural resources.

COVERING DIVERSITY

- 3.7 There may also be issues or decisions where there are diverse groups within the community with different concerns, interests, views, and preferences, where multiple processes will be necessary and/or appropriate to distinguish and recognise the range of positions.

LIMITATIONS

- 3.8 The commitment to invest in exploring options and in obtaining views of the communities and affected and/or interested parties does not mean that Council will have to fully consult with the public for every decision it makes, nor does it bind Council to the views of communities and interested and/or affected parties.

OTHER INFLUENCES

- 3.9 As well as the views of the communities and affected and/or interested parties, there are a wide range of information sources, considerations, and perspectives that will inform Council's decision-making, including the requirements of Government policy, technical matters, and financial implications.

4.0 Criteria and Procedures for Assessing Significance

DEGREE OF SIGNIFICANCE

- 4.1 In considering whether any issue/proposal/decision is of significance under this Policy, Council will be guided by the following criteria:

CRITERIA	MEASURE
The degree to which the issue affects the District	Major and/or long term effect on one or more town/ward/District.
The degree to which the issue affects the community	Major and/or long term effect on a demographic/community/district.
The degree to which the issue affects the level of service of a significant activity	Results in isolation of, or limited access to, core service(s).
The degree to which the issue has a financial impact on Council, or on the rating levels of communities	>10% of Council revenue (exclusive of investment assets).
The degree to which the issue has cultural relevance	Major and/or long term effect on ethnic or cultural fabric of the community.

CRITERIA	MEASURE
The degree to which the issue has potential effect(s) on the delivery of Council policy and/or strategy	Results in major and/or long-term disruption in the delivery of Council's policies and/or strategies.
The degree to which the decision promotes Council's Community Outcomes and Vision, and contributes to the enhancement of the social, cultural, environmental, and economic well-being of the community	Produces major and/or long-term negative impact on the community outcomes and/or the well-being factors.
The degree of the reversibility of the decision	The decision is irreversible.

- 4.2 A matter will be considered significant when one or more of the above criteria are met.
- 4.3 If an issue exceeds one or more of the above criteria measures, the matter is more likely to have a high degree of significance.
- 4.4 All decisions will be made with sensitivity to a decision's potential impact on, and interest held within, the community.
- 4.5 While this Policy sets out a distinct financial threshold, there may be financial decisions that do not trigger this threshold but need to be considered as significant due to triggering some, or all, of the other criteria listed.
- 4.6 Generally, the greater the amount of money concerned, the higher the impact on the community, and subsequently a higher degree of public interest, and therefore a higher degree of significance. However, this is not necessarily definitive. There may be some cases in which small financial transactions may attract great public interest, while some large financial transactions may accrue very little attention at all.
- 4.7 Council may take into account the knowledge it has previously gained about community opinion, as expressed via different channels and mediums (e.g. Long Term Plan consultation, Community Outcomes, previous public debate, media coverage, public submissions to assess significance, etc.).

PROCEDURE

- 4.8 Council will balance the requirements of efficient decision-making, with the requirements of Sections 76-82 of the Act, as well as any other legislative requirement/consideration, across the different levels of significance from minor to major.
- 4.9 Reports to Council and Committees proposing policy or strategy decisions will include a statement of Assessment of Significance, comprised of an assessment of level of significance, and recommendation on appropriate and corresponding methods of engagement, where applicable, as outlined in Appendix 3.
- 4.10 This statement will include:
- a. whether or not the matter being reported on is considered significant in accordance with this Policy;
- 4.11 And if required:

- a. an outline of what has been done to ensure compliance with the decision-making requirements of the Act; and
 - b. a recommendation of further actions required to ensure compliance; and
 - c. discussion of any issues, and views and preferences of affected and/or interested parties; and
 - d. a recommendation that Council or the Committee determines the degree of significance of the particular issue or decision.
- 4.12 In accordance with Section 77(1)(c) of the Act, when significant proposals or decisions relate to land or a body of water, Council will take into account the relationship of Maori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna and, other taonga.
- 4.13 Council officers preparing these reports will have regard to the Significance & Engagement Policy 301 and to all relevant legislative requirements.

5.0 Strategic Assets

- 5.1 In respect to strategic assets, a key consideration is whether the assets are essential to the continued delivery of Council's Community Outcomes, especially in terms of enhancement of social, cultural, environmental, and economic well-being factors. Decisions to transfer ownership or control of a strategic asset to, or from, Council, or to construct, replace, or abandon a strategic asset cannot be made unless they are first included in the Long Term Plan, or consulted through a Long Term Plan amendment.
- 5.2 For the purpose of Section 76AA (3) of the Act, Council considers the following assets to be strategic assets:
- a. Regent Theatre
 - b. Waimate Public Library - building and collections
 - c. Resource Recovery Park
 - d. Parks and Reserves as a whole
 - e. Knottingley Park & Arboretum, and Victoria Park
 - f. Cemeteries
 - g. Roding Networks and connected infrastructure
 - h. Sewerage Networks and Treatment Plants
 - i. Norman Kirk Memorial Pool
 - j. Stormwater Networks
 - k. Water Treatment, Storage, and Supply Networks
 - l. Community Housing
 - m. Local Government Centre
 - n. Waimate Event Centre

6.0 Engagement

- 6.1 Once Council has determined the level of significance of a matter and has

determined it needs more information on the range of views held, Council will determine how and when it should engage with the community. Depending on the matter being considered, and identified stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.

- 6.2 In determining the processes and methods appropriate for engaging with communities on particular proposals and decisions, Council will be guided by the following:
- a. the degree of significance of the issue, decision, proposal, or other matters, as determined by the criteria set out in this Policy;
 - b. the objectives of the engagement- the level of information sought from residents and affected and/or interested parties;
 - c. the preferences, capacities, views, and values of the community groups and individuals affected by and/or interested in the decision or proposal;
 - d. the plurality of preferences, capacities, views, and values of the community groups and individuals affected by and/or interested in the decision or proposal;
 - e. the benefits, limitations, and costs of range of possible processes and methods for engaging with the community groups and individuals affected by and/or interested in the decision or proposal;
 - f. timing issues, including any concurrent engagement processes on other matters involving the same or similar groups or communities; and
 - g. opportunities provided by innovative technologies (e.g. modern information technologies, social networking platforms, etc.) for efficient and effective engagement.

METHODS OF ENGAGEMENT

- 6.3 Many methods of engagement can be used by Council, subject to the degree of significance of the issue. It is essential that Council not to use a homogenous approach to engagement, and instead to utilise engagement tools appropriate to the nature and significance of the issue, and to the community affected.
- 6.4 Council will use an 'engagement spectrum' approach to determine the most appropriate process and methods for engagement on particular decisions or issues. See Appendix 2, *Community Engagement Spectrum*, and Appendix 3, *Toolbox for Engagement*. These are guidelines for approaching engagement and do not limit, nor determine, the methods or degree of engagement.

INFORM COMMUNITIES

- 6.5 These methods are generally one-way communication approaches that are efficient and practical means to raise public awareness regarding significant issues. The aim is to provide basic information about an issue, and to build community interest accordingly, by means such as:
- a. distribution of media releases, advertising, pamphlets, or other material;
 - b. providing information on Council's website and through social media.
- 6.6 As the result, communities are kept up to date with developing issues and new proposals, and communications can be targeted to interested and/or affected groups.

These methods are essentially a one-way process out to communities, and as such are more useful in the earliest stages of proposals or processes. Other limitations of these methods include the costs of printing and distribution, and the challenges in reaching as widely within the communities as may be necessary.

CONSULT AND INVOLVE

- 6.7 A range of community engagement tools and methods can be used to have communities and particular interested and/or affected groups contribute their views, priorities, and preferences as part of Council's decision-making process.
- 6.8 For relatively straightforward issues or proposals, methods such as surveys conducted via various media platforms or focus groups may be effective.
- 6.9 For more complex issues, particularly significant planning documents and strategies, more comprehensive engagement is required. Engagement approaches used for these types of processes will include printed consultation documents, information on the Council website and social media sites, and community meetings to engage with residents and interested parties. These processes can be costly and time-consuming, and can result in low participation rates with a narrow range of people and groups engaging.
- 6.10 Council will continue to look for ways to effectively include opportunities for residents and affected groups and organizations to provide feedback on key planning documents.
- 6.11 Online engagement tools that offer cost-effective and timely feedback channels are likely to enable Council to seek community feedback more frequently on issues being considered by Council.

COLLABORATE AND EMPOWER

- 6.12 The value of a collaborative approach is increasingly recognised in a wide range of policy and decision-making contexts. The collaborative approach, and its associated methods, are particularly useful when there is a high degree of significance of the issue or proposal, and when there is strong community interest, capacity, and commitment associated with the issue in question. These kinds of issues and proposals tend to be complex with multiple values, perspectives, and interests at stake, and often involve complex technical or scientific questions.
- 6.13 Methods include, but are not limited to:
 - a. collaborative working groups including Council and other representatives;
 - b. multi-stakeholder processes such as citizen juries or panels;
 - c. multi-stakeholder groups;
 - d. interactive online tools.
- 6.14 These methods allow for more comprehensive research, and facilitate the exploration of a wide diversity of implications.
- 6.15 These processes do require on-going skilled facilitation and considerable time and resourcing in order to be effective.

7.0 Engaging with Communities on Other Matters

LOCAL GOVERNMENT ACT 2002

- 7.1 The Act prescribes the particular processes for councils to follow to consult and engage with communities on particular matters.

Special Consultative Procedure

- 7.2 The Act specifies that a Special Consultative Procedure (SCP), as defined under Section 83, must be followed for community engagement on certain plans and processes including:
- a. Long Term Plan;
 - b. Annual Plan (if the Annual Plan includes significant new proposals not included in the Long Term Plan); and
 - c. Bylaws of significant interest.
- 7.3 Other provisions in the Act specify particular decisions or activities when community engagement is to be addressed through the public consultation for a Long Term Plan. These include:
- a. a decision to transfer the ownership or control of a strategic asset to, or from, Waimate District Council; or a decision to construct, replace, or abandon a strategic asset;
 - b. a decision to significantly alter the intended level of service provision for any significant activity undertaken by, or on behalf, of Waimate District Council, including a decision to commence or cease any such activity.

OTHER LEGISLATION

- 7.4 Many decisions made by Council will be made under legislation that prescribes the consultation and decision-making procedures required, including the procedures that must be used for public notification, considering submissions, and making decisions. Such legislation include:
- a. Resource Management Act 1991;
 - b. Reserves Act 1977;
 - c. Civil Defence Emergency Management Act 2002;
 - d. Land Transport Act 1998.
- 7.5 Even if a decision is clearly a significant one within the meaning of the Act, where procedures for decision-making are set out in other legislation, these will be used.

8.0 Engaging with Iwi/Maori

- 8.1 The Act provides principles and requirements for Council that are intended to facilitate participation by Maori in local authority decision-making processes.
- 8.2 Section 81 of the Act states that a local authority must —
- a. establish and maintain processes to provide opportunities for Maori to contribute to the decision-making process of the local authority; and

- b. consider ways in which it may foster the development of Maori capacity to contribute to the decision-making process of the local authority; and
 - c. provide relevant information to Maori for the purposes of paragraphs (a) and (b)
- 8.3 Section 82(2) of the Act states that Council must ensure that it has in place processes for consulting with Maori in accordance with the principles of consultation (as detailed in Subsection 82 (1) of the Act).
- 8.4 In compliance with such requirements, Council implements the process outlined in the Waimate District Long Term Plan 2021-2031, Section 'Statement on Involvement of Maori'.

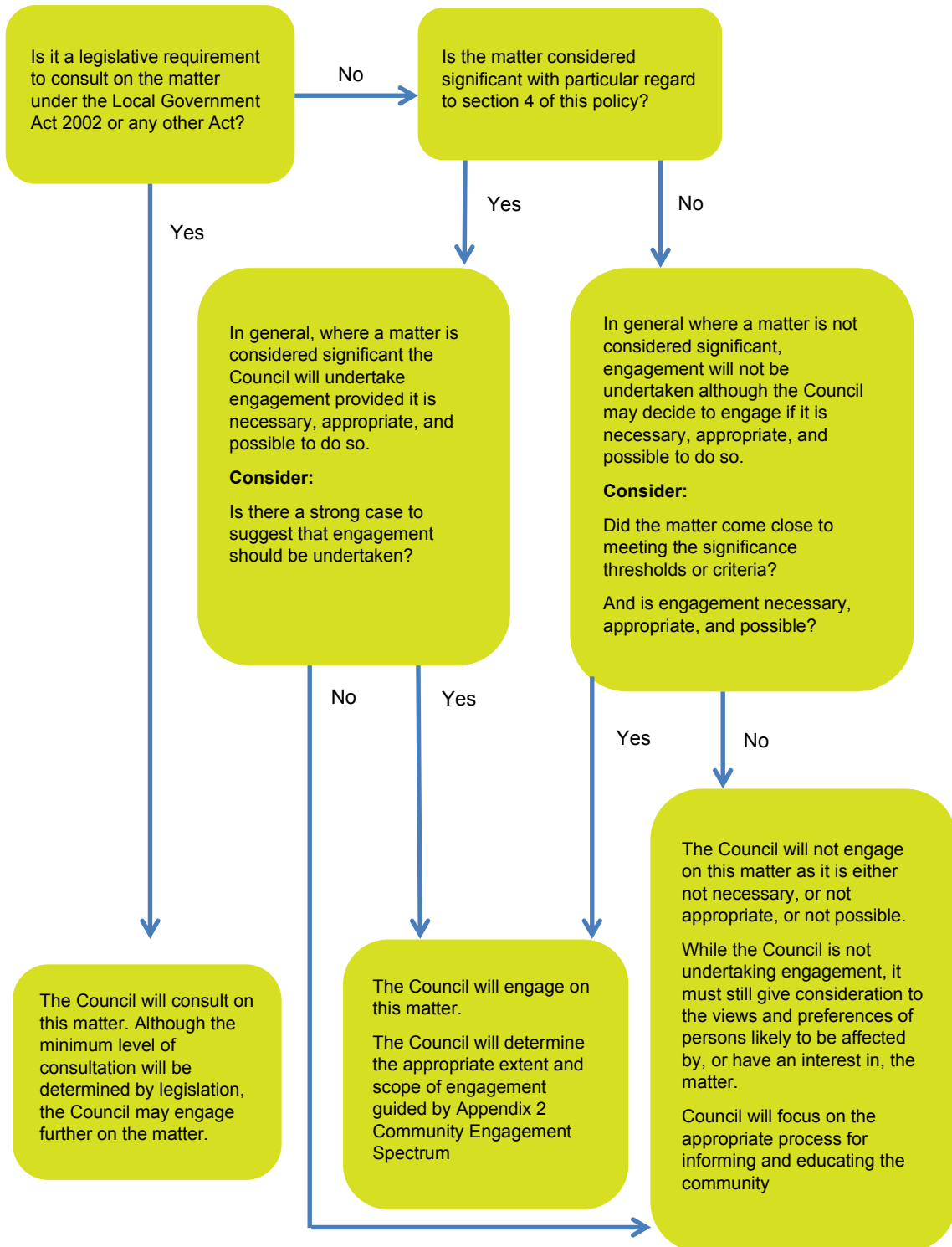
9.0 When Council May Not Consult

- 9.1 Information is always necessary for the decision-making process. However, there are times Council will not consult because the issue is routine, operational, or because there is an emergency. If Council chooses not to consult on a matter, this determination will be made in accordance with the criteria below.
- 9.2 The Council may not consult when:
 - a. the matter is not of a nature or significance that requires consultation (S82(4)(c) of the Act); or
 - b. the Council already has a sound understanding of the views and preferences of the parties likely to be affected by, or interested in, the matter (Section 82(4)(b) of the Act); or
 - c. there is a need for confidentiality or commercial sensitivity (Section 82(4)(d) of the Act); or
 - d. the costs of consultation outweigh the benefits of it (Section 82(4)(e) of the Act); or
 - e. the matter has already been addressed by the Council's policies or plans, which have previously been consulted on; or
 - f. Emergency Management activities during a state of emergency (Civil Defence Emergency Management Act 2002); or
 - g. an immediate or quick response/decision is needed, or it is not reasonably practicable to engage given the required response timeframe; or
 - h. works are required unexpectedly, or following further investigations on projects, already approved by the Council; or
 - i. the works required are related to the operation and maintenance of a Council asset, and responsible management requires the works to take place (i.e. overall constituting a case of 'business as usual'); or
 - j. when Council has consulted on the issue in the last 24 months, where there has been no material change to the issue over this period.
- 9.3 Where the above listed circumstances apply and consultation is not to be undertaken, the Council is still required to give consideration to the views and preferences of parties likely to be affected by, or to have an interest in, the matter (Section 78 (1) of the Act). The Act requires that this consideration be in proportion to the significance of the matters affected by the decision (Section 79 (1)).

10.0 Identification of Inconsistent Decisions

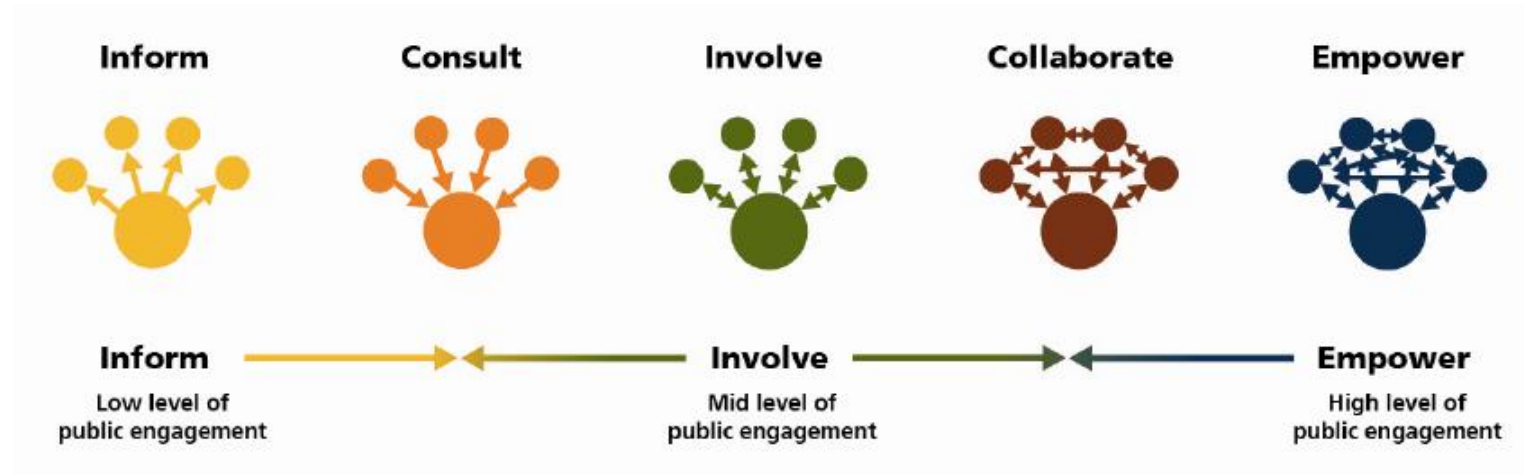
- 10.1 When Council makes a decision that is inconsistent with this policy, the steps identified in Section 80 of the Act will be undertaken. In such a situation, Council will clearly identify:
- a. the inconsistency; and
 - b. the reason for the inconsistency; and
 - c. any intention of Council to amend the policy or plan to accommodate the decision.

Appendix 1: Significance and Engagement Flowchart

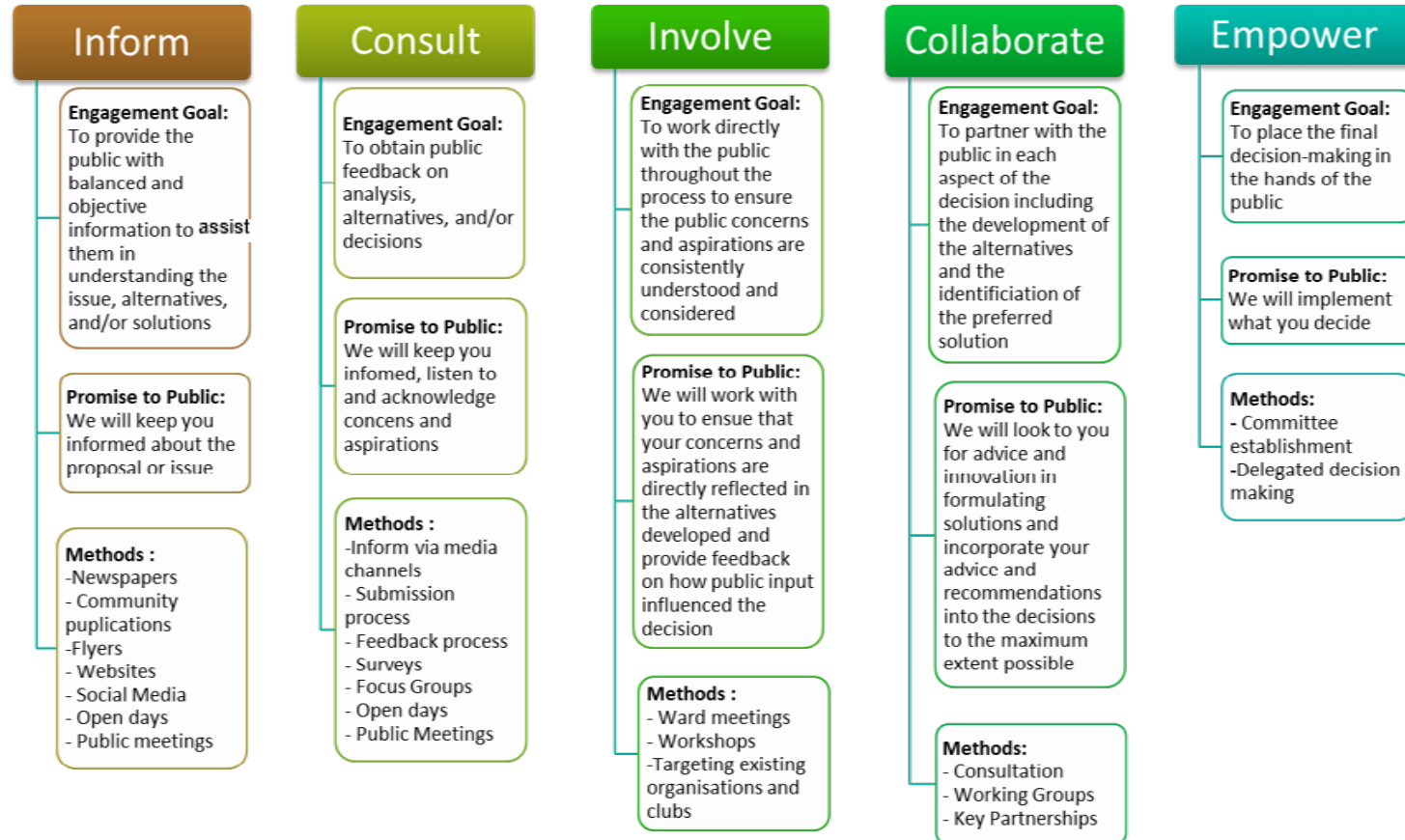


Appendix 2: Community Engagement Spectrum

This diagram details how Council may engage with the public based on the level of significance. Both significance and engagement are flexible along the spectrum, and Council is not limited to these methods of engagement with the public.

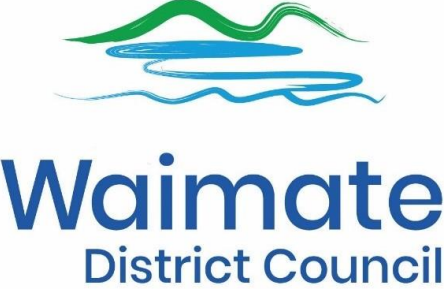


Appendix 3: Toolbox for Engagement



Appendix 4: Engagement Channels

Council's primary tools for engagement

		
'Notify Me' is Waimate District Council's public notification system. All important alerts (civil defence, water alerts) can now be sent via email and text messages. Additionally, stay in the loop with the latest Council news and district-wide events with a fortnightly email. Sign up on Council's website.	'Let's Chat Waimate District' is our primary engagement platform (Engagement HQ) where our community can share ideas, discuss important topics, provide feedback on Council's projects, and help shape the future of our district. LetsChat.waimatedc.govt.nz	Important information and announcements can always be found on Council's Website www.waimatedc.govt.nz Council's Facebook page is regularly updated with relevant information and important notices. Facebook.com/WaimateDistrictCouncil

STRATEGIES

Financial Strategy

1.0 Summary

Our Financial Strategy outlines how we will manage our finances over the next 9 years.

It sets out the principles we will follow and provides us with a guide for considering expenditure and funding proposals.

The strategy is a mix of forecast information about what could have a significant financial effect on the Council and expected capital expenditure in significant areas. The strategy also includes limits on rates increases and borrowing limits and assesses our ability to provide and maintain existing levels of service to meet additional demands for services within those limits.

Our Financial and Infrastructure Strategies provide the underpinning context for our Long Term Plan (LTP), to provide a sense of costs, risks and trade-offs that inform the expenditure programmes in the LTP. The LTP then provides the detail of the plan for our District's future.

The Financial Strategy is closely linked to our Infrastructure Strategy, which outlines how our infrastructure will be managed over the next 30 years. The 'rubber is hitting the road' with necessary upgrades and renewals building into an ambitious and significant capital expenditure programme – the largest we have seen. We need to undertake this investment to comply with legislation, and to also provide infrastructure that is safe and meets the community's needs. This investment means we will be increasing debt to an extent that has not previously been seen by our Council. Over the next 9 years our external debt is anticipated to reach \$24.0 million in 2029 then reduce to \$19.3 million in 2034. **We have set our debt limit as: Net Debt shall not exceed 175% of total revenue. For the purposes of this calculation, net debt represents external borrowings less cash and cash equivalents**

Rates are projected to increase by 38.1% (including inflation) over the 9 years of the plan. **We have set our rates increases limit as: The Local Government Cost Index (LGCI) – Other Operational Expenditure BERL rate¹ plus 7.0%.**

The provision and maintenance of existing levels of service and additional demands for services can be met within these limits.

We've recognised that operating revenues are insufficient to meet operating expenses, but for the reasons explained in the balancing the budget section of this Strategy, we consider this to be prudent and adequate to meet the needs of current and future generations.

The Waimate District is comparatively small with limited ratepayers – and with that in mind we believe we have developed a low risk Financial Strategy for our LTP, building on our conservative platform laid from a prudent past, to maintain a strong financial position.

The goal of our Financial Strategy is to ensure Council remains financially stable, while financing key priorities.

For further details on our financial management, we suggest you read our other financial policies such as the Revenue and financing Policy, Investment Policy and Liability Management Policy.

¹ Source: Cost Adjusters 2024 final update, BERL, October 2024

2.0 What have we considered?

In arriving at our financial forecasts, we have ultimately considered what we are required to deliver to ensure we comply with legislation, and to meet the needs of the community.

We don't have a crystal ball, so have had to make assumptions in a variety of areas to inform our forecasts including inflation and interest rates, how long our assets are going to last, how their values are expected to change along with many other assumptions. Our significant forecasting assumptions can be found in our LTP.

The following are some of our further considerations:

Changes in Population

The Waimate District has a history of small but stable population growth, with our usually resident population growing an average of 0.7% per year from 2006 to 2022. While we expect to continue to grow, the rate is anticipated to slow, with the average annual growth forecast at 0.4% from 2022 to 2053.

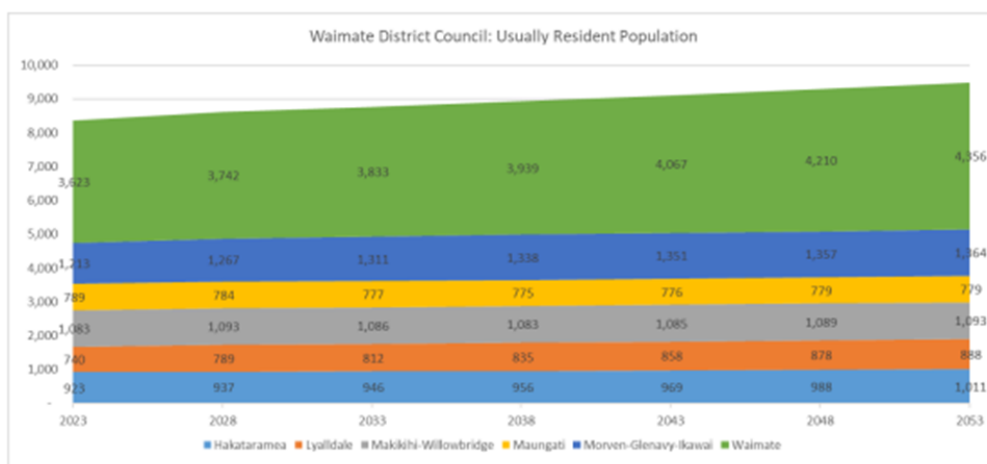
More directly related to the period of this LTP, we are forecasting a gradual increase of 4.7% between 2023 and 2033. We are expecting a correlating impact on the quantity of dwellings and rateable properties, with household numbers expected to have a relative and minor increase.

Population growth has a natural impact on demand for services. With our district's small population base and modest anticipated increases, demand for additional services is expected to be limited, thereby limiting the costs directly related to population growth.

Much of our infrastructure has capacity to cater for the growth anticipated, with the managing of expectations of Level of Service a greater challenge. Our aging population is a catalyst for specific infrastructure improvements, with development of the District's footpaths an example of an area of continued focus.

Our primary focus remains on replacing and improving existing infrastructure. Some planned work programmes assist in extending the useful life of the network assets and provide additional capacity to manage growth. This includes the urban water supply hydraulic rearrangement and pressure management.

A small – and aging – population means funding infrastructure investment is a significant and complex challenge for a limited number of ratepayers. Affordability is front of mind with opportunities to scrutinize alternative funding structures for our Three Waters activities as we consider Local Water Done Well and our Water Service Delivery Plan, due September 2025.



Changing Land Use

Historically, changes in land use in our District has been largely due to the expansion and availability of irrigation. The impact of those land use changes have recently increased visibility with elevated nitrate levels in our potable water supply a challenge, requiring the exploration of a solution and the related investment to implement.

While dealing with the outflow of past changes will continue to provide challenges, at this time we do not anticipate significant further change in the District's land use.

We continue to monitor trends as there is a potential impact of the national freshwater management and environmental sustainability objectives that could require farming practices - and land use - to adapt. If this resulted, for example, in an increase in carbon farming, this could lead to less traffic movements on rural roads, requiring less investment for roading maintenance, along with increased fire risk impacting emergency preparedness.

We are mindful also that more intense weather events could influence the changing of farming practices.

We will continue to monitor and understand changes in land use to best inform future investment.

Investments

Our objectives for holding and managing financial investments and equity securities and their targets for returns on those investments and equity securities are explained below. Where our financial investments create a return, this can be used to pay for services and reduce rates. Our anticipated investment returns have therefore been considered in our financial forecasts.

- Equity Investments

We own 7.54% of the shares in Alpine Energy Limited. A key objective for holding this investment is that Council's investment helps to ensure a secure power supply necessary for the development of our district. While we have received a commercial return by way of dividends in the past which has been used to reduce rates, Council has assumed there will be no dividend forthcoming for the duration of this LTP.

We also own a small number of low value equity investments for which the reasons for holding are primarily incidental, such as related to purchasing benefits. Council does not have a target return for these investments, as any financial return is incidental to Council's reasons for ownership.

- Forestry

We own approximately 150 ha of forestry primarily to generate income and Carbon Credits for Council but also to provide some economic development benefit to the district. Council proposes to continue to maintain the forest investment to maximise commercial returns. Where a viable return is possible it may consider the disposal of these assets via the open market.

Council expects to have harvesting occur from 2026 to 2027 and the return from the sale of trees will enable repayment of external debt. Unless forest assets are sold, Council will continue to replace forest stock as trees are felled.

- Property

Council owns a number of properties for operational or community purposes that are not considered investment properties as any financial return is incidental to the reasons for ownership.

- Cash

Council holds cash for the purpose of operating and maintaining stable cash flows.

These funds are invested in internal borrowing or deposits as provided by Council's Investment Policy. The return on net cash investments is budgeted between 2.38% - 3.77% over the 9 years of the LTP.

Climate Change

Climate change is primarily affecting our infrastructure through more frequent extreme weather events, for example, intense rain falls overwhelming stormwater and wastewater systems resulting in flooding. The impacts of extreme weather events and the resilience of our infrastructure have been considered in our Asset Management Plans and Infrastructure Strategy, with projects to mitigate incorporated into our financial forecasts.

Local Water Done Well

"Local Water Done Well" is the Coalition Government's plan for managing water services delivery and infrastructure following the repeal of Water Services Reform legislation (Three Waters) in February 2024. The "Local Water Done Well" policy framework aims to address concerns about New Zealand's water quality and water services' infrastructure investment, while keeping control over water services and assets local.

Council has identified two options that meet the requirements of the reforms, keeping water services in-house through an internal water services unit overseen by Council, and a three-council water services organization in collaboration with Mackenzie District Council and Timaru District Council. These options have been presented to the community through a comprehensive consultation and a decision will be made by Council on 1 July 2025 to inform the basis of a Water Services Delivery Plan.

The Local Government (Water Services) Bill will, when enacted, require council to ring fence all revenue collected for water services and ensure that it is only spent on water services. Additionally, council must ensure that sufficient revenue is sought to maintain long-term investment in providing these water services.

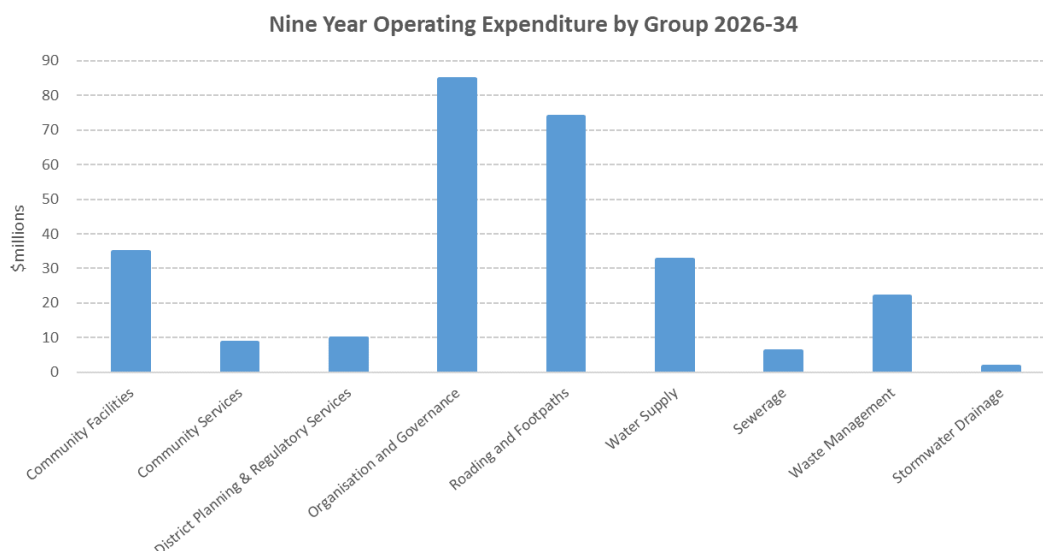
Waimate District Council is currently developing its Water Services Delivery Plan to demonstrate that ring fencing will occur, alongside demonstrating financial and asset sustainability, revenue required, and potential new tariff structures.

This plan will include baseline information about our water services operations, assets, revenue, expenditure, pricing, and projected capital expenditure, as well as necessary financing arrangements. The content of the plan touches on many areas of our financial strategy with the resulting plan having potential implications across all of these categories.

The Water services Delivery plan needs to be submitted by 3 September 2025 for approval by the Secretary for Local Government and until approved there remains uncertainty associated with future water services delivery.

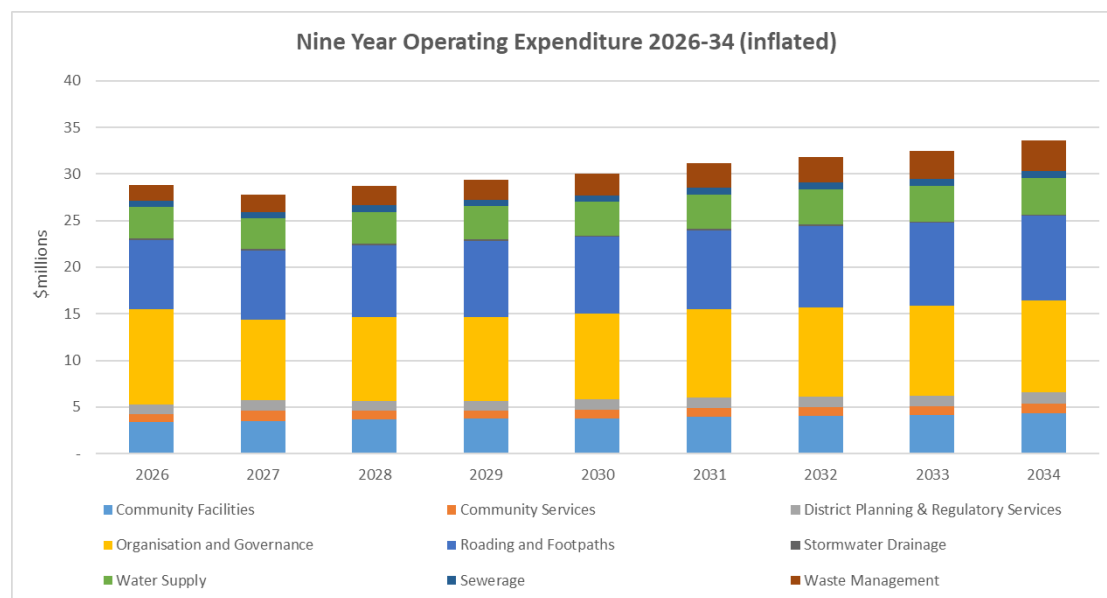
3.0 What do we need to spend?

Our financial forecasts for operating expenditure have been prepared based on achieving agreed levels of service for each activity, which are set out in detail in the group activity plans. The total cost of delivering this program is forecasted to be \$273.8 million over the 9 year period. The total cost by activity group is shown below:



Note: Internal expenditure has been eliminated so some activities may not necessarily align to the activity sections of the LTP. More information on what activities are in each group and expenditure details can be found in the activity sections of the LTP.

The following details the total cost for each of the 9 years, categorised by activity group:



Operating Expenditure Increases

Council is forecasting that the annual operating costs to deliver its activities and services will increase from \$28.8 million in 2026 to \$33.6 million in 2034.

Many of the cost increases that your regular household bears are also felt by Council, along with those that are related to the specialised services that Local Government is required to provide.

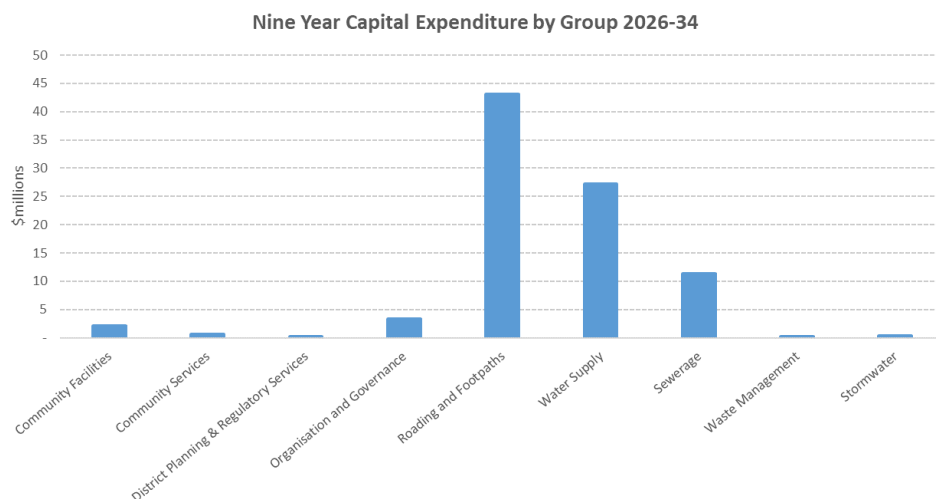
Cost increases are driven by price increases for goods and services, for example, contract fees, wage increases, price of materials used, insurance costs and inflation. The requirement to externally loan fund the new capital initiatives, particularly in the Water Supply, Sewerage and Stormwater activities results in increased interest costs to Council.

Council is constantly reviewing its costs and the way it delivers its operations to ensure it is undertaking the activities in a way that is most cost effective for its community.

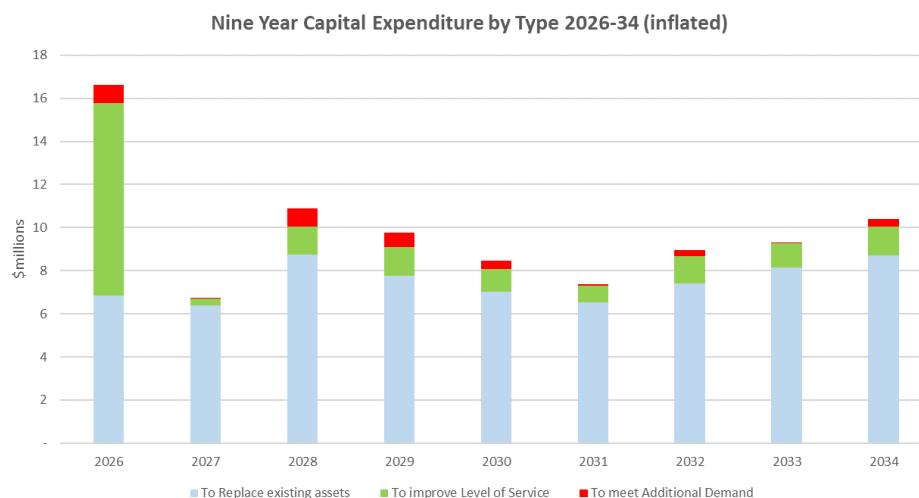
Capital Expenditure Requirements

Over the next 9 years, Council is forecasting capital expenditure of \$88.5 million. Capital spending commits the district to increased and sustained depreciation charges which require funding to ensure there are sufficient funds for the assets eventual replacement. New and additional projects which add to our infrastructure, adds to our costs.

The following shows our capital expenditure broken down by activity group:



The following shows our capital expenditure planned for each of the next 9 years, categorised by the renewal of existing assets, providing increased levels of service or spends required to meet additional demand:



What services are planned to improve?

Community expectations are prioritised with focus on those that sustainably support the ability to deliver services to meet the social, cultural, environmental and economic wellbeing needs of the District.

In addition, the government and other regulatory bodies impose requirements to provide increased or improved services and often it is a statutory obligation that we must meet, for example, meeting drinking water standards.

These projects often result in a change in the level of service provided to the community and may increase operating and capital expenditure. Council proposes to leverage its balance sheet to draw down funds to support these long-term asset investments. The following are the major planned level of service improvements:

- **Water Supply – Drinking Water Standard Upgrades**
Cannington, Hook-Waituna, Waihaorunga and Waikakahi 2026
- **Urban Water**
High Street Rising Mains 2027 to 2029
- **Stormwater**
Various Projects 2026
- **Roading (2026-2034)**
Continued investment in minor improvements, seal extensions and developments

Note: Further information on these projects can be found in the Council's Asset Management Plans for its activities and Council's Infrastructure Strategy.

What services are we planning to maintain?

Like other Councils throughout the country, we have aging assets, many of which are well through their expected useful lives. Assets simply wear out over time and need replacing. Each year we need to ensure that enough work is done to maintain these assets and eventually we will need to spend significant amounts to rebuild or replace them. If the assets are not maintained to the same level each year this may result in a decline in the level of service.

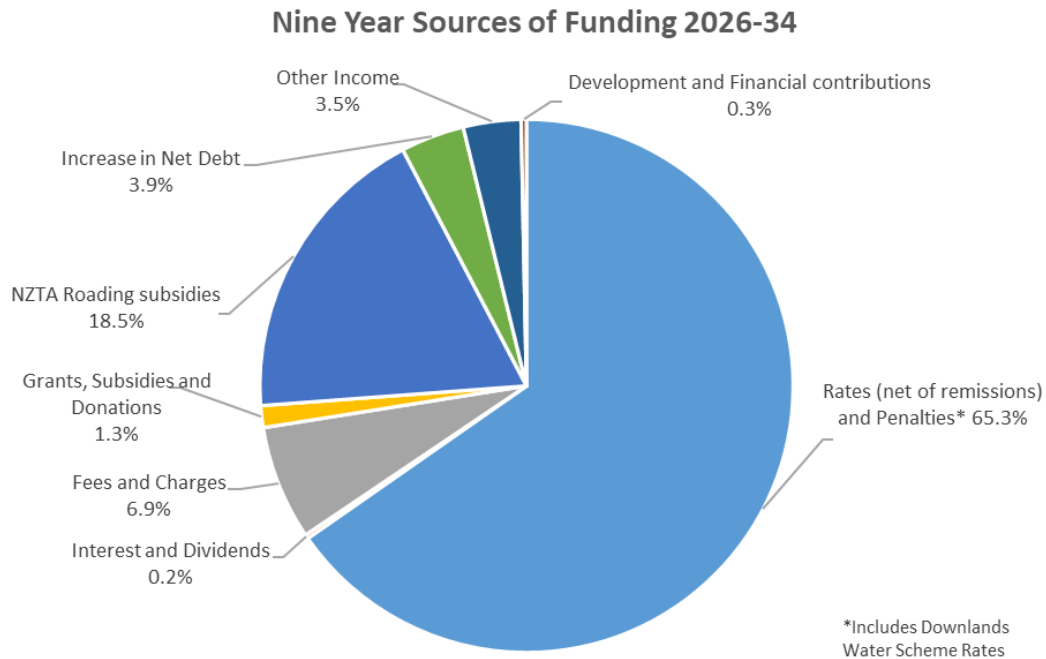
The following are the major planned projects to maintain levels of service:

- Waimate Urban Water Renewals (2026-34)
- Rural Water Supply Renewals (2026-34)
- Sewerage Renewals (2026-34)
- Roothing Renewals (2026-34)

Note: Further information on these projects can be found in the Council's Asset Management Plans for its activities and Council's Infrastructure Strategy.

4.0 How will we pay for it?

The total cost of council activities and the services we deliver are funded from a number of sources. The graph below shows key sources of funding that the Council intends to use to fund this plan. While rates are the funding stream of last resort with all other funding sources explored as a priority, rates remain the major source of funds for Council.



Rates Increases

While it's not easy, Council aims to strike a balance between delivering on its legislated obligations, the demands and expectations of the district, and the rates required to fund this work.

We are mindful of the demographics of our Community and the significant income variation within the District. Council actively encourages low income ratepayers to apply for relief through the Rates Rebate Scheme. We are also aware that rates in our District are generally lower than the NZ average.

For this LTP, Council is proposing increases of:

- **9.2% for 2026,**
- **5.2% for 2027,**
- **6.8% for 2028, and**
- **an average of 2.8% per annum for the remaining 6 years of the LTP.**

Rates limits

In our 2021-31 LTP, we proposed that rates increases be limited to not more than 10% for each of the first 3 years and not more than 8% for the remaining 7 years of the plan.

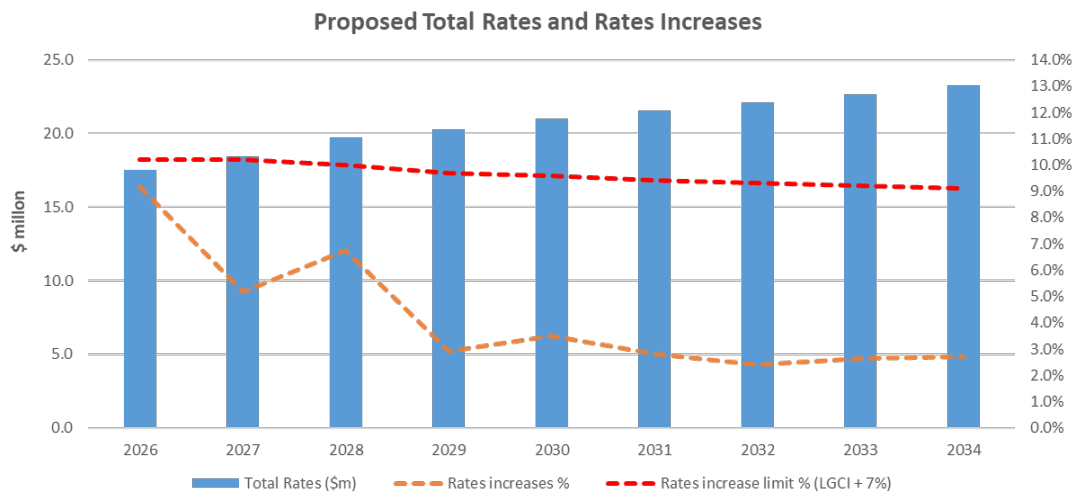
We have decided to take a slightly different approach this LTP, in recognition of the impact of inflation on Council costs in recent years.

We have set our rates increases limit as the Local Government Cost Index (LGCI) – Other Operational Expenditure BERL rate² plus 7.0% for each year of this 9 year plan.

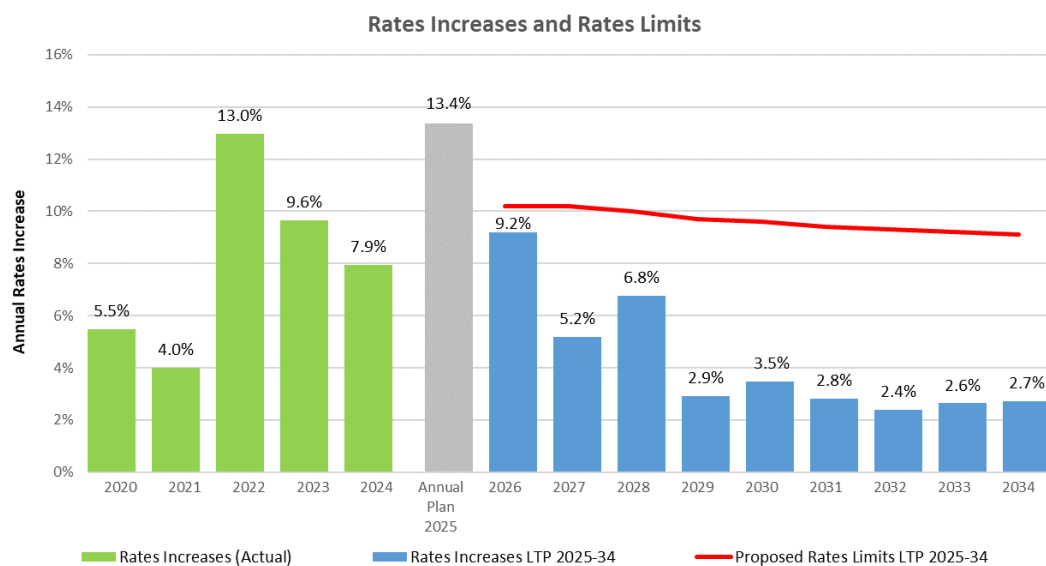
The following are the rates limits for each year of the plan:

	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rates Limit	10.2%	10.2%	10.0%	9.7%	9.6%	9.4%	9.3%	9.2%	9.1%

It is Council's view that it can deliver and maintain the levels of services and additional demand proposed in the LTP within these limits, with our compliance illustrated below:



The following compares actual rates increases for the last 5 years with the projected increases for the next 9 – further confirming our forecast increases are within the limits set:



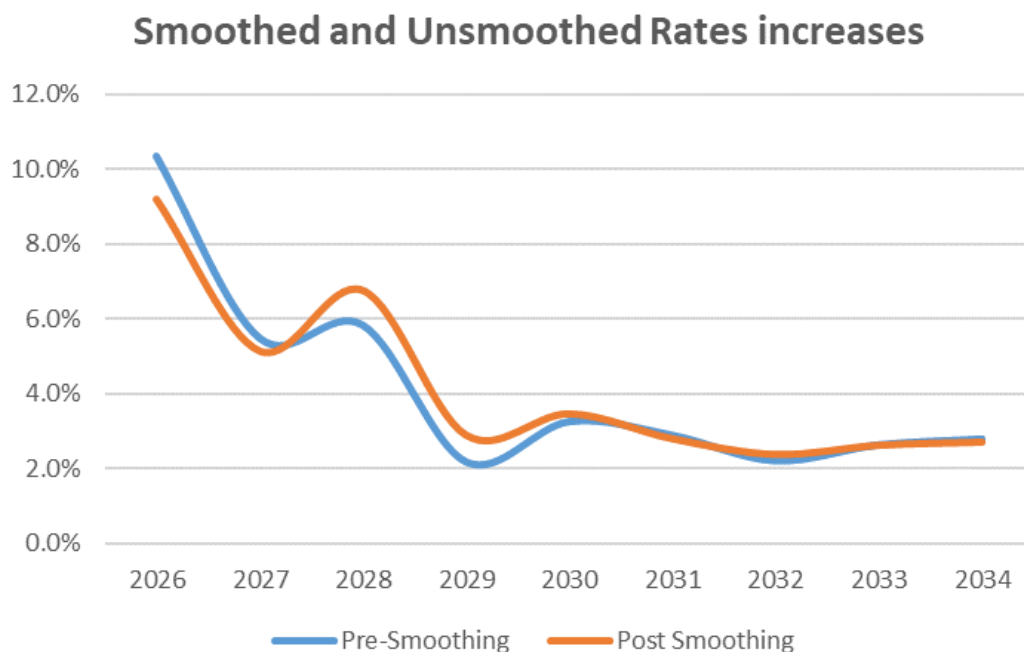
² Source: Cost Adjusters 2024 final update, BERL, October 2024

Rates & debt

With a hefty work programme planned early in the LTP, heavily reduced investment income, cost escalation in some activities and increased borrowings, these changes can cause sharp rates increases when they all occur together. We are mindful of trying to balance proposed rates increases against the impact and affordability for our community, recognising that ratepayers benefit from having less fluctuation and volatility in rates requirements.

In the past we have used internal and external borrowings to smooth the impact of these types of challenges over a number of years. Borrowings come at a cost however - the longer the smoothing, the higher the cost.

For this LTP, we have smoothed the cost of a variety of larger projects (such as the District Plan review) along with increases for our Water Schemes with only a minor impact (as illustrated in the following graph), and decided that no further smoothing is required. This alleviates further 'cost of smoothing' which saves ratepayers in the long run.



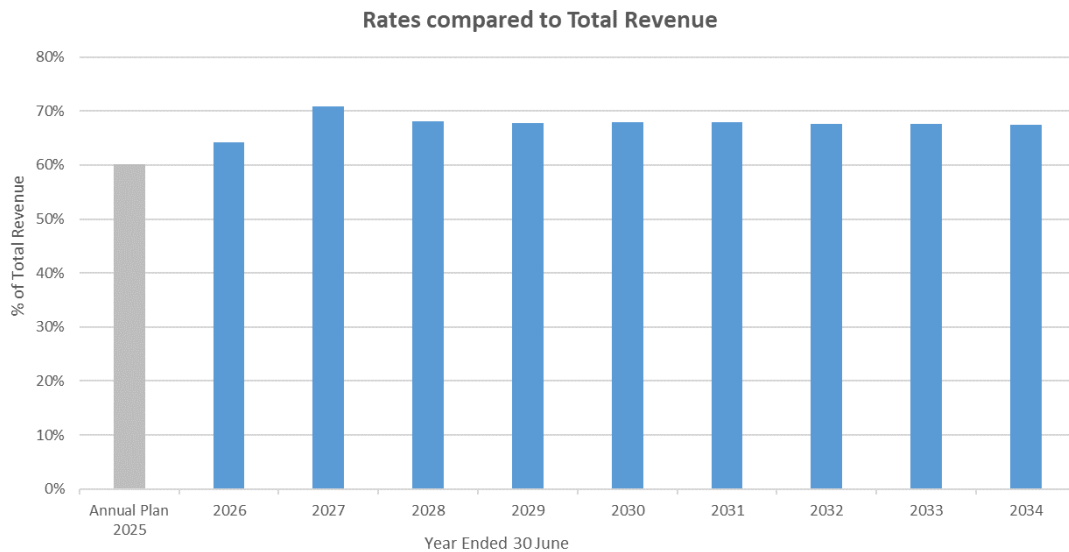
Other Sources of Revenue

As mentioned earlier, before utilising rates income, Council's first priority is to explore all available funding streams and where-ever possible, allocate a fair cost to the recipient of the service where they can be identified. Council has a number of sources of revenue aside from rates, including fees and charges, funding assistance from the New Zealand Transport Agency Waka Kotahi and investment income.

In this LTP, the economic downturn for the Building Control activity is anticipated to continue for 2026 and 2027 and is an example of a negative impact on fees and charges. On the positive side, the indicative 2024-27 National Land Transport Programme funding allocation has increased for 2024-27 compared to 2021-24, with the subsidy rate that we receive increasing from 64% to 68%. Our Revenue & Financing Policy details how all our other revenue streams contribute to all the services we provide.

The following graph illustrates the proposed proportion of rates to overall revenue. The ratio

varies over the 9 years, starting at 64% in 2026, an increase to 71% in 2027, a consistent 68% from 2028 through to 2033 and concluding with 67% in 2034. This compares to the 60% forecast for the 2025 Annual Plan.



Balancing the Budget

We are required by legislation to ensure that the operating revenue forecast is sufficient to meet our operating expenditure each year (a balanced budget) – unless we decide it's financially prudent not to do so. For this LTP we are proposing an 'unbalanced budget' for the first two years. This is largely due to rates smoothing, reserve movements, forecasts for non rateable activities and a conscious decision to not fund all depreciation as follows:

- Roading Infrastructure – the capital program is funded instead
- Waimate Event Centre – the loan is funded
- Various Parks and Property assets - unfunded

5.0 What does this mean for our debt?

Through careful financial management we have had a history of low borrowings and a strong financial position, meaning we have current capacity to increase debt. Through the development of our Financial Strategy, we have identified the need to increase our debt over the life of the LTP to deliver on our planned expenditure and to meet our community wellbeing outcomes. We recognize that the level of debt needs to be carefully managed, so we have set limits on borrowing, which are used to guide the limitations of work programmes and budgets.

There are key ratios set by the Local Government Funding Agency (LGFA) which have been used as a guide to setting our debt limit:

- Net interest payments to service external debt must be less than 20% of our total revenue (excluding vested assets, infrastructure revaluations and other gains).
- Net interest payments to service external debt must be less than 25% of total rates for the year.
- Net debt shall not exceed 175% of total revenue.

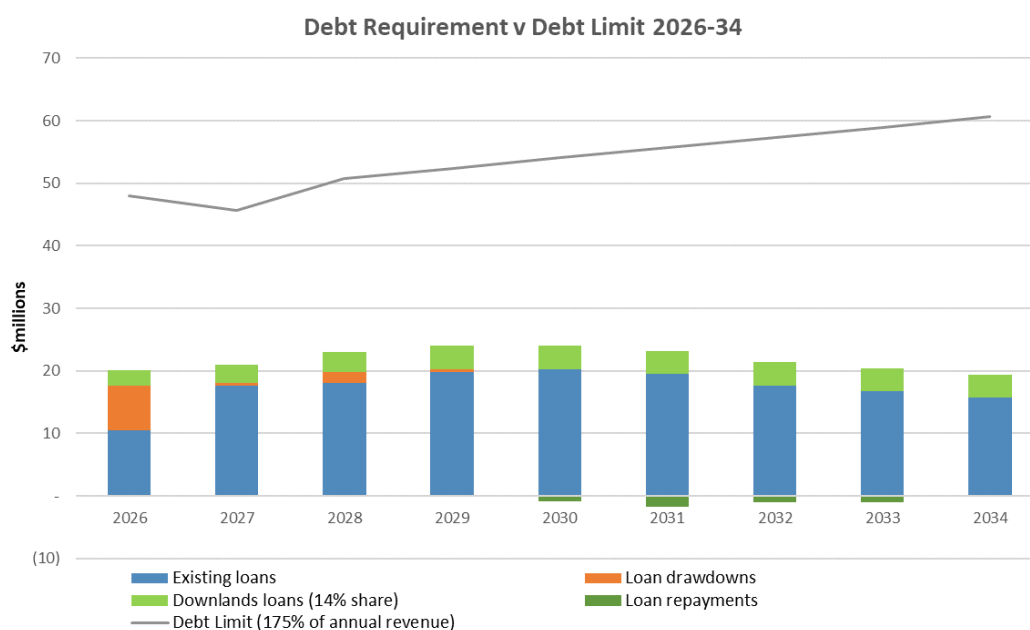
Additionally, there's the requirement for Council to maintain access to liquidity of not less than 110% of projected core debt.

Council has resultantly set its debt limit for the 9 years of the LTP as: **Net Debt shall not exceed 175% of total revenue.** For the purposes of this calculation, net debt represents external borrowings less cash and cash equivalents.

The following are the debt limits for each year of the plan:

\$ millions	2026	2027	2028	2029	2030	2031	2032	2033	2034
Debt Limit (175% of annual revenue)	48.0	45.7	50.8	52.4	54.1	55.7	57.3	58.8	60.6

Based on our forecasts, we will have a comfortable level of debt headroom to provide flexibility should it be required. Our anticipated compliance with this debt limit is illustrated below:



Our debt level is predicted to peak in 2029, reducing thereafter with programmed repayment of debt.

Council borrows externally to meet cash flow requirements, as it's required. As well as external borrowing we have used internal funding where cash resources permit, to internally fund expenditure. This reduces the net cost of the borrowing and eliminates the lender's margin.

Council infrastructure and facilities are long term assets that provide benefits across multiple generations. The use of debt assists with spreading the cost equitably over those who benefit. Intergenerational equity allows us to deal with necessary maintenance and development of our infrastructure, rather than waiting for the funds to be collected.

Management of our external debt is regularly monitored, with advice provided by our Treasury Advisor, as applicable.

Securities for Borrowings

We provide our lenders with security on its borrowings through a debenture trust deed. This gives our lender a charge over our rates income. In practice, the ability of local authorities to set rates means it's very unlikely that a local authority would default on its obligations. In the unlikely event of Council defaulting on a loan, the lender can require a rate to be set to recover the outstanding amount owed. This security is viewed favourably by lenders, assisting with managing the interest rates our lenders charge. This approach maximises our access to capital needed for providing services to the community – at the lowest cost possible.

Infrastructure Strategy

1.1 EXECUTIVE SUMMARY

Waimate District Council's Infrastructure Strategy forms part of the framework of strategy and planning documents that are used to guide Council's sustainable management of assets, while also allowing Council to achieve identified infrastructure objectives over the next 30 years. This is the fourth infrastructure strategy produced as a requirement of amendments to the Local Government Act 2002 in 2014. It provides discussion into the range of scenarios and responses Council could make in providing services to the community in a sustainable way.

1.2 Strategy Purpose

The purpose of the Infrastructure Strategy is to:

- Provide residents of the Waimate District with a clear view of the state of Council's core infrastructure, and priorities for investment over the next 30 years
- Provide robustness around long term budgets for the Core Infrastructure Assets activities
- Discuss significant issues for the Core Infrastructure Assets across a 30-year time frame and provide a strategic direction that reflects the current legislative environment and the Council's priorities across the district

1.3 Strategy Extent

The Infrastructure Strategy has direct linkage to Council's Roding, Water, Wastewater and Stormwater Asset Management Plans, and is used to inform the 2025-2034 Long Term Plan.

The Infrastructure Strategy covers the Council's core infrastructure activities of Roding and Footpaths, Water Supply, Wastewater and Stormwater. The core infrastructure is the most critical area of investment for the Council with infrastructure delivering essential services to residents and visitors.

Core Infrastructure Assets: A summary of the Council's Core Infrastructure Assets that are considered in this Infrastructure Strategy are presented below:

Table 2-1: Core Infrastructure Assets

Asset	Description	Optimised Replacement Values (\$M)	% of Total
Roads and footpaths (2022)	Roads, streets, bridges, footpaths, and related infrastructure	575.5	84.3%
Water Supply (2024)	Water extraction, treatment and distribution	57.5	8.4%
Wastewater (2024)	Wastewater collection, treatment and discharge	42.3	6.2%
Stormwater (2024)	Stormwater collection and discharge	7.5	1.1%
TOTAL		\$ 682.8M	

1.4 Strategy Priorities

At a high level, Council's priorities in respect to the Water, Wastewater, Stormwater and Roothing and Footpaths are:

- Maintain the District's roads to a safe standard and fit-for-purpose for the long term
- Use efficient and effective asset management practices to maximise roads and footpaths asset life to provide a resilient network
- Demonstrate to customers that Council is managing the assets responsibly
- Ensure that the level of service required by customers is provided in the most cost-effective manner
- Customers will be regularly consulted over the price/quality trade-offs resulting from alternative levels of service
- Provide a continuous supply of potable water to meet agreed demands
- Maintain sewage disposal and treatment facilities to protect public health through ensuring good sanitary standards and freshwater management
- Manage the impacts of land use change and growth
- Advocate on behalf of the community where direct management of issues is not possible e.g. impacts of regional plans/rules
- Upgrade and renew water treatment facilities to meet new drinking water standards, resulting in a combination of improved and maintained levels of service.

1.5 Key Decisions

There are several key decisions ahead for Council and the community; these are detailed in the following section:

Table 2-2: Key Decisions

Core Infrastructure	Key Decision
Roothing and Footpaths	Increasing Investment Continually consider increased investment in Roothing and Footpaths to provide a satisfactory level of service and provide for the effects of a diverse range of road users. The following trends are increasing the maintenance demand and cost: • Land use changes resulted in greater truck numbers associated with dairying and fodder crops, as opposed to dry stock farming • Trucks on the network are larger (including 50MAX and HPMV), as are agricultural vehicles. Historically the level of investment required to keep roads to a 'fit for purpose' level in Waimate District has been among the lowest in the country • Adequate investment in drainage is essential in achieving and maintaining the maximum useful life of our assets • Due to the large proportion of pavement that was constructed at the same time Council is aware of the potential rehabilitation 'bow-wave'. It is proposed that small increases in funding are initially made whilst monitoring and modelling is undertaken. The modelling outcomes will help develop a more robust understanding of this issue, and the scale and timing of future investment During the more recent funding rounds Council has seen a reduction in funding relative to the initial request. This has left the corresponding

Core Infrastructure	Key Decision
	council share without co-funding and may result in unsubsidised works being completed should the community support this approach.
	Roading Collaboration Group Arrangements Council values the current Aoraki (South-Mid Canterbury) Rooding Collaboration Group arrangements are delivering the desired outcomes for WDC. Since 2014, a strong collaboration has developed across Waimate, Mackenzie, Timaru and Ashburton District Councils. The development of a common maintenance contract document meant that the Councils had to work together and provide efficiencies. This has formed an excellent platform for combined work, as well as procuring physical works and professional services.
Water Supplies	Renewals Planning and Delivery The renewal programme is considerable and will extend well out into the future. Council will need to continue its commitment to this in order to maintain satisfactory levels of service and to provide increased levels of service required for compliance with both the Drinking Water Standards for New Zealand (DWSNZ) and the Drinking Water Quality Assurance Rules (DWQAR), improved regulation and associated compliance monitoring.
Wastewater	Renewals Planning and Delivery The renewal programme is considerable and will extend well out into the future. Council will need to continue its commitment to this in order to maintain satisfactory levels of service, and compliance with both current and future consents. The Wastewater discharge consent is due for renewal (re-consenting) in 2036. Along with the re-consenting it is anticipated that there will also be associated WWTP updates and meet new consent conditions.
Stormwater	Future Capital Funding Requirements The forward works programme is adequate. If a greater level of service is desired, then higher levels of investment will be required. Short term renewal investment is currently targeting known locations where agreed levels of service cannot be achieved. There is ongoing work required to identify, protect and improve overland flow paths through both the stormwater activity and the District Plan review. Near-term investments are programmed that will potentially create capacity within the network and allow for growth over the period of the Infrastructure Strategy. These investments will also deliver on the requirements of the recent Stormwater Discharge Consent.

1.6 Council's Response

Aging assets, addressing changing transport and diverse range of road users' demands, improving road safety and improving water supplies are all challenges for Waimate District Council. Over the next ten years investments to improve levels of service will be the priority, and renewal programmes will ramp up for water services and pavement rehabilitation works. Some shorter-term investment is also required to meet additional demand associated with growth. Longer-term investments are programmed to meet future growth requirements.

Council will continue to engage with government around the water reform programme.

Roading investment levels will be reviewed every three years in line with the government priorities for financial assistance. These priorities typically manifest in the Government Priority Statement.

1.6.1 Strategic Direction

Councils' strategic direction to ensure that its decisions address both the priorities and long and short-term issues are documented in Section 7 of this 30-year infrastructure strategy. Analysis of available options for the key issues has resulted in the following strategies:

Table 2-3: Strategic Responses

Core Infrastructure	Strategic Response
Roading and Footpaths	- Increased traffic volume and weight, and end of asset useful life require increased work programme. - Ongoing investment to maintain drainage to provide network resilience. Investigation required to study network capacity and deficiencies to cope with storm events. - Key bridges, where cost benefit is demonstrated, to be considered for upgrade. - Road Safety is a critical outcome. Removing deficiencies by intersection upgrades, providing guard railing, and increase carriage width to improve inadequate LoS.
Three Waters	The future Water Servicing options are currently being developed as part of the Water Services Delivery Plans as required by legislation. These Plans are required to be submitted to the Secretary for Local Government by 3 September 2025.
Water Supplies	- The application of a prioritised approach to the replacement of aged water mains to ensure impacts on customer level of service is limited. Priority is given to those assets displaying poor condition, high failure rates, high criticality and that have potential to affect a high number of consumers. Comprehensive asset management planning is required to maintain a satisfactory level of service. Hydraulic modelling findings are also being utilised for short term renewals as well as long-term investment for optimised renewals, LoS and Growth project planning. Associated with the modelling work there will be initiatives to improve the asset data. - Council will continue its programme of water scheme treatment plant upgrades in order to achieve compliance with the current DWSNZ and DWQAR. Where the proposed water reform programme indicates that legislative change is likely and alternative compliance pathways become available, Council will review the programmed upgrades to ensure that cost-effective compliance is achieved. For example,

Core Infrastructure	Strategic Response
	completion of enabling works early, followed later by alternative compliance methodology. Council remains committed to achieving compliance concurrently with the Three Waters Reform process. Progressively renew and upgrade our rural townships to address leakage and access to water services for growth.
Wastewater	- The application of a prioritised approach to the replacement of aged and poor condition sewer mains to ensure impacts on customer level of service is limited. Priority is given to those assets displaying poor condition, high failure rates, high criticality and that have potential to affect a high number of consumers. Comprehensive asset management planning is required to maintain a satisfactory level of service. - A combined approach to replacing aged and poor condition pipes alongside continuing inflow investigation to provide capacity and resilience in the wastewater network. - The inflow investigation has highlighted the worst catchment for inflow and infiltration (I&I). This catchment is the focus of near-term efforts to reduce I&I through a comprehensive CCTV programme and physical investigation.
Stormwater	Implementation of the approved Stormwater Management Plan as part of the global discharge consent. The global consent has conditions that will affect the future management of the stormwater activity.

The following chart summarises the key infrastructure issues and responses:

Table 2-4: Key Infrastructure Issues and Responses

Core Infrastructure	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Roading and Footpaths	Improved drainage Drainage Renewals Flood resilience Reseals Pavement Rehabilitation Reduced funding available for footpaths	Improved drainage Drainage Renewals Flood resilience Reseals More Pavement Rehabilitation Reseals Safety improvements	Improved drainage Drainage Renewals Flood resilience Reseals Increased Pavement Rehabilitation Safety improvements	Improved drainage Drainage Renewals Flood resilience Reseals Increasing Pavement Rehabilitation Safety improvements
Water Supplies	Treatment upgrades Pipe renewals Govt. water reform Consenting	Pipe renewals / LoS Improvements Consenting	Pipe renewals / Growth / LoS improvements	Pipe renewals/ Growth / LoS improvements
Wastewater	Reduce Inflow Pipe renewals Network Extensions Govt. water reform	Reduce inflow Pipe renewals Network Extensions	Monitor I&I Pipe renewals Network Extensions Consenting WWTP and necessary upgrades Construction WWTP	Monitor I&I Pipe renewals Network Extensions
Stormwater	Urban improvements Action Global Consent Govt. water reform	Urban improvements	New Global Consent Network Extensions Capacity and Quality Improvements	Network Extensions Capacity and Quality improvements

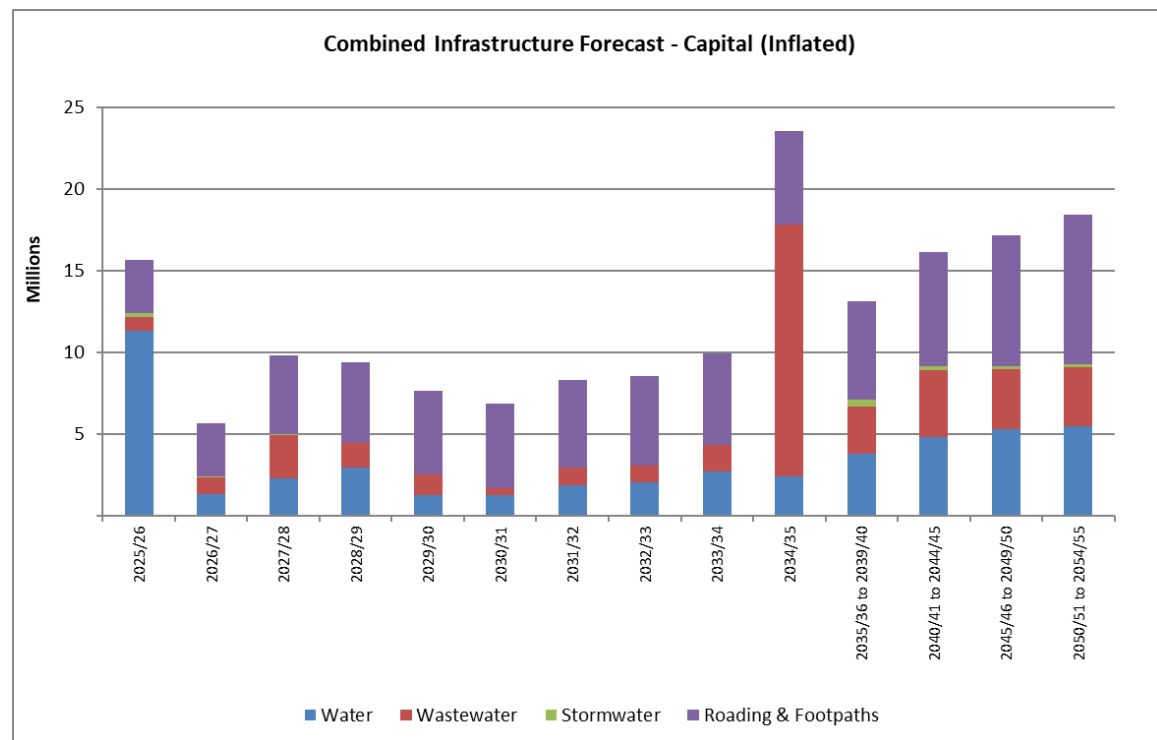
Some of the Roothing and Footpaths network is located on difficult soils which are poorly drained. The network is impacted by storm-related flooding, that is predicted to gradually increase as a result of climate change. This has the potential to affect the fit for purpose performance of the network resulting in pavement defects where drainage and ground conditions are poor. New designs and renewals take the effects of climate change into consideration.

Road Safety is a critical outcome. Removing deficiencies and other Road safety initiatives contribute to the reduction of the negative effects of vehicle crashes.

1.7 30 Year Strategy Financial Investment Forecasts

The table below summarises the 30 year capital investment forecasts (inflated):

Figure 2-1 30 Year Capital Investment Forecasts



Note: Years 2035 – 2055 represented as 5-year annualised average budgets and a Berl 4.1% 20-year average annual inflation index for years 11-30.

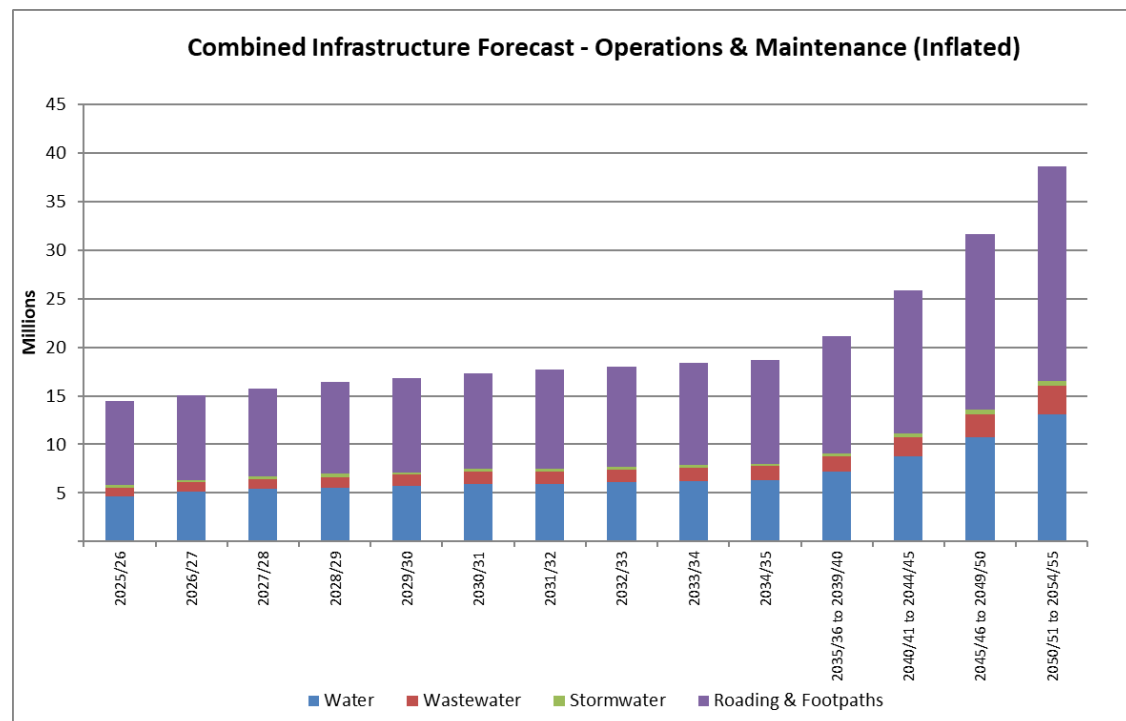
Total Core Infrastructure Capital Investment Summary:

10 Year Total: \$105.64M

30 Year Total: \$430.21M

The table below summarises the 30 year infrastructure operations and maintenance investment forecasts (inflated):

Figure 2-2: 30 Year Infrastructure Investment Forecasts



Notes:

- Operating expenditure includes internal expenditure
- Years 2035 – 2055 represented as 5-year annualised average budgets and a Berl 4.1% 20-year average annual inflation index for years 11-30.

Total Core Infrastructure Operational Investment Summary:

10 Year Total: \$168.50M

30 Year Total: \$755.10M

The combined forecast for operations and maintenance as well as capital identified is considerable. The Core infrastructure costs (total 10 Year Average \$24M/year) is a challenge for a small community and smart planning is vital.

Waimate District Council continues to face the challenge of aging pipe assets that are both due, or are overdue, for replacement and a roading network that is under pressure. This infrastructure is vital to the economy of the district and beyond, along with the wellbeing of the community. Obtaining accurate information relating to the performance and condition of assets is required in the short term. This will prevent unnecessary, and early, replacement of assets that currently appear due or indeed overdue.

A focus on asset criticality and prioritisation will be key to investing where it will provide the greatest benefit. This information will need to be clearly communicated as there could be differing views on priorities and timing.

Council is currently considering additional analysis of the reticulated networks through fault records which will also assist with prioritisation. Balancing age, criticality, risk appetite and overall performance with affordability is also a challenge over the 30-year timeframe.

The Government Policy Statement on Land Transport 2024-34 has a reduced focus on footpaths and consequently reduced available funding.

The theoretical backlog for Roads and Footpaths indicates approximately a \$35M shortfall over the ten-year period. For the same period, the Three Waters theoretical / budgeted renewal shortfall is \$26 million. The end-of-life assets are still being utilised and are performing adequately.

Whilst there is a theoretical backlog of renewals in both the Three Waters and Rooding activities, the following improvements will help to reduce this in future iterations of this strategy, correcting useful lives by completing the following:

- Componentisation of bridges and footpaths where there is significant variance in the useful lives of beams, decks and piles, and between sealed surfaces and basecourse respectively. Individual component renewal can extend the useful lives of assets through capitalised maintenance.
- Condition and Performance grading. The inclusion will allow more detailed assessment of proposed renewals and enable the theoretical backlog to be reduced as a result.
- Reassess useful lives. Where condition and performance records are adequate and failures are not being observed, useful lives for some assets can be extended.

Council currently utilises empirical assessment to achieve the above and to ensure investment / intervention is appropriate.

Alongside this infrastructure strategy, the financial strategy outlines the options for funding these infrastructural challenges. The financial strategy details funding sources and differing rating methodologies. Council will also need to carefully consider how it funds growth in an equitable manner, alongside being focussed on continuing to support the district and its residents. This means providing a fair balance of revenue methods and providing fit for purpose services.

2.0 INTRODUCTION

This is Waimate District Council's fourth Infrastructure Strategy. It has been prepared from Council's 2024 suite of Activity Management Plans and the proposed 2025-2034 Long Term Plan.

This Infrastructure Strategy should be read in conjunction with other relevant Council documents including the LTP, Financial Strategy and the AMPs.

The issues discussed in the Strategy reflect the current legislative environment and the communities' priorities across the district.

The financial forecasts are estimates and the reliability of the forecasts decreases beyond ten years and towards the thirty-year planning horizon.

2.1 Strategy Extent

This Infrastructure Strategy covers the Waimate District Council's core infrastructure (Roads and Footpaths, Water, Wastewater and Stormwater). The core infrastructure is the most critical area of investment for the Council, representing around half of the annual expenditure and close to 90% of all the value of all Council's assets.

Figure 2-1: Infrastructure Annual Expenditure

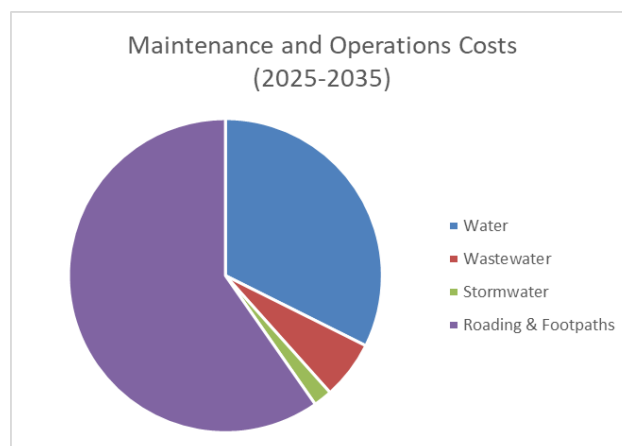
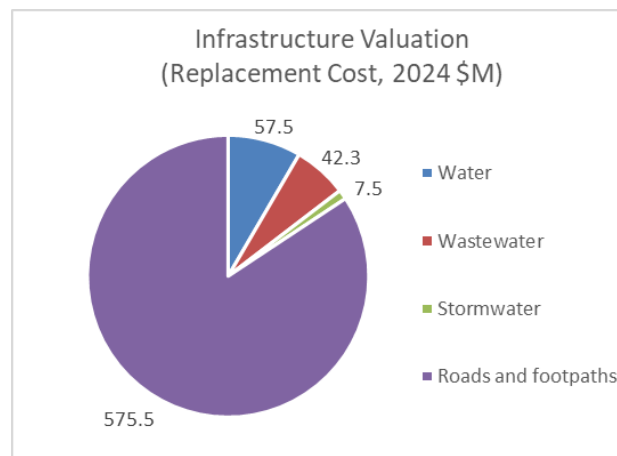


Figure 2-2: Asset Valuation (Replacement Cost)



2.2 Strategy Layout

The Strategy document format and corresponding LGA sections are detailed below:

Table 2-1: Strategy Layout

Strategy Section		LGA 2002 (Section 101B)
1	Executive Summary	
2	Identifies the purpose of the Infrastructure Strategy and the core infrastructure included in this strategy	2(a) and 6
3	Describes the district/city and illustrates the linkage between strategic documents	2(a)
4	Describes the core infrastructure, its condition and performance while recording the significant assumptions, risks and mitigation	2, 3(e), 4 (c) & (d)
5	Discusses the emerging issues that will impact on the core infrastructure assets	3 (b) to 3(e)
6	Discusses Council's response to the emerging issues and the significant decisions to be made during the term of this strategy	2(b), 4(b)
7	Identifies the response options for the significant issues and documents the benefits, cost, timing and funding source	2(b); 3(a) to (e) & 4(a) to (c)
8	Identifies the costs associated with the actions proposed	4(a)

2.3 Strategy Purpose

2.3.1 Purpose of Infrastructure Strategy

The purpose of the Infrastructure Strategy is to:

- Provide residents of the Waimate District with a clear view of the state of Council's core infrastructure, priorities for investment over the next 30 years
- Provide robustness around long term budgets for the core Infrastructure Assets
- Discuss significant issues for the Core Infrastructure Assets across a 30 year time frame and provide a strategic direction that reflects the current legislative environment and the communities' priorities across the district

Section 101B of the Local Government Act states:

Infrastructure Strategy:

- *A local authority must, as part of its long-term plan, prepare and adopt an infrastructure strategy for a period of at least 30 consecutive financial years.*

The stated purpose of the Infrastructure Strategy is to:

- *Identify significant infrastructure issues for the local authority over the period covered by the strategy; and*
- *Identify the principal options for managing those issues and the implications of those options.*

Section (6) defines infrastructure assets as including:

- a) *existing or proposed assets to be used to provide services by or on behalf of the local authority in relation to the following groups of activities:*
 - i. *water supply;*
 - ii. *wastewater and the treatment and disposal of sewage;*
 - iii. *stormwater drainage;*
- *flood protection and control works:*
 - iv. *the provision of roads and footpaths; and*
- b) *any other assets that the local authority, in its discretion, wishes to include in the strategy.*

2.3.2 Infrastructure Drivers

Changing Land Use

Expansion of reliable irrigation has underpinned historic changes to land use within the district. This is mainly in dairy, dairy support and high value crops. This in turn has and will continue to support local service industries and value-added manufacturing. The expansion of reliable irrigation has and is expected to result in a stable but small population increase and ongoing demand of the Council's supporting infrastructure (Roading, Water, Wastewater and Stormwater).

As the demands on the networks increase and the remaining land-use changes occur, it is clear that levels of service will be challenged. It is timely to acquire knowledge and invest to protect the existing asset and ensure that levels of service remain satisfactory.

The report 'Economic Impact of Freshwater Management Policies on the Waimate District' April 2021 (Rationale, Benje Patterson) notes small but important potential changes in land use and farming practices as a result of national freshwater management changes and requirements. These changes may also have a small ongoing detrimental effect on district employment. Council will work closely with various stakeholders to quantify and monitor these effects over the coming years.

The Coalition Government has signalled changes to the National policy Statement for Freshwater in 2025/26. Council will monitor the impacts of these changes.

Population Growth

Population growth (or decline), age structure and distribution (spread), and the number and type of households and families in our district affects:

- Demand for local services
- The willingness and ability of ratepayers to pay for them
- Representation and participation in local democracy
- Interactions between human activity and the environment

It is therefore essential for asset management planning that sound information is used regarding population, demographic and geographic change.

In the past Waimate District Council have used the growth projections prepared by Stats NZ. The Council now looks for a more in-depth understanding of what their district might look like over the next 30 years. Council now commissions these growth projections from an external specialist. The 'Waimate District Council Growth Projections, August 2020' reporting prepared by Rationale enabled the organisation to understand the future growth in their district. This work was updated in 2023 with the 2020 assumptions closely followed, Council has more confidence in the future projections.

This is discussed in section 5.1, along with other challenges.

2.3.3 Infrastructure Capacity

Capacity assessments by the Council in relation to the land use and population growth drivers indicate that:

- Hydraulic rearrangement and pressure management for the urban water supply both assists in extending the useful life of the network assets and will provide additional near-term capacity to cater for growth. Interventions later are likely to be required and are reliant on demand monitoring.
- National freshwater reforms may cause future land use change that results in different farming practices, water use requirements and transport network use.
- Regional planning frameworks may well require council to intervene in locations where infrastructure does not already exist. For example, to enable continued development in areas such as Glenavy where it has become increasingly difficult to consent wastewater discharges.
- The urban Wastewater network and treatment plant have adequate capacity to cater for the increased population (additional 2,900 persons available) provided stormwater inflow and groundwater infiltration can be reduced. Notwithstanding this could change in 2036 when the treatment process will need re consenting.

2.4 Waimate District Core Infrastructure Assets

The core Waimate District Infrastructure Assets are tabled with 2024 replacement values below:

Table 2-2: Waimate District Infrastructure Assets

Asset	Description	Replacement Value (\$M)	% of total
Water Supply (2024)	Water extraction, treatment and distribution	57.5	8.4%
Wastewater (2024)	Sewage collection, treatment and discharge	42.3	6.2%
Stormwater (2024)	Stormwater collection and discharge	7.5	1.1%
Roads and Footpaths (2022)	Roads, streets, bridges, footpaths, and related infrastructure	575.5	84.3%
TOTAL		\$ 682.8M	

There are some very minor infrastructure assets associated with flood protection and control works including the Elephant Hill drainage channel. Council considers that there will be no increased demand for this service over the next thirty years.

2.4.1 Infrastructure Performance

General comments on the condition and performance of the district's infrastructure in terms of the services required at a network level is presented in the table below:

Table 2-3: Core Infrastructure Condition and Performance

Core Infrastructure	Condition	Performance
Roads and Footpaths	Condition records and current assessments are thorough, being detailed and collected over 33 years. Improvements are planned to collect more complete age and remaining life data for all assets. The network is generally sound but is beginning to show signs of deterioration as age and demands increase.	Increasing traffic volumes and heavy vehicle axle weights are expected to increasingly impact on the district's core road network, particularly where ground conditions are weak, and drainage is poor.
Water Supply	Council considers that the majority of the network (source, treatment and distribution) is in good condition but there are portions of the reticulation that are coming to the end of their useful life.	Council considers that the networks operate effectively and efficiently. Some performance issues are noted due to undersized pipework which cannot meet fire flow requirements or where level of service can be comprised under maximum demand scenarios.
Wastewater	There are areas of the network (collection, treatment and disposal) that are showing signs that they are coming to the end of their useful life. This is particularly evident with original pipework in Waimate town where there is inflow occurring.	Council considers that the majority of the network operates effectively and efficiently but there are sections of the network that have a lower level of performance during heavy rain or unusually high groundwater conditions.
Stormwater	The network is relatively new (with extensive useful lives) and in good condition.	There is only limited stormwater piping, there is some surface flooding of streets in parts of Waimate town which are being progressively addressed. Some work is required to better understand overland flow paths. Performance and Capacity gains are targeted early in the planning period.

2.4.2 Risks to Core Infrastructure Asset Performance

Table 2-4: Risks to Core Infrastructure Asset Performance

Core Infrastructure	Risks
Roads and Footpaths:	The assets are well understood and there is relevant information on bridge structures. Risks have been considered at a South Canterbury level ,with neighbouring authorities, to understand wider network resilience. Council intends to calculate waterway capacity of bridges and major culverts to better understand the network resilience to flood events. The New Zealand Transport Agency is planning to survey all networks and provide additional condition and performance information to aid decision making in the future.
Water, Wastewater and Stormwater:	The main risks that would affect the performance of the Infrastructure Assets have been identified using a Risk Summary Table initially developed in 2011. This indicates that there are a small number of high or significant risks, but these have appropriate mitigation. Critical reticulation assets were identified in 2017 to ensure they are prioritised appropriately. Hydraulic modelling further informs appropriate interventions. Council is involved with the Government on the NZ water reform initiatives that have been progressed since 2021. Local Water Done Well is the current government initiative supported by three key pieces of legislation. The final bill will establish the enduring settings and will be introduced in December 2024.

2.4.3 Other Activities

Council undertakes other activities beyond the 'core infrastructure' described in this Infrastructure Strategy.

In time the Parks and Recreation assets and Community Buildings may be added to the above list of core infrastructure as Council's plans for those activities mature.

2.4.4 Infrastructure Achievements

Over the last three to six years Council has:

- maintained, replaced, constructed our infrastructure
- identified and investigated issues
- undertaken strategic actions – including the adoption of Waimate District Council's Consolidated Bylaw (2018) and the Council's Procurement Strategy (2023)

The following details improvements achieved over the last number of years with our core infrastructure:

Table 2-5: Infrastructure Strategy Improvements Achieved

Core Infrastructure	Improvements achieved
Roads & Footpaths	Waimate District Council's participation in the Aoraki (South-Mid Canterbury) Rooding Collaboration has aided cost-effective service delivery in line with industry best practice. A Bridge Replacement and Upgrade Strategy has been developed. Council has assessed condition of all culverts on the rooding network, verifying RAMM data and estimating construction dates and condition of culverts. This information is being used to form a replacement and maintenance programme. Council has continued to manage a modest and affordable programme of "Low Cost-Low Risk" work category Minor Safety Improvements as part of Capital Programmes, which include targeted seal widening, geometric improvements, enhanced delineation on horizontal curves and footpath extensions.
Water Supply	Council has completed water treatment plant upgrades within the urban area and has partially completed upgrades of Cannington-Motukaika and Waihaorunga Rural Water Supplies. Pipe renewals, in both the rural and urban schemes, are ongoing. The data capture and condition assessment programme is ongoing.
Wastewater	Pipe and manhole renewals are ongoing. The data capture and condition assessment programme is ongoing. Catchment hydraulic modelling has been completed and has provided information on I&I. This has allowed more targeted investigations and renewals.
Stormwater	Pipe and manhole renewals are ongoing. The data capture and condition assessment programme is ongoing. Catchment modelling is ongoing. Future interventions are likely to provide capacity within the existing infrastructure alongside addressing localised flooding.

3.0 WAIMATE DISTRICT

3.1 Waimate District Council

The Waimate District Council consists of a Mayor, eight Councillors and 60.11 FTE staff (as at 30 June 2023). The Mayor and Councillor positions are subject to election every three years. The elected representatives are drawn from four wards: Waimate Urban, Lower Waihao, Hakataramea-Waihaorunga, and Pareora-Otaio-Makikihi.

Ultimate responsibility for all of the District Council's activities rests with the Council. The Council decides the range of services and activities to be provided, sets the policy for these services and activities, delegates the implementation of these to the staff via the Chief Executive and monitors their performance. While the Council can exercise its initiative in deciding its aim and policies, it must do this within the laws, regulations and requirements set down by central government. A local authority may only undertake those activities which are permitted by central government.

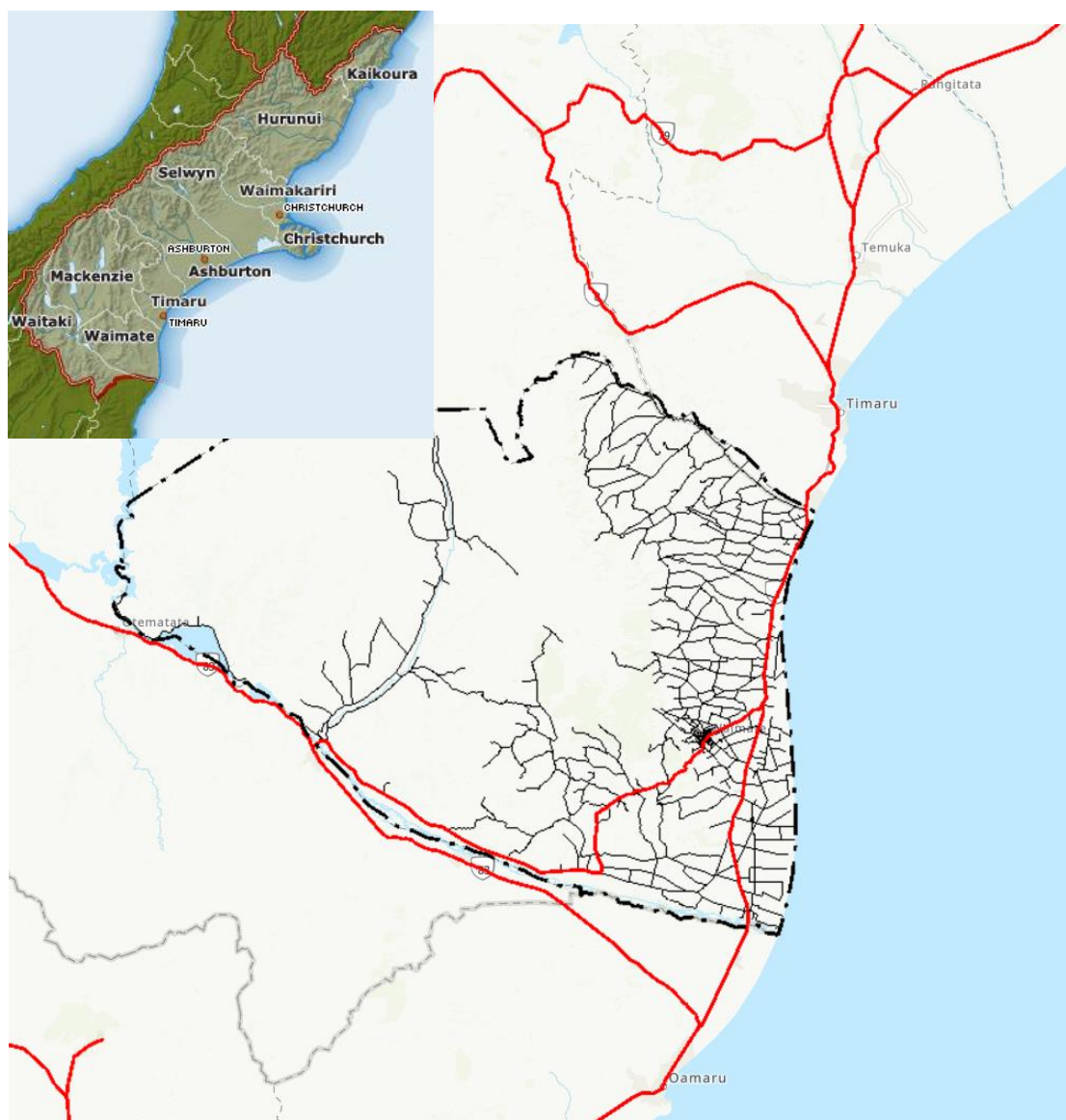
As well as providing services itself, the Council may contract for services to be provided and assist many other organisations through membership, technical services, advice and financial grants.

The District Council is headed by the Chief Executive, who is responsible to the elected Council for ensuring the effective, efficient and economic management of all the Council's activities.

To carry out its function the Council is divided into the following departments:

- Roding
- Utilities
- Parks and Reserves
- Regulatory and Compliance
- Corporate Services
- Community and Strategy

Figure 3-1: Map of Waimate District



3.2 District Overview

Situated around 180 kilometres south of Christchurch, Waimate District is in the central South Island. The district is bounded by the Pacific Ocean in the east, west of the shores of Lake Benmore and the Pareora and Waitaki Rivers at the north and south respectively. The district covers around 3,582 square kilometres and has a population of approximately 8,121 (2023 census).

The district is characterised by a variety of farming and forestry activities. Crop and livestock farming are the main activities on the fertile plains and easy hills with more extensive grazing on less fertile or steeper country. Dairying has expanded significantly with dairying now occupying the majority of the areas served by irrigation schemes.

Waimate town is the largest population centre, with the balance located in smaller communities and the rural area. Waimate town is the only community served with comprehensive Water and Wastewater schemes.

A summary of the Infrastructure Assets owned and operated by Council within the Water, Wastewater, Stormwater and Roads and Footpaths activities is provided below:

Table 3-1: Core Infrastructure Asset Information Summary

Core Infrastructure	Asset Information Summary
Roads and Footpaths:	- 651 kilometres of sealed roads - 674 kilometres of unsealed roads - 49.1 kilometres of kerb and channel - 63 kilometres of footpaths - 3,544 culverts • 182 bridges (plus an additional 90 concrete fords) The total replacement cost = \$575.5M
Water:	• one on-demand water scheme (Waimate) - six rural water supplies - Water source: Water is obtained from a range of surface and groundwater sources through the means of river intakes, infiltration galleries and bores - Water treatment plants - Storage: reservoirs, tanks - Pump stations - 3200 connections - 910 km of pipe - Approximately 6,000 consumers • Note: The Cattle Creek (a very small and private scheme) and Hakataramea water supply (managed and operated by an incorporated society) are not considered in this Infrastructure Strategy • WDC has a 14% share in the Downlands water scheme operated by Timaru District Council and provides water to properties within the Waimate District including St Andrews. This scheme is not included in this Infrastructure Strategy.

Core Infrastructure	Asset Information Summary
	The total replacement cost = \$57.5M
Wastewater:	• Only Waimate town is served by a community Wastewater scheme - 1,832 connections - 43.7 km of gravity pipe and rising mains - 2 pump stations - 1 Wastewater Treatment Plant (WWTP) and disposal system - Treated effluent disposal - discharged on to land
	The total replacement cost = \$42.3M
Stormwater:	• 1 urban Stormwater network for Waimate - 10km pipe and open drains • sumps and soakholes • disposal points (natural waterways, soakpits and streams)
	The total replacement cost = \$7.5M

3.3 Strategic Context

3.3.1 Community Outcomes

The Strategy aims to give effect to Council's strategic direction as set out in the Community Outcomes. Linkages to each activity are shown below:

Table 3-2: Community Outcome Linkages to Activity

Community Outcomes		Transportation	Water, Wastewater and Stormwater
Thriving Community	A district that provides infrastructure for economic activity A District that encourages development	Efficient and safe roading networks are part of the essential infrastructure for economic growth and development	The timely provision of utility services is essential to supporting growth
Safe and Healthy People	A place where people are safe in their homes, work and public spaces Our services, infrastructure and environment enhance quality of life A resilient and adaptive community in a changing environment	Safe and well maintained roads, footpaths and road verges promote safety of all road users, including pedestrians	Protecting the communities from drinking water-related health issues and providing firefighting capability Protects public health by ensuring a safe and viable wastewater disposal system Flooding is adequately managed within urban areas We have reliable, efficient and well-planned water, wastewater and stormwater infrastructure that meet the needs of residents allowing for climate change impacts over the life of the assets
Sustainable District and Environment	A district that is enhanced through sustainable and diverse development We value the natural environment, biodiversity and landscapes Our heritage is valued and protected	A well-managed roading network minimises the adverse effects on the environment	We preserve the environment by ensuring the quality and quantity of discharges to the environment Water is used efficiently and in a sustainable manner

Community Outcomes		Transportation	Water, Wastewater and Stormwater
Active, Diverse and Supportive Community	District assets provide recreation and leisure choice We celebrate and support the good things in our community All people are encouraged to participate in our democratic	Roads and footpaths are an important element in both the residential and rural environment for physical exercise, leisure activities and social contact	

3.3.2 Financial Strategy

The Infrastructure Strategy and Financial Strategy form the pillars that support the Consultation document, and each document has been developed in close cooperation with each other.

3.3.3 Infrastructure Strategy & AMPs

Waimate District Council has a well-developed suite of Asset Management Plans that are formally updated on a three yearly cycle. The Roding AMP is audited by NZTA and integrates the business cases required to support transportation investments.

This Infrastructure Strategy integrates with the AMP's and is developed following the AMP update cycle. This Infrastructure Strategy draws on the detailed analysis contained in the AMPs to set out the high-level issues and investment projections.

3.3.4 Significance and Engagement Policy

Waimate District Council developed and maintains a Significance and Engagement Policy to determine the significance of issues within the District, and how to align Council engagement with the public based on the degree of significance of the issue.

The Significance and Engagement Policy identifies the assets covered by this Infrastructure Strategy as Strategic Assets:

- Roding Networks and connected Infrastructure
- Wastewater Networks and Treatment Plants
- Stormwater Networks
- Water Treatment, Storage and Supply Networks

3.3.5 Assumptions

Council has developed and adopted a set of assumptions to assist with the strategic planning process. Where there is some uncertainty about the issues that affect planning and what response Council chooses, an assumption with qualifications on likelihood and impact are made.

There are also many risks that are associated with long term delivery of services to the community through infrastructural assets. There is a high level of uncertainty about these risks and the impact that could be expected. These are also discussed under assumptions and in Section 5.



Holme Station Corner Bridge in Flood conditions

The table below summarises the significant assumptions that have been applied for the purpose of producing forecasts for the Roads and Footpaths, Water, Wastewater and Stormwater. An indication of the risk, impact and level of uncertainty associated with each assumption has been provided. Where the level of uncertainty associated with an assumption has been assessed as 'Medium' or 'High', Council's proposed action to reduce uncertainty and mitigate the level of risk has been presented.

Table 3-3: Significant Forecasting Assumptions 2025 – 2034

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
POPULATION CHANGE						
The Waimate District population will observe a gradual increase by 4.7% between 2023-2033. It is assumed that this increase will generate a relative impact on population-related metrics, such as the quantity of rateable properties.	Rationale Ltd.	Population growth either significantly exceeds that of the projected percentage or is significantly below the projected percentage.	Low	If population accelerates significantly above the given assumption, existing infrastructure may not be suitable to cope with the extra demand.	Council will monitor population measures provided for the district, and will respond to significant variations to assumptions, where possible.	All activity groups
DEMOGRAPHIC CHANGES						
Between 2020-2030, the district's population retains its comparatively high mean age, while observing a gradual and mild reduction in the mean age level, with the age group of 45-49 years likely to be the most frequent by 2030.	Rationale Ltd.	The demographic make-up of the Waimate District changes significantly.	Low	If the district's demographic changes significantly from the predicted range, the existing infrastructure and services may not meet the needs of the relevant demographic classes.	Council will monitor demographic measures provided for the district and respond to significant variations to assumptions, where possible.	All activity groups
OIL PRICE						
Oil prices are increasingly volatile and more likely to be influenced by global political and economic events. Prices are unlikely to reliably stabilise for any extended length of time.	WDC	There is a risk that fuel demand will be different to that assumed, and that significant changes in market price occur with greater frequency and/or greater severity.	Moderate	Increased fuel costs would have a particular impact on the costs of road maintenance, renewal, and improvement. This may affect Council's ability to carry out planned work without additional funding. It may also increase demand for alternative methods of transport.	Council will monitor the impact of fuel price on spending and aim to optimise spending.	All activity groups

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
CLIMATE CHANGE						
Changes in our climate are projected to continue into the future. Projections indicate that Canterbury should expect warmer temperatures, an increasing number of hot days, and wider temperature ranges. The frequency of extreme weather events is projected to increase along with associated costs to economic, community wellbeing and environmental sustainability as a result.	WDC Ministry for the Environment National Institute of Water and Atmospheric Research Environment Canterbury	Environmental changes may accelerate at a rate higher than predicted, and/or the socio-economic consequences of adaptation measures may exceed the anticipated range.	Moderate	If environmental changes were to accelerate, Council's infrastructure assets would be significantly impacted. This would result in further modifications or more regular repairs to relevant assets.	Council is currently undertaking the development of a climate resilience strategy aimed at consistent monitoring, active mitigation, and pre-emptive adaptation efforts. This strategy is being built on the foundation of extensive engagement, education, and feedback to address the unique challenges faced by Waimate. This engagement includes seven community workshops based on key economic, social, environmental, and cultural activities relevant to Waimate's future.	All activity groups
EMISSIONS TRADING SCHEME (ETS)						
The Emissions Trading Scheme (ETS) and the price of New Zealand Units (NZU) will remain relatively stable in response to changes in legislation that affect price certainty and unit limits.	Ministry for the Environment	There is a risk of legislative change, which could result in costs being higher or lower than assumed.	Low	Should the impact of the scheme exceed significantly from the given assumption, budget for additional cost may need to be considered.	Council will monitor the development of relevant legislation and review the impact of any significant changes in the Annual Plan.	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
NEW ZEALAND TRANSPORT AGENCY (NZTA) WAKA KOTAHİ REVENUE						
Roading expenditure comprises a significant portion of Waimate District Council's total expenditure, therefore using a significant portion of Council's overall rate take. The majority of Council's expenditure on the district's roads is eligible to attract an assistance rate from the Waka Kotahi New Zealand Transport Agency (NZTA). The funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is set at 68% for 2024-27.* It is further assumed that this funding assistance rate will remain unchanged over the life of the Long Term Plan as there is no indication that NZTA will modify the criteria used to establish these rates. Council also assumes that funding priorities indicated in Government Policy Statements on Land Transport will remain consistent through future bids during the life of the plan.	Waka Kotahi NZTA	The subsidy rate may be subject to change, along with any variation in criteria for inclusion in subsidized works programmes.	Moderate	Changes to the funding priorities of NZTA remain outside Council control. Minor variations would impact significantly on forecasted financials.	Any impact of changes to the NZTA funding assistance rate will be applied to the relevant Annual Plan.	Roading and Footpaths
* Normal funding assistance rates Waka Kotahi NZ Transport Agency (nzta.govt.nz)						
EMERGENCY EVENT						
Disruptive or destructive emergency events such as earthquakes, extreme weather events, and pandemics may occur to damage, disable, or destroy community infrastructure (for example, district roads, bridges, water supplies, among others), or community activities. It is further assumed that the cost of correcting such damage is met either by Council or its insurance providers, or by possible special government grants.	WDC NEMA National Emergency Management Advisor Ministry for Environment	Inability to recover or continue business following a major event. Inability to provide intended level of service to affected areas.	Moderate	If a major emergency event did occur, Council have some insurance for its infrastructure, and assistance would be offered from Central Government. To pay for additional emergency work not covered by the above, Council would increase internal/external borrowings.	Council undertakes business continuity plans for its own operation and coordinates Civil Defence planning for the district. In doing so, Council attempts to prepare itself and the district for such events.	All activity groups
LEGISLATION CHANGES						

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
Council's operations are guided by central government legislation and policy directives that set the framework for decision making and service delivery. Council operates under the assumption that while minor legislative changes and evolving policy guidance are expected, major changes that could significantly alter Council operations are infrequent. When such changes do occur, they are typically communicated well in advance, allowing time for necessary adjustments.	Central Government Taituarā	That major legislative changes are introduced on short notice or due to an unforeseen event that would require Council to alter its existing business operations.	Low	Council would need to implement changes at a pace faster than anticipated. Accelerated timeframes would likely result in increased costs of implementation.	Council maintains consistent communication with central government, regulatory bodies, and local government support organisations to ensure that proposed changes that may impact Council operations are identified and anticipated at the earliest stage.	All activity groups
NEW ZEALAND WATER SERVICE DELIVERY						
Delivery of 3 waters assets and infrastructure (water, sewer, and stormwater) remain under Council ownership for the life of the plan.	WDC Central Government	Legislation changes under urgency in Parliament that must be implemented immediately.	High*	Changes are required to be implemented more quickly than anticipated.	Council closely monitors any and all developments and responds accordingly.	Rural Water Supply, Urban Water Supply, Sewer, Stormwater
* While the uncertainty of this assumption is high, the potential impacts of this uncertainty on financial estimates cannot yet be determined until further information becomes available through the production of a water service delivery plan. The development of a Water Services Delivery Plan and its submission to DIA may provide additional clarity; however, aspects of this uncertainty regarding implementation are likely to continue into the development of the LTP 2027-2037.						

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
RESOURCE CONSENTS						
The conditions of resource consents held by Council may be changed, and that Council will obtain the necessary resource consents for planned projects.	WDC	There is a risk that resource consent conditions are altered significantly.	Moderate	Advanced warning of likely changes is expected. The financial effect of any change to resource consent requirements would depend on the change.	Council will monitor the development of relevant standards and review the impact of any significant changes.	Roading and Footpaths, Sewerage, Stormwater, Waste Management, Urban Water Supply, Rural Water Supply
WATER SCHEMES VIABILITY						
Elevated pricing for rural water schemes, and particularly the stock water element, may result in the relinquishment of water allocations. Sourcing of stock water from existing irrigation schemes may mean that pricing within individual supplies increases as a result.	WDC	Increased cost associated with water allocations under existing and proposed service delivery models	Moderate	No new irrigation schemes are currently planned within the district and the existing command areas only cover a small proportion of the overall footprint of the Waimate District Council Rural Water Supplies.	Council will monitor sold volumes (allocations) and review charging structures if necessary to mitigate the overall risk for the district. Council is actively engaging with central government to mitigate the impact of this risk.	Rural Water Supply
USEFUL LIVES OF SIGNIFICANT ASSETS AND DEPRECIATION						
The useful lives of significant assets are based on the useful lives as identified in the Statement of Accounting Policies. It is assumed that these useful lives are retained for the nine year period covered by this Long Term Plan. In practice useful lives are re-assessed at a minimum of every three years in line with asset revaluations.	New Zealand Asset Management Support WDC asset revaluations	There is a risk that assets will wear out more quickly than forecasted and require replacement earlier than planned	Moderate	If assets require replacement earlier than first considered, capital expenditure projects may need to be brought forward.	Regular review of the useful life of each asset category reduces the risk of significant inaccuracies.	Roading and Footpaths, Rural Water Supply, Urban Water Supply

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
REVALUATION OF NON-CURRENT ASSETS						
Council conducts asset revaluations every three years. The Long Term Plan assumes the following percentage increases to book value, for each of the following class of assets: Land: +10% Buildings: +15% Utilities (Water Schemes, wastewater, stormwater, Sanitation): +8% Roothing: +6%	WDC	Revaluations will somewhat differ from those projected carrying values of the assets and depreciation expense.	Moderate	Variation in values is expected to be low unless the valuation methodology changes.	Regular revaluation of non-current assets reduces the risk of significant valuation shifts.	Roothing and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage, Property
FUNDS FOR FUTURE REPLACEMENT OF SIGNIFICANT ASSETS						
In general, councils have some flexibility in the policies they may set with regard to sources of funds for the future replacement of significant assets. Council's flexibility centers on whether we should collect depreciation monies from ratepayers during the lifetime of the asset to build up a reserve that can fund the replacement of the asset when it comes to the end of its useful life, or when the asset comes to the end of its useful life which would compel Council to rely on borrowed money to replace it. Council considers that the most sensible approach is to collect depreciation during the life of an asset, therefore having reserve funds on hand at the time replacement is needed. See Council's 'Revenue and Financing Policy' and the 'Financial Strategy'.	WDC	Sufficient funds may not be available to pay for planned asset replacement.	Low	Funds may need to be borrowed or rated for, which may be a burden to either the Council or ratepayers in the future.	Council develops Asset Management Plans that determine the timing of asset replacements. Council uses these to forecast and prepare for future funding requirements.	Property, Roothing and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
RETURN ON INVESTMENT- ALPINE ENERGY						
Alpine Energy's FY2025-2027 Statement of Corporate Intent includes a Dividend Policy whereby the Directors are not indicating any dividends to shareholders for the 3 years of the SCI. It is therefore assumed that the company will not provide a return to shareholders for the duration of the 2025-34 Long-Term Plan.	WDC Alpine Energy	There is a risk that returns on investments will be higher than forecasted.	Low	Should dividends be received, Council finances will be more favourable than anticipated to the extent of that dividend. This unanticipated income would contribute to the activity reserve balance and may result in positive cash-flow enabling consideration of higher levels of service	No management of this risk is required as any variation will be favourable to Council.	Investments and Finance
FORESTRY ASSETS VALUES						
It is assumed that the forestry asset values will increase annually over a rotation cycle of 30 years.	WDC Laurie Forestry Limited	The value of forestry assets may sharply increase or decrease.	Low	A change in the value of the forestry asset will change Council's financial performance in the year of change occurring. However, it will not have a direct impact on the level of rates or expenditure.	Annual revaluation of forestry reduces the risk of significant valuation shifts.	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
CAPITAL DELIVERY						
Council plan to deliver 100% of all capital projects over the life of the Long-Term Plan. The financial model was developed based on this assumption.	WDC	There is a risk that improved levels of service in the Water Supply area will be delayed. There is a risk that the capital projects will not be completed in any given year and carried over to subsequent years.	Moderate	Variation to planned improved levels of service for the Water Supply area, where any delay in projects relating to Drinking Water Standards New Zealand compliance will result in maintaining current levels of service. If projects are not completed on time, or are deferred, there may be reduced operational costs and depreciation expense impacts. There could also be an increase in required budget to complete the project if delayed.	Council is aware of material sourcing and has addressed this issue by sourcing materials early and maintaining stock levels. Procurement is now completed through the Government Electronic Tenders System (GETS), notifying the wider contracting / consulting market of upcoming projects. In anticipation of a large capital programme in Year 1 (2026), a portion of these projects are likely to be tendered by 30 June 2025, or very early in the 2025/26 financial year. Due to the nature of the rates smoothing profile for the Water Supply activity, any delay in project completion will have no effect on the funding and rates required as planned.	Water Supply & all other activities

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
RETURN ON INVESTMENTS - OTHER						
It is assumed that Council's cash investments will generate returns from 2.38% - 3.77% based on the current economic climate. It is further assumed that the returns from Council's forestry investments for the duration of the Long Term Plan will be reflective of market conditions present at the time of preparation of this document.	Bancorp Laurie Forestry Limited WDC	Returns on investments will be higher or lower than forecasted.	Moderate	Higher interest rates received on cash investments or increased investment income could result in positive cash-flow enabling consideration of higher levels of service or reduced expenditure. Council does not heavily rely on interest revenue for running its operations, therefore the impact of lower investment returns on delivery of Council services would be minimal. Similarly, Council does not use its forestry investment returns to fund other Council operations or activities.	Council will manage its external investments to optimise returns (as described in the Council's Investment Policy). Council will monitor the forestry market's conditions and review the impact of any significant change in forecasted returns through each subsequent Annual Plan process.	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY																																																							
INFLATION																																																													
Council, along with many other New Zealand Councils, calculates and applies inflation factors to its Long-Term Plan budget forecast, using predictions of future inflation levels from New Zealand Business and Economic Research Ltd (BERL). <table><tr><th>Year</th><th>Roading</th><th>3 Waters</th><th>Other Operational Expenditure</th><th>Capital Expenditure</th></tr><tr><th></th><th>%</th><th>%</th><th>%</th><th>%</th></tr><tr><td>June 2026</td><td>3.0</td><td>2.5</td><td>3.2</td><td>3.4</td></tr><tr><td>June 2027</td><td>3.1</td><td>2.8</td><td>3.2</td><td>3.3</td></tr><tr><td>June 2028</td><td>3.0</td><td>2.5</td><td>3.0</td><td>3.2</td></tr><tr><td>June 2029</td><td>2.7</td><td>2.1</td><td>2.7</td><td>2.9</td></tr><tr><td>June 2030</td><td>2.6</td><td>2.0</td><td>2.6</td><td>2.8</td></tr><tr><td>June 2031</td><td>2.5</td><td>2.0</td><td>2.4</td><td>2.5</td></tr><tr><td>June 2032</td><td>2.4</td><td>2.0</td><td>2.3</td><td>2.4</td></tr><tr><td>June 2033</td><td>2.4</td><td>2.0</td><td>2.2</td><td>2.2</td></tr><tr><td>June 2034</td><td>2.2</td><td>2.0</td><td>2.1</td><td>2.1</td></tr></table>	Year	Roading	3 Waters	Other Operational Expenditure	Capital Expenditure		%	%	%	%	June 2026	3.0	2.5	3.2	3.4	June 2027	3.1	2.8	3.2	3.3	June 2028	3.0	2.5	3.0	3.2	June 2029	2.7	2.1	2.7	2.9	June 2030	2.6	2.0	2.6	2.8	June 2031	2.5	2.0	2.4	2.5	June 2032	2.4	2.0	2.3	2.4	June 2033	2.4	2.0	2.2	2.2	June 2034	2.2	2.0	2.1	2.1	Business and Economic Research Ltd.	Inflation will be higher or lower than anticipated.	Moderate	A difference between the inflation rates experienced and those assumed will change the cost base of Council, and therefore impact funding requirements.	Council has endorsed the rates produced by BERL as the most appropriate basis for accounting for the impact of inflation and preparing the Long Term Plan. In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan. Activity areas, mitigation planning will feature in the Annual Plan.	All activity groups
Year	Roading	3 Waters	Other Operational Expenditure	Capital Expenditure																																																									
	%	%	%	%																																																									
June 2026	3.0	2.5	3.2	3.4																																																									
June 2027	3.1	2.8	3.2	3.3																																																									
June 2028	3.0	2.5	3.0	3.2																																																									
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June 2030	2.6	2.0	2.6	2.8																																																									
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June 2033	2.4	2.0	2.2	2.2																																																									
June 2034	2.2	2.0	2.1	2.1																																																									
BORROWING COSTS																																																													
Interest costs are estimated to range between 3.09% - 5.24% This refers to the expected external cost of debt facilities where costs are not known and are required to be projected. Loan repayments are forecast to be repaid on the last day of the financial year, therefore interest is incurred for the full year.	WDC Bancorp Local Government Funding Agency	Interest rates will differ significantly from those estimated.	Moderate	If borrowing costs are greater than those assumed, Council may need to increase its rates or reduce its expenditure. Conversely, lower costs may mean rates required to fund Council operations are lower than they would otherwise have been.	Council will monitor its applicable interest rates and adjust through the Annual Plan process to reflect a level best aligned to its actual anticipated external borrowing rate, utilizing the advice of its Treasury Advisors.	Investment and Finance																																																							

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
UNIDENTIFIED LIABILITIES						
It is assumed that Council does not have any unidentified liabilities.	WDC	There is a risk of an unexpected liability occurring. For example, a claim against Council.	Low	If an unidentified liability arises it may increase Council's expenditure. This risk is mitigated by the Council's Risk Management and Insurance Policies.	Regular review of liabilities reduces against the risk of items being unidentified.	All activity groups

Remaining useful lives are discussed in greater detail within the associated asset management plans where the financial impacts associated with the predictive modelling of asset renewal are indicated. Deviation from the predictive model is discussed in terms of asset performance, criticality, renewal, smoothing, and risk (see Lifecycle Management Plans, Water, Wastewater, Stormwater, and Roading AMP's).

3.3.6 Linkage With Other Documents

The Infrastructure Strategy and Financial Strategy underpin the Long Term Plan.

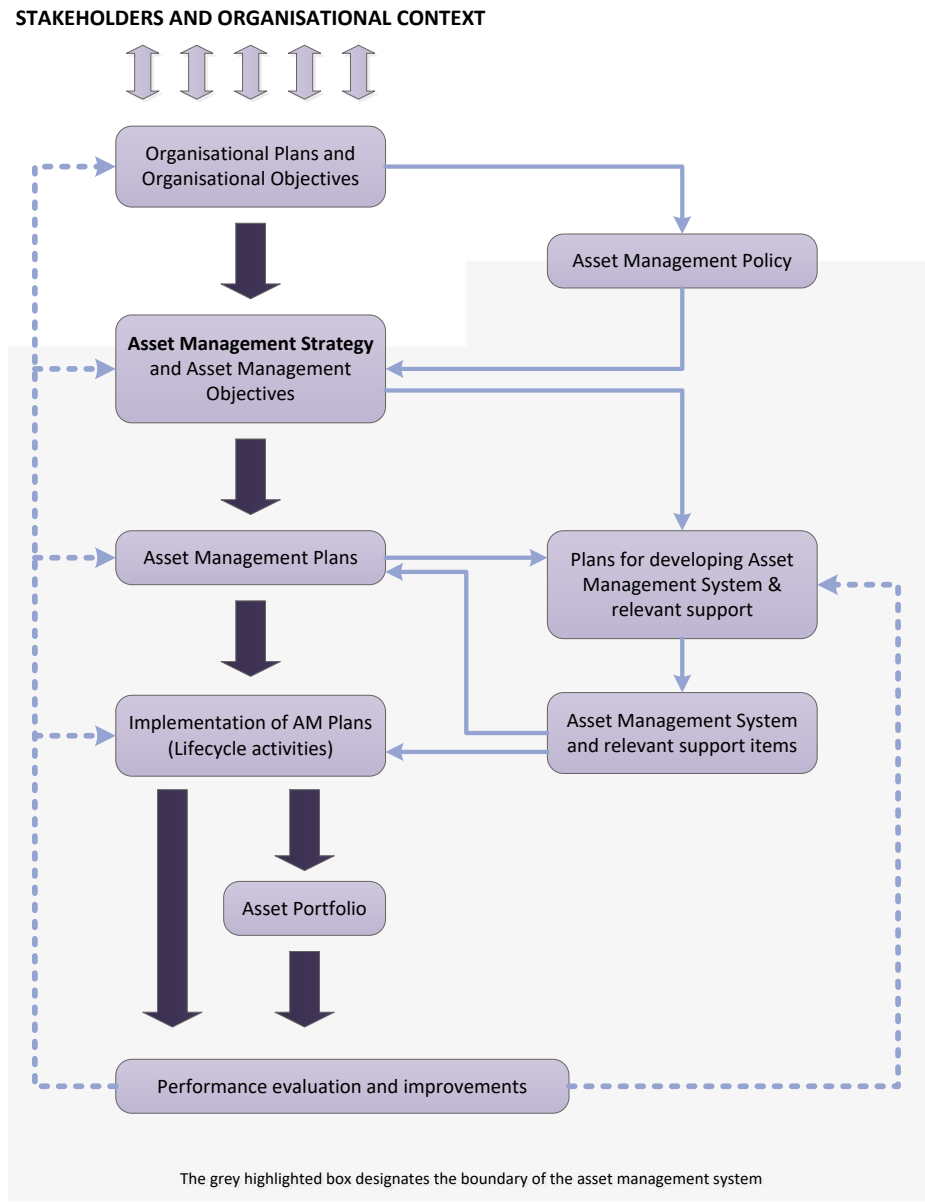
The Infrastructure Strategy and the Financial Strategy are key strategic documents for the future of Waimate District. The infrastructure strategy outlines the issues that are expected to arise and how Council proposes to respond to them, while the financial strategy discusses the financial implications and the funding options. In concert, the two are refined to produce the community consultation document. The manner of consultation is defined by the Significance and Engagement policy (and legislation). The Significance and Engagement policy also defines strategic assets that are discussed (not all) in the Infrastructure Strategy.

Figure 3-2: Infrastructure Strategy – Supporting Long Term Plan 2025-2034



The following diagram illustrates the planning regime from an ISO55000 perspective, showing the Asset Management 'system'.

Figure 3-3: Infrastructure Strategy – Linkages with other Documents



4.0 CORE INFRASTRUCTURE

The core infrastructure included in this strategy is:

- Roads and Footpaths
- Water Supply – urban and rural
- Wastewater (Waimate urban)
- Stormwater (Waimate urban)

4.1 Asset Description

4.1.1 Roads & Footpaths

The Roads and Footpaths assets include all Council owned road reserves, roads, streets, bridges, footpaths and related infrastructure (road drainage, signs and streetlights) within the District as shown below.

There is also 120km of state highways throughout the district, where Council has limited involvement. There are regular liaison meetings to discuss issues with the Waimate District State Highways.

Table 4-1: Roads and Footpaths Asset Information

Asset Description	Units	Quantity
Roads Total	km	1,325
Urban Roads - Sealed	km	49.1
Urban - Unsealed	km	6.3
Rural - Sealed	km	601.9
Rural - Unsealed	km	668.0
Bridges	No	182
	m	3,352
Footpaths	km	62.7
Traffic Services		
Signs	No	4,752
Posts	No	1,826
Street Lighting	No	493
Drainage		
Culverts	No	3,544
	m	37,226
Concrete Fords	No	90
	m	1,750
Kerb and Channel & Dish Channel	km	49.1

4.1.2 Water Supply

There are seven water schemes owned and operated by Council. This consists of one urban scheme, Waimate, and the remaining six are rural restricted schemes of Cannington Motukaika, Hook Waituna, Lower Waihao, Otaio Makikihi, Waihaorunga and Waikakahi.

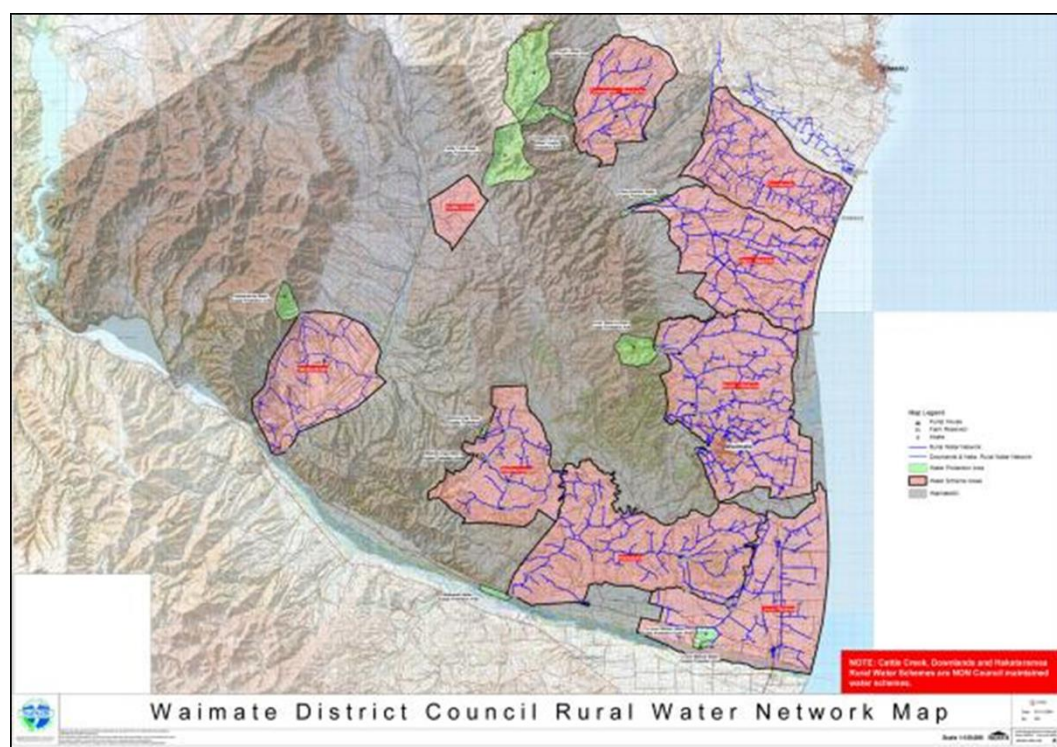
The Hakataramea Rural Water Scheme is currently managed by the scheme users through an Incorporated Society. This scheme may revert to revised management arrangements following the completion of government water reforms. There is still uncertainty as to the requirements of the Local Water Done Well legislative suite. This scheme is not included in the Infrastructure Strategy at this revision.

A summary of the water scheme assets owned by Council is given in the table below:

Table 4-2: Water Asset Information

Scheme	Treatment Plants	Supply Bores	Pumping Stations	Storage Reservoirs	River Intakes	Water mains (kms)
Waimate Urban	2	2	2	1	0	68.5
Cannington Motukaika	1	0	1	1	1	54.7
Hook Waituna	1	0	4	4	1	256.2
Lower Waihao	1	1	3	1	0	132.2
Otaio Makikihi	1	1	1	1	0	158.9
Waihaorunga	2	0	4	4	2	65.4
Waikakahi	1	0	3	2	1	174.3
Total	9	4	18	14	2	910.1

Figure 44-1: Waimate Rural Water Network-



4.1.3 Wastewater

The Council collects wastewater from approximately 1832 connected properties throughout the Waimate urban Wastewater system. Customers include residential, community and industrial/commercial.

A summary of the Wastewater assets owned by the Council is presented below:

Table 4-3: Wastewater Asset Information

Asset Description	Units	Quantity
Reticulation:		
Gravity pipes	m	35,798
Rising mains	m	4,782
Laterals (estimate – mapping is incomplete)	No.	18,710
Inspection Pits/Poo Pits	No.	30
Cleaning Eyes	No.	50
Valves	No.	42
Capped Ends	No.	34
Manholes	No.	322
Plant:		
Wastewater Treatment Plant	No.	1
Pump Stations	No.	2



4.1.4 Stormwater

Council owns and operates one significant stormwater system, the system servicing the Waimate Town with an estimated population of 3,590 people. Council owns and operates other systems in St Andrews, Makikihi and Morven townships, but these are considered very minor consisting of some kerb and channel.

With continued changes in weather patterns and rainfall event intensity as a result of climate change Council continues to monitor, model and develop an understanding of the effectiveness of the stormwater system to provide required levels of service. Overland flow paths require further investigation and protection.

Council recently obtained a resource consent (global) for the discharge of stormwater from the Waimate urban area. Modelling and interventions are likely to see increased capacity within the existing infrastructure and reductions in peak flows. The associated Stormwater Management Plan will ensure that contaminants are managed.

A summary of the Stormwater assets, owned by Waimate District Council is shown below:

Table 4-4: Stormwater Asset Information

Asset Description	Units	Quantity
Sump/Grate	No	38
Pit	No	18
Manhole	No	79
Headwalls	No	11
Wingwall	No	2
Open drains	m	4,009
Pipes (inc. Culverts and Syphons)	m	10,042

4.1.5 Other Infrastructure

Council has considered the inclusion of other asset groups in this strategy, particularly parks and reserves, and solid waste. A large portion of the parks and reserves portfolio is operations focussed, and there are few assets involved in the solid waste activity. Both of these activities have sufficient planning within their respective activity management plans. Maintaining the overall liveability of the district remains a core service delivery function of Council.

As work develops around the identification of overland flow paths and the potential use of parks and reserves for the management of stormwater, it may be appropriate to include Parks and Reserves in the future. There is also uncertainty as to whether stormwater will be transferred as part of the Local Water Done Well programme.

4.2 Asset Performance and Condition

Performance is tracked against a suite of levels of service which are developed through the Long Term Plan process and reported through the Annual Plan. The Mandatory Performance Measures are central to these.

The Long Term Plan should be referenced for these levels of service, and activity management plans for further detail.

Detailed discussion on asset performance and condition is included in the respective Activity Management Plans. The following comments are high level and general only:

- Water reticulation condition and performance is good but can be expected to be challenged as pipes near the end of their expected life.
- The condition and performance of asset components at the treatment plants and pump stations are all considered by Council's engineers as good to excellent.
- Wastewater reticulation condition and performance is adequate and is more frequently challenged as pipes near the end of their expected life.
- Most of the Wastewater Treatment Plant is relatively new; Council engineers consider the condition of the WWTP assets to be excellent. The performance of the WWTP is considered to be very good.
- Performance of the WWTP is likely to be challenged when the associated resource consents are renewed in 2036.
- There are no formal pipe condition ratings for the stormwater pipe assets, but the Council engineers consider the condition of the stormwater reticulation in general to be in good order. The stormwater network is relatively limited and proven to be inadequate for some locations during times of heavy rainfall. The most significant challenges have already been addressed. There is a focus on creating capacity within the existing infrastructure in the near-term as part of the global consent requirements.
- The roading network is in good order, and levels of service are structured around the One Network Road Framework.

There is some backlog for roading renewals which are being addressed through works programmes. Backlog is less defined for water assets but addressed adequately through criticality and condition assessments driving works programmes. The acquisition of data relating to condition and performance (and therefore useful life) will confirm whether the apparent backlog is real. Operational observations would indicate that the frequency of blockages and watermain failures does not support a significant backlog or deferral issue.

The Asset Management Information System(s) output the forward work renewals and highlight those assets that effectively have reached the end of their useful life (based on age alone). Staff assess the performance of these "end of life assets" to establish whether renewal is required based on historic performance and / or maintenance interventions. In most cases the assets are performing adequately, and their renewal is deferred on available information. This empirical process will be replaced with a more formal assessment once additional asset data is available.

Smoothing the renewal profile over a ten-year period is one mechanism that addresses actual backlog in the shorter term.

4.3 Asset Data Quality

Council has been progressively improving data to underpin robust decision making. Each activity management plan contains an assessment of data suitability and a programme for improvement.

Roading data quality is considered through the REG data quality programme.

An overview of data quality is provided in the infrastructure valuations below and is further discussed in Section 6.6.

Table 4-5: Assessment of Confidence Levels

Asset	Valuation year	Quantity	Replacement Cost	Life Expectancy	Condition
Water Assets	2024	B	B+	B+	C
Wastewater Assets	2024	B	B+	B+	C
Stormwater Assets	2024	B	B+	B+	C
Roading Assets	2022	A/B	A/B	B	B

5.0 MANAGING CHALLENGES AND EMERGING TRENDS

The task of building, operating and maintaining these infrastructure assets in an **affordable** and **sustainable** manner is becoming increasingly difficult in view of:

- Demographic changes
- New technologies
- Continually changing legislative environment (Central and Regional Government) and associated increasing standards
- Environmental impacts
- Infrastructure resilience
- Aging of infrastructure
- Climate change impacts
- Economic Activity
- Affordability
- Skill Shortage (potentially worsening due to industry structure uncertainty and staff retirements)

5.1 Demographic Changes

Population growth (or decline), age structure and distribution (spread), and the number and type of households and families in our district affects:

- Demand for local services
- The willingness and ability of ratepayers to pay for them
- Representation and participation in local democracy
- Interactions between human activity and the environment

In the past Waimate District Council have used the growth projections prepared by Stats NZ. The Council are now looking for a more in-depth understanding of what their district might look like over the next 30 years. This, coupled with the delayed release of the Stats NZ projections following the 2018 Census, led the Council to commission growth projections from an external specialist. The 2020 projections were developed using a bottom-up approach. Individual growth drivers for each Statistical Area 2 (SA2) were developed using migration for employment and lifestyle as the basis of the modelling. The 'Waimate District Council Growth Projections, August 2020' reporting prepared by Rationale enabled the organisation to understand the future growth of the district. The growth projections were tested and updated in 2023.

A 'Medium' growth scenario has been recommended as the expected level for growth in the next 30 years. This information is used to inform key projects, plans and strategies.

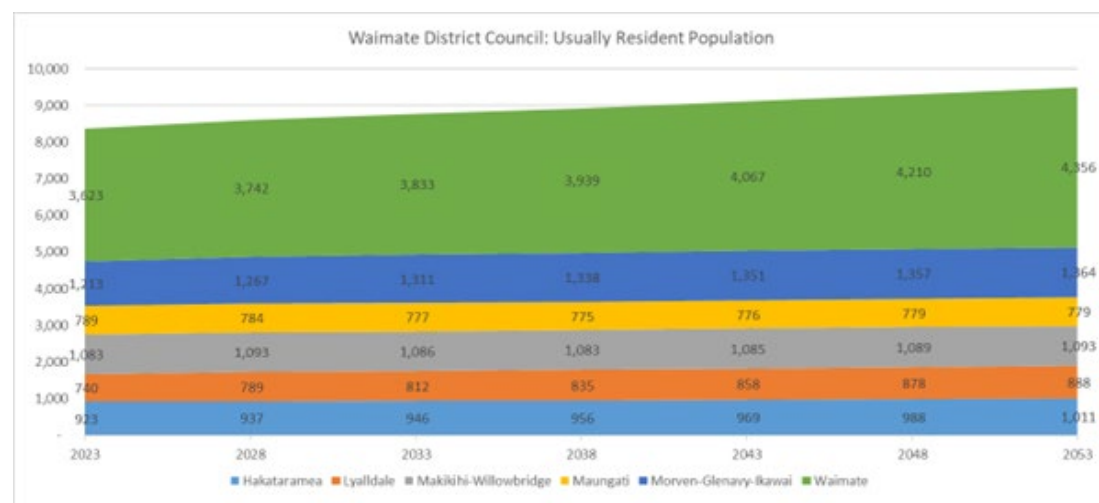
Population Projections (Usually Resident Population)

Over the next 30 years, the usually resident population of Waimate District is predicted to increase slightly.

The average age of Waimate District's population is older than the national average of 39.4 years (Stats NZ). Looking across the district, Waimate town has a significantly older average age of 49.7 years in 2022 when compared to the outlying rural areas. This makes sense as people are living and working on farms then moving into Waimate for retirement later in life.

The recommended medium growth scenario projects the District's population to increase to 9,500 by 2053. Based on the medium projection, the population of the Waimate District is projected to grow by, on average, 0.4% a year between 2023 and 2053. This is less than the projected 1.0% a year growth rate of the Canterbury region and New Zealand's total population.

Figure 55-1: Waimate District Population Projections 2023-2053-



With a low base population, significant industrial projects are capable of having an impact on the District's population. Further expansions of both Oceania and Fonterra Dairy Factories in the next ten years could increase job opportunities in the District. Whilst not predicted, future irrigation schemes have potential to see an increase in on-farm jobs in the District and the creation of secondary jobs as a result of increased agricultural production in wider South Canterbury. Should all of these projects proceed the District may see population growth trending more towards the high projection. While this may appear conservative, it is important that Council does not overestimate population growth and the associated infrastructure provision required. It also reflects that a considerable number of employees from both dairy factories live in either the Waitaki or Timaru Districts. Given the close proximity of both Timaru and Oamaru to these sites, increased job opportunities may not necessarily equate to comparable population increase in the Waimate District. Growth over the next 30 years of between 1,000 and 2,000 people is likely.

Natural Decrease

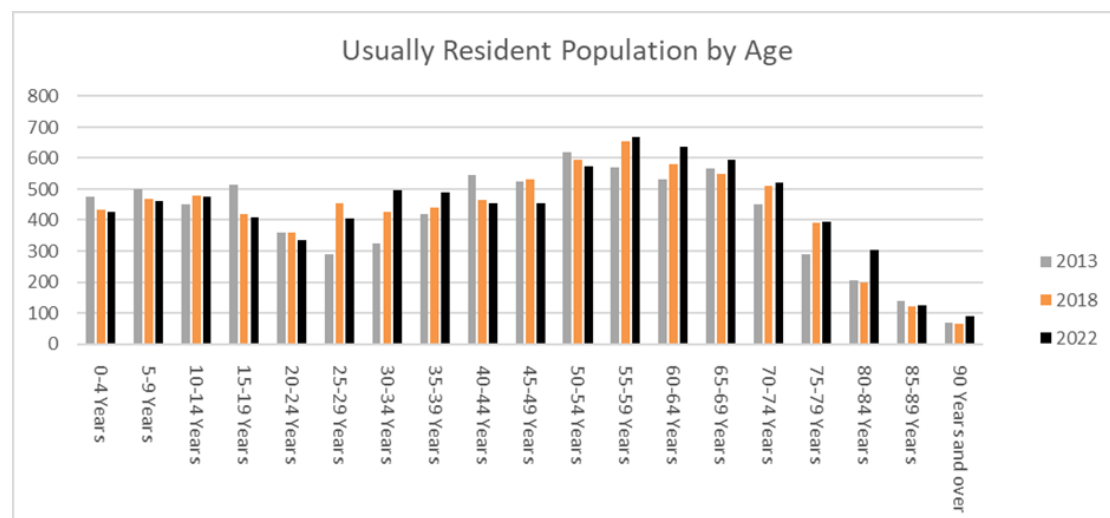
As New Zealand's population continues to age, more and more areas will consistently experience a natural decrease, i.e. more deaths than births (three territorial authorities experienced this between 2010-2014). For areas that have traditionally relied on a natural increase for population growth (including Waimate), a natural decrease will mean a shrinking population unless offset by net migration gains. Within the Waimate District, natural decrease is projected to occur around 2040. Without net migration gains, the population will probably decrease.

Larger proportion of older people

Under the medium projection series, Waimate District is projected to have a higher proportion of older people (aged 65 and over) in 2053 compared with 2022. This increased population operating on fixed incomes introduces financial and funding challenges.

In 2013 19.5% of the Waimate District population was aged 65 and older.

Figure 55-2: Waimate District's population by Age – 2013, 2018, 2022. Source: NZ Stats-

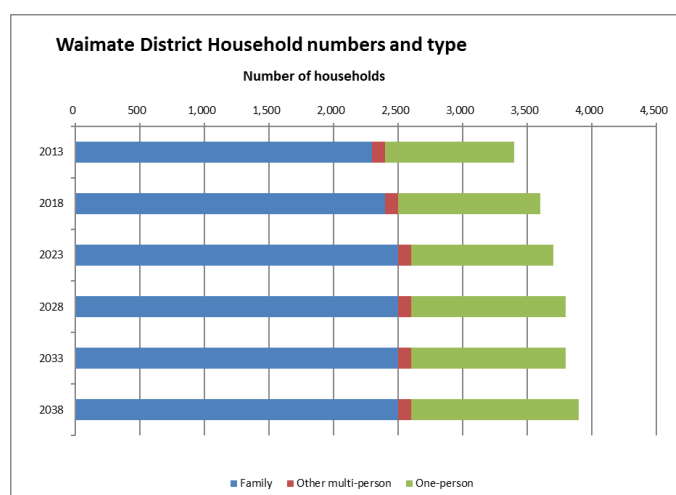


Households

The number of households in the District is projected to increase by an average of 0.4% a year between 2023 and 2053.

The average household size in the Waimate District is set to decline from 2.3 people in 2013 to 2.1 people by 2038. This will follow the national and regional trends (NZ - decrease from 2.64 people to 2.50 people. Canterbury - decrease from 2.4 to 2.3 people).

The number of one-person households is the fastest growing household type in the Waimate District, increasing by an average of 1.2% per year.

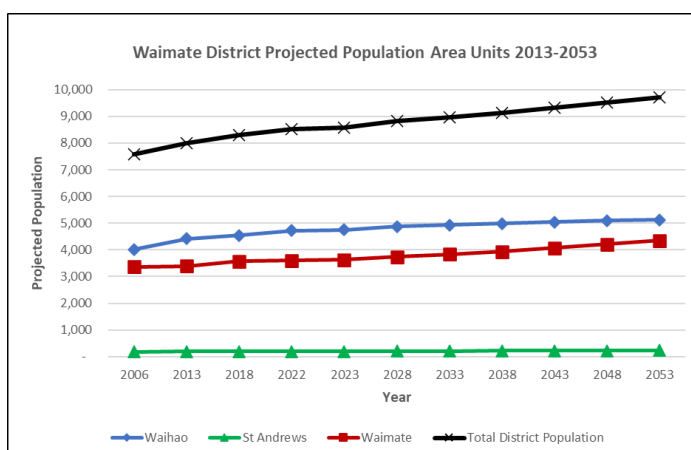


By 2038 33% of Waimate households will be one-person households and over 15% of Waimate residents will be living alone.

Population Location

Statistics New Zealand provides population breakdowns for area units within territorial authority boundaries for the period 2006-2053. For the Waimate District the area units provided are for urban Waimate, St Andrews township, and Waihao (covering the rest of the district).

The graph below shows gradual growth in the Waimate and Waihao areas, with growth flattening from 2038 onwards. Waimate DC will continue to monitor growth trends though subsequent census periods to confirm these trends.



5.2 New Technologies

From a strategic point of view the Council seeks to remain aware of technological advances primarily through staff involvement in industry developments via training, seminar attendance and directly from suppliers. Internal development of new technologies is advanced through collaboration between staff and with other councils. Staff maintain strong relationships with professional staff from neighbouring councils.

The greatest change expected to be observed in the district is intensification of farming, balanced by changes in farming practices driven by national freshwater reforms, zero emissions targets and environmental sustainability objectives.

Should large scale irrigation projects proceed in the future, the construction period will impact local roads and possibly the demand for rural water supplies. However, observations from other areas indicate the establishment of irrigation schemes have not reduced the demand for reticulated stock water. Pricing may well influence this trend in the future however.

Agricultural intensification is usually associated with a step change in transportation demand on the existing roading network. Carting in stock foods and pasture supplies as well as carting out product will usually involve more truck movements using larger trucks.

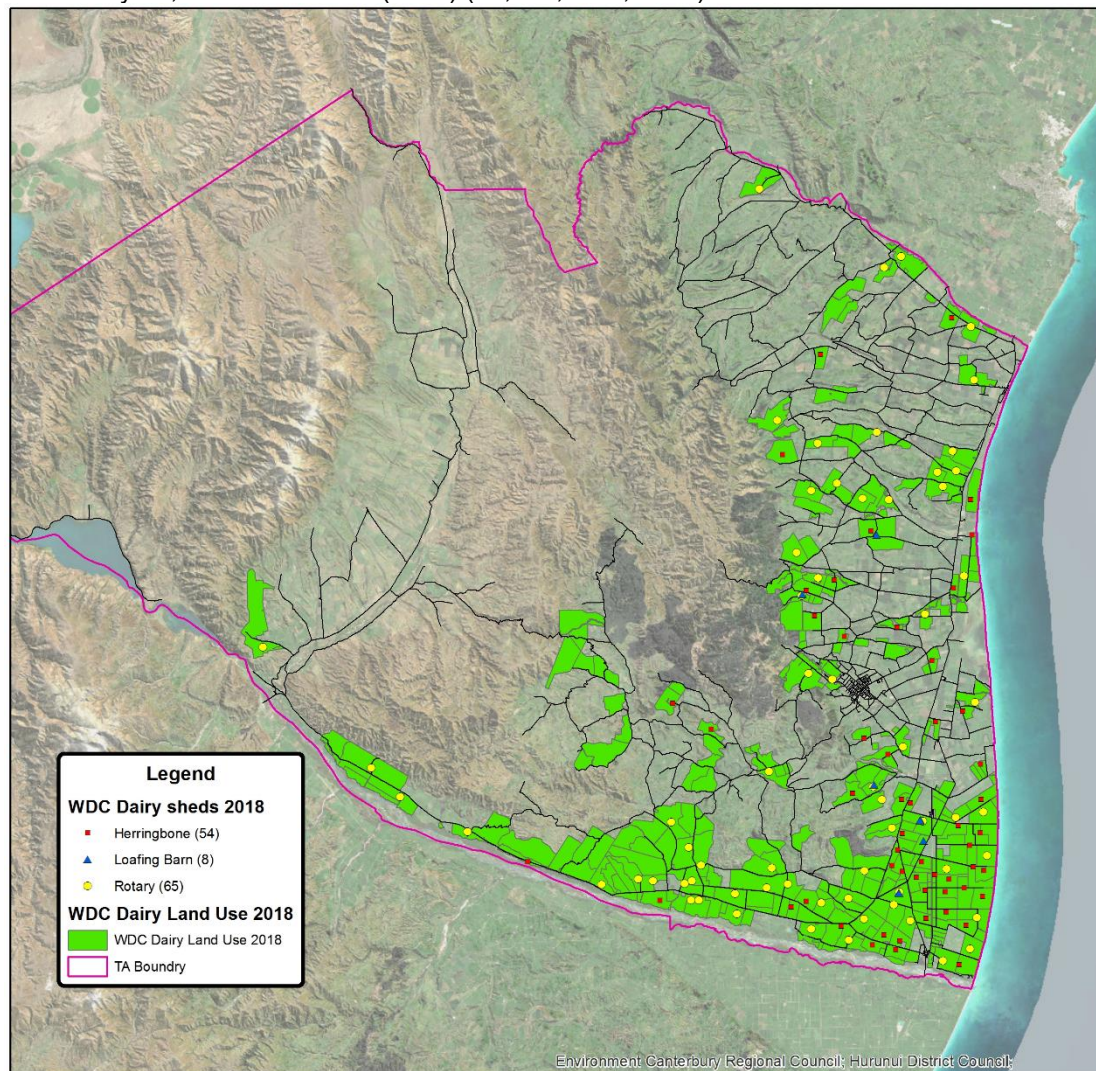
This (potential) irrigation related intensification change may be offset by national freshwater management, zero emissions and environmental sustainability objectives. In total these changes could result in a decline in farm profitability, farm expenditure and lower farm related employment. Farming practices and land use would adapt, with perhaps a resurgence of sheep and beef farming and less dairy conversion. This could lead to less traffic movements on rural roads. The potential adaption is not currently known. Council will continue to monitor trends and adapt infrastructure investment as required.

The environmental effects of land use have recently manifested as challenges within the district. Elevated nitrates (and other chemicals) are now a challenge which must be met with innovative technological solutions.

Harvesting machinery is very large and some roads in the District are unsuitable for the dimensions or mass of such vehicles.

Figure 55-3: Dairy Farmland in the Waimate District 2018-

Total Dairy 46,189.01 Hectares (2018) (41,531,00ha, 2014)



The vehicle fleet is expected to change in the next 30 years. In 20-30 years, electric vehicles are expected to be common, as well as some autonomous vehicles. Changes to freight movement is likely, but the technology is still developing.

5.3 Changing Government Priorities and Legislative Environment

National Policy Statement for Freshwater Management

The Government has commenced the process to replace the National Policy Statement for Freshwater Management. This process is expected to take between 18 to 24 months.

National Policy Statement on Urban Development 2020

The National Policy Statement on Urban Development Capacity 2020 (NPS-UDC) sets out the objectives and policies for providing development capacity under the Resource Management Act 1991.

The amended NPS-UDC came into effect on 20 August 2020 and has been described by the government as “the core issue of increasing land supply”.

The NPS-UDC directs local authorities to provide sufficient development capacity in their resource management plans for housing and business growth to meet demand.

Development capacity refers to the amount of development allowed by zoning and regulations in plans that is supported by infrastructure. This development can be “outwards” (on greenfield sites) and/or “upwards” (by intensifying existing urban environments).

Development infrastructure means the extent they are controlled by a local authority or council-controlled organisation, network infrastructure for water supply, wastewater, or stormwater, and land transport.

WDC sits as a Tier 3 urban environment.

“Tier 3 local authorities are strongly encouraged to do the things that tier 1 or 2 local authorities are obliged to do under Parts 2 and 3 of this National Policy Statement, adopting whatever modifications to the National Policy Statement are necessary or helpful to enable them to do so”

Consideration and implementation through the upcoming District Plan review.

Taumata Arowai, and the Water Services Act

The Water Services Regulator Act 2020 established a new regulatory body, Taumata Arowai, to oversee, administer and enforce a new and strengthened drinking water regulatory system. Taumata Arowai also have a national oversight role to improve the environmental performance of stormwater and wastewater networks.

The role and operating regulations of the water services regulator are under review by the government at the time of the writing of this Infrastructure Strategy. Council will continue to monitor changes and interact with Taumata Arowai in accordance with these requirements. Taumata Arowai continues to refine the compliance framework through guidance from the coalition government. Effectively a “fit for purpose” approach will soften the impact on lower risk water supplies and wastewater treatment.

Taumata Arowai’s role is to:

- Oversee and administer an expanded and strengthened drinking-water regulatory system, to ensure all New Zealand communities have access to safe drinking water. That includes holding suppliers to account, if need be.
- Oversee from a national perspective the environmental performance of drinking-water, wastewater and stormwater networks. (Regional councils will remain the primary regulators of wastewater and stormwater).

The Water Services Act received royal assent on 6 October 2021. The Act gives effect to decisions to implement system-wide reforms to the regulation of drinking water and source water, and targeted reforms to improve the regulation and performance of wastewater and stormwater networks. The Regulator's detailed functions and powers are located in that Act.

Three Waters Reform – Local Water Done Well

"Local Water Done Well" is the Coalition Government's plan for managing water services delivery and infrastructure following the repeal of Water Services Reform legislation (Three Waters) in February 2024. The "Local Water Done Well" policy framework aims to address concerns about New Zealand's water quality and water services' infrastructure investment, while keeping control over water services and assets local.

Following the 2023 elections, the new Government repealed legislation relating to Three Waters service delivery, replacing it with its Local Water Done Well policy. Local Water Done Well policies include:

- Establishing a regulator to oversee water infrastructure, ensuring sustainability, fair pricing, and quality standards,
- Implementing new financial rules, requiring self-funding water services, revenue to cover maintenance, and sufficient borrowing for growth, and
- Within a year of repealing the 10-entity model, councils have to submit alternative service delivery models (Water Service Delivery Plans) to the Secretary for Local Government for approval. There is flexibility for councils to choose a model and governance structure that works best for them within the remit of the associated legislation.

The new water services legislation includes:

- The **Water Services Acts Repeal Act (enacted in February 2024)** repealed the previous Government's water services legislation and restored continued council ownership and control of water services.
- The **Local Government Water Services Preliminary Arrangements Act** was enacted on 2 September 2024. Key areas included in this Act are:
 - Requirements for councils to develop Water Services Delivery Plans (within 12 months of the Bill being enacted).
 - Requirements for those councils to include in those Plans baseline information about their water services operations, assets, revenue, expenditure, pricing, and projected capital expenditure, as well as necessary financing arrangements, as a first step to future economic regulation.
 - Streamlined consultation and decision-making processes for setting up council-controlled organisations that deliver water services, and joint local government arrangements, both of which are currently provided for in the Local Government Act.
 - Provisions to enable new, financially sustainable model for Watercare (Auckland's Water Services provider)
 - Interim changes to the Water Services Act that means the Te Mana o te Wai hierarchy of obligations in the National Policy Statement for Freshwater Management (NPS-FM) will not apply when Taumata Arowai sets wastewater standards.
- The proposed **Local Government Water Services Bill** will establish the enduring settings for the new water services system.

At this time Council is responding to the new legislative requirements and is in the process of investigating water service delivery options and preparing a Water Service Delivery Plan. Council will continue to monitor and respond to further development with the Government's Local Water Done Well programme.

Infrastructure Commission, Te Waihangā

The New Zealand Infrastructure Commission, Te Waihangā, was established in 2019 as an Autonomous Crown Entity to carry out two broad functions – strategy and planning and procurement and delivery support on infrastructure investment.

InfraCom - Te Waihangā will work with central and local government, the private sector, iwi and other stakeholders, to develop a 30-year infrastructure strategy to replace the National Infrastructure Plan.

‘Rautaki Hanganga o Aotearoa 2022 – 2052 New Zealand Infrastructure Strategy’ was published during 2022. The strategy is focused on five objectives i.e. the things we need to do as a nation to achieve the vision of a thriving New Zealand:

1. Enabling a net-zero carbon emissions Aotearoa through rapid development of clean energy and reducing the carbon emissions from infrastructure.
2. Supporting towns and regions to flourish through better physical and digital connectivity and freight and supply chains.
 - Building attractive and inclusive cities that respond to population growth, unaffordable housing and traffic congestion through better long-term planning, pricing and good public transport.
3. Strengthening resilience to shocks and stresses by taking a coordinated and planned approach to risks based on good-quality information.
4. Moving to a circular economy by setting a national direction for waste, managing pressure on landfills and waste-recovery infrastructure and developing a framework for the operation of waste-to-energy infrastructure.

Government Policy Statement on Land Transport (GPS) – June 2024

The Government Policy Statement on Land Transport 2024-34 is a high-level government document that defines the desired outcomes and funding priorities for land transport activities to achieve national targets. The government’s investment (NLTP- National Land Transport Programme) will be guided by the Key Strategic Priorities, identified in the GPS:

- Economic Growth and Productivity
- Increased Maintenance and Resilience
- Safety
- Value for Money

“The Economic Growth and Productivity strategic priority is the overarching strategic priority for the direction of this GPS. Increased maintenance and resilience, safety and value for money are all equally weighted and important priorities that collectively support the delivery of a transport system that drives economic growth and productivity.”

Climate Change Response (Zero Carbon) Amendment Act 2019

The Climate Change Response (Zero Carbon) Amendment Act 2019 provides a framework by which New Zealand can develop and implement clear and stable climate change policies that:

- contribute to the global effort under the Paris Agreement to limit the global average temperature increase to 1.5° Celsius above pre-industrial levels
- allow New Zealand to prepare for, and adapt to, the effects of climate change

The amendments establish four key items:

1. set a new domestic greenhouse gas emissions reduction target for New Zealand to:
 - a. reduce net emissions of all greenhouse gases (except biogenic methane) to zero by 2050
 - b. reduce emissions of biogenic methane to 24–47 per cent below 2017 levels by 2050, including to 10 per cent below 2017 levels by 2030

2. establish a system of emissions budgets to act as stepping stones towards the long-term target
3. require the Government to develop and implement policies for climate change adaptation and mitigation
4. establish a new, independent Climate Change Commission to provide expert advice and monitoring to help keep successive governments on track to meeting long-term goals. See the Climate Change Commission website.

Council continues to develop its responses to the Act and is working on the development of relevant internal policies and procurement, as well as facilitating discussions with the Waimate communities regarding the wider impacts and changes signalled by the Zero Carbon Act.

5.4 Climate Change

It is now generally accepted worldwide that human activities have accelerated climate change, and that further future climate change is unavoidable. The effects of climate change include both effects on our climate (such as temperature increases or flooding), and a wide range of secondary effects (such as damage to strategic infrastructure). The following details climate change projections for the Canterbury region.

In response to the challenges associated with climate change Council has developed a Climate Change Resilience Strategy, March 2024. Work to date in developing the resilience pathway have included:

- Appointing a part-time Climate Change Officer to oversee the development of the strategy
- Consulting, informing and engaging with district communities, neighbouring councils and the Canterbury Climate Partnership Plan
- Completing the second council carbon footprint assessment in 2022/23

As Councils Climate Change Resilience Strategy and associated pathway continues to develop and mature the strategic documents will be updated as necessary with actions, responses, and budgets required to meet the Strategy requirements.

The National Climate Change Risk Assessment (MfE August 2020) identifies 43 priority risks across five value domains (natural environment, human, economy, built environment and governance) and highlights 10 risks considered to be the most significant. This MfE report highlights, among others, the following two domains (particularly applicable to Council infrastructure) as extreme risks:

Table 5-1: Climate Change Risk to Council

Domain	Risk	Consequence
Economy	Risks to governments from economic costs associated with lost productivity, disaster relief expenditure and unfunded contingent liabilities due to extreme events and ongoing, gradual changes.	Extreme
Built environment	Risk to potable water supplies (availability and quality) due to changes in rainfall, temperature, drought, extreme weather events and ongoing sea-level rise.	Extreme
	Risks to buildings due to extreme weather events, drought, increased fire weather and ongoing sea-level rise.	

Waimate District is expected to experience two of the main impacts of climate change – sea level rise and more extreme weather patterns.

Sea level rise is considered the lesser of the influences as much of our coastline is elevated above MSL. Modelling of associated inundation, as a result of tsunami, is known to affect very few council-controlled assets.

What is understood is that climate change associated risks will increase in time.

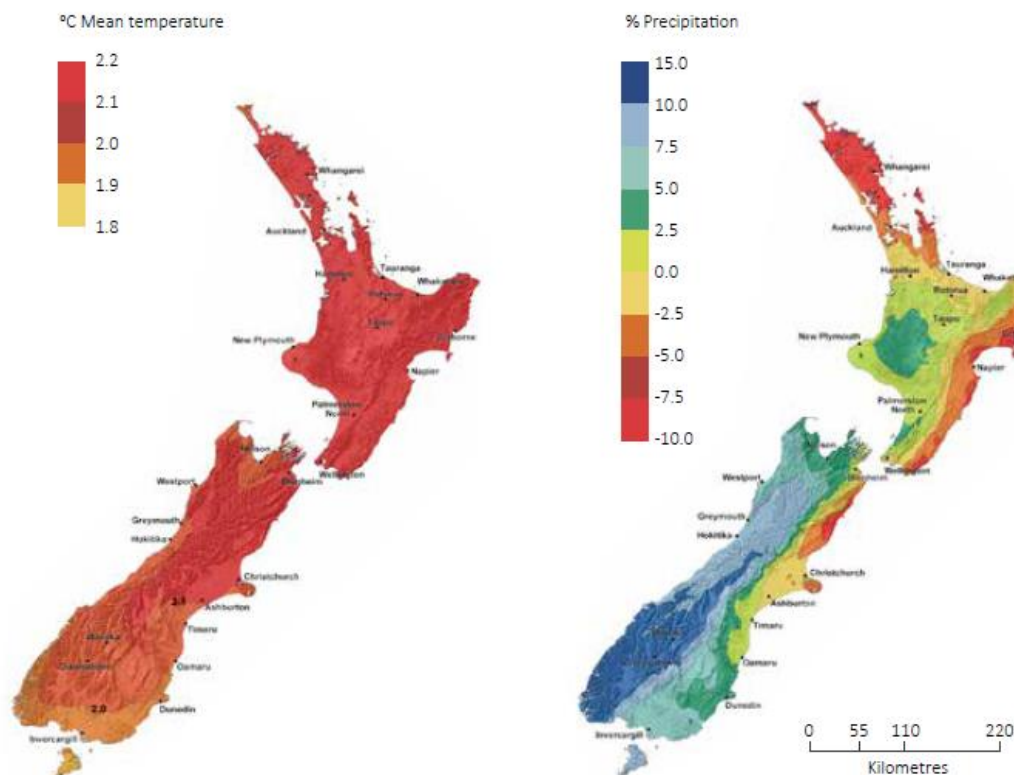
Council recognised the roles of Local Government NZ, the Ministry of Primary Industries, the Ministry for the Environment, and the Royal Society of NZ in researching and guiding a pragmatic response.

Figure 5-4: Climate Change implications for New Zealand

Figure 7: Average changes in annual mean temperature (left, degrees Celsius) and precipitation (right, percent) during 2080–2099 compared to 1980–1999, for a climate change scenario midway between low- and high-carbon futures.

Projected Annual Mean Temperature Change
between 1980–1999 and 2080–2099

Projected Annual Mean Precipitation Change
between 1980–1999 and 2080–2099



Source: Climate change: Implications for New Zealand (Royal Society of New Zealand, April 2016)

The local government position statement on climate change (2017) states

Climate change actions have three components:

- 1. actions to reduce emissions (mitigation);*
- 2. planning and actions at the national and local level to support public safety and effective adaptation; and*
- 3. limiting or removing pressure on systems affected by climate change.*

All local authorities (city, regional, district and unitary) are at the frontline of climate change adaptation and have a role to play in mitigation.

The role of Council is key in delivering the outcomes sought by the community. Key drivers to support and manage the challenges are the National Climate Risk Assessment for New Zealand (Ministry for the Environment, 2020) and the Climate Change Projections for the Canterbury Region (NIWA, 2020).

Projections for Canterbury

Climate Change Projections for the Canterbury Region have considered the following scenarios, which take into account either cutting greenhouse gas emissions over time from 2019 levels, or not curbing emissions during the life of this Infrastructure Strategy.

Average Temperatures

- Increase with time and greenhouse gas concentrations
- By 2040, annual mean temperature up 0.5 to 1.5°C
- By 2090, up 0.5 to 2°C (if we cut emissions) or up 1.5 to 3.5°C (if we don't)

Maximum Daytime Temperatures

- By 2040, annual mean maximum temperature up 0.5 to 2°C
- By 2090, up 1 to 3°C (if we cut emissions) and up 2 to 5°C (if we don't)
- By 2090, western Canterbury's alpine and sub-alpine areas could be 5 to 6°C warmer in spring and summer (if we don't)

Maximum Night-time Temperatures

- By 2040, annual mean minimum temperature up zero to 1°C
- By 2090, up 0.5 to 1.5°C (if we cut emissions) and up 1 to 2.5°C (if we don't)
- The difference between a day's high and low increases with time and greenhouse gas concentrations

Hot Days (25°C or more)

- By 2090, expect 20 to 60 more hot days in most of Canterbury (if we don't cut emissions)
- Inland areas feel it the most, particularly the southern Mackenzie Basin, which could have 60 to 85 more hot days
- Most of these hot days would happen in summer
- Our warmer season could get longer in relatively low-elevation areas, with 5 to 10 more hot days in autumn and spring
- Increased fire risks

Cold Days (Frosts)

- Expect fewer frost days throughout the region
- Inland areas and higher elevations warm the most, with 10 to 30 fewer annual frost days by 2040, and 20 to 50 fewer by 2090
- The frost season (the time between a year's first and last frost) will likely get shorter

Rainfall

There is likely to be increased rainfall depth and intensity associated with climate change. In addition, the heat that comes from the condensation of this increased moisture will make storms more intense. These extreme events may exacerbate flooding risks for Waimate District.

- Most of the region can expect small changes in annual rainfall, up or down 5%
- By 2040, autumn might be dryer in the Mackenzie Basin, with up to 10% less rain
- By 2090, winters could be wetter in many eastern, western and southern parts of the region, with 15 to 40% more rain
- By 2090, Banks Peninsula and many inland areas might get 5 to 15% less rain (if we don't cut emissions)

Snow

- Expect fewer snow days everywhere, especially in the mountains

Drought

The modelling indicates that by the 2080s, there will be a significant increase in the average water deficit across Canterbury, with increases of between 2 weeks and over 6 weeks of pasture deficit as an average climate condition. By the 2030s, current drought events that are so severe that they only occur in 1 out of 20 years are projected to occur more frequently. Increased fire risks.

Windspeed

- Annual mean wind speeds up slightly, by nil to 5%
- By 2090, winter and spring could be windier (up 5 to 15%, if we don't cut emissions)
- That seasonal change might be more keenly felt in inland areas north and west of Rangiora (up 15 to 25%)
- Increased fire risks

Sea Level Rise

Climate Change Projections for the Canterbury Region have identified worsening impacts over time at a regional and national level:

- Sea level rise projections for Canterbury are the same as for New Zealand
- Up by 0.4m in the next 50 years and up 0.6 to 0.7m in 100 years (if we cut emissions)
- Up 0.5m in 50 years and up 1.2 metres in 100 years (if we don't)
- High tides get higher. At 0.65 metres of sea level rise, every high tide is above the spring tide mark (compared to 10% now)



Source: www.wetlandtrust.org.nz

Wainono Lagoon

Source: Stuff 24 July 2017

Localised flooding

Climate Change Effects

The major effects that may impact on the Council's Infrastructure activities are set out below, along with potential mitigation options and an analysis of when the effects may occur. It should be noted that further work is required to understand how these effects will impact the Waimate District, but the collection and monitoring of data will be used to inform a more robust climate change response.

Dust from Unsealed Roads: Hotter temperatures and associated drought conditions could have detrimental effects in terms of increased dust from unsealed roads. This may mean that in future areas of unsealed roads need to be sealed, particularly close to residential properties. Council currently allows for \$50k to part fund "dust seals" via policy. Currently applicants need to fund 50% of the cost. Road classifications and traffic volumes on our low use roads dictate

the overall level of service. Individuals are able, with part funding by Council, to increase the level of service adjacent to their property to mitigate adverse effects associated with dust.

Council will continually monitor demand for this service and provide increased funding as required.

Hotter temperatures potentially have an impact on the timing of unsealed road grading and metalling activities which will need to be monitored over time.

In the shorter term this approach is considered appropriate but as the effects of drought conditions become more prevalent, Council may need to consider a revision of the level of service relating to unsealed rural roads which, in turn, will adversely affect funding requirements (increased).

- Likelihood - Possible (25 – 50%)
- Location - District Wide
- Timeframe - 2030 onwards
- Mitigation - Monitor

Changes in Demand: An overall decrease in the mean rainfall for the district could impact on land use and in turn change demand on certain areas of the Council's infrastructure networks. More intense rainfall events have the ability to damage crops, and this may manifest in changing farming practices. These changes in farming practices could result in changing traffic volumes for particular areas, changes in demand from our water networks, and requirements for higher levels of service to mitigate the risks associated with nuisance flooding, to name the major impacts.

Council will need to monitor and understand these requirements to inform future work programmes. This is achieved through regular traffic counts, up-to-date hydraulic modelling of our water schemes and optimised renewal of drainage assets.

Council is mindful that changes in demand will manifest as changes to LoS, geographic demand and overall demand. In order to cater for this, underlying data is important to plan appropriate renewals in the future.

Council is also installing water metering within the urban water network as a means to manage demand, manage water losses and to increase the availability of potable water.

- Likelihood - Likely (50 – 70%)
- Location - District Wide
- Timeframe - 2030 onwards
- Mitigation - Monitor

Drainage Capacity: Extreme rainfall events in a generally dry region may cause surface flooding effects due to poor capacity of drainage assets. The cost of upgrading drainage assets for these extreme events is likely to be prohibitive for Council. Whilst, as a district, council is unable to build infrastructure to deal with these extreme flows and volumes, it is able to define the levels of service (20% and 2% annual exceedance probability) and therefore the level of protection that ratepayers and users can expect.

Mitigation of events outside of these parameters are dealt with through the protection and definition of overland flow paths, defined areas for detention and improved stormwater management practices. These practices (in an urban sense) are defined in Waimate District Council's Stormwater Management Plan which is an underpinning document for the global consent issued by Environment Canterbury Regional Council. For example, Council defines on-site management of stormwater as the preferred solution up to a 1 in 50 year event. The defined 1 in 50 year design event takes into account climate change factors defined by NIWA.

Extreme rainfall events have a detrimental impact on council's wastewater network where inflow of stormwater presents several challenges in terms of conveyance capacity and surcharging of

manholes. In 2021/22 Council undertook an inflow investigation to identify which areas are affected and formulating appropriate responses to mitigate the effects. Left unchecked, climate change impacts would adversely affect this activity. When addressed, this will lead to increased levels of service, allow for future growth by increasing available capacity and reduced compliance risks.

- Likelihood - Almost certain (70 – 99%)
- Location - District Wide
- Timeframe - 2021 onwards
- Mitigation - Design, planning, and policy

Increased Flood Damage Repair Work: Extreme rainfall events in a generally dry region may cause surface flooding effects and in turn increase requirements for flood damage repair works. Consideration will need to be given to design and location aspects for Council's assets to reduce the risk of damage or loss of service due to extreme weather events. There is no provision (currently) to fund these repairs and they are typically funded via existing budgets and often with co-funding from NZTA.

Council is continually monitoring the financial effects associated with flood events (and the diversion of existing budgets) and has considered (in the past) developing a “flood event” fund. This monitoring will continue with intervention likely if existing programmed work begins to be adversely affected. Potentially this issue will need to be consulted on as increased costs will result in increased rate requirement. Resultantly the community will receive a higher level of service than currently experienced.

Furthermore, storm events can impact on raw water quality from streams and bores used for water supply. This presents challenges associated with the provision of potable water in terms of reliability, treatability and therefore compliance with the Drinking Water Standards for New Zealand.

- Likelihood - Almost certain (70 – 99%)
- Location - District Wide
- Timeframe - 2021 onwards
- Mitigation - Monitor and adapt funding if required

Water availability for Construction: Increasing demand for water is currently an important issue for Canterbury. This increased demand is likely to become increasingly critical in a future characterised by drier average conditions, and an associated increase in both drought frequency and intensity. This may mean, as an example, that it will be more difficult to obtain the required water to complete construction works.

Updating of hydraulic models for the council water supplies allows for optimised future renewals that address the location of demand within the schemes (up or down). They also allow Council to plan for growth and increased demand as a result of changes to legislation e.g. the Water Services Act and its potential impact on water suppliers outside of the current reform programme.

- Likelihood - Almost certain (70 – 99%)
- Location - District Wide
- Timeframe - 2025 onwards
- Mitigation - Monitor and adapt future programmes as required (LoS, additional demand, changing demand)

5.5 Infrastructure Resilience

Customers have a high expectation of continuing functionality and service delivery. Resilience is based on a design philosophy which acknowledges that failure will occur. Resilience requires early detection and recovery, but not necessarily through re-establishing the failed system.

Council is considering the performance of its infrastructure and services in terms of:

- Climate change - drought
- Climate change - severe storms
- Climate change - sea level rise
- Natural disasters - earthquake

In each case, some reduction in performance is expected. Managing demand and improving infrastructure to be resilient, where there is no redundancy in service delivery, is key. Resilience of the roading network is being considered at a South Canterbury level with a 'One network' approach in mind. Council needs to consider managing and mitigating the risks to our infrastructure assets from natural disasters, by establishing the requirements for resilient transport and lifeline utilities networks.

Actions to address infrastructure resilience is discussed in more detail in Section 6.5.

5.6 Aging Infrastructure

The infrastructure is aging, and the district is approaching an important period to ensure that its infrastructure assets continue to meet the needs of the community in the future. We need to consider when we are going to apply a 'just in time' philosophy and defer renewals or apply pro-active renewals. These decisions are informed by factors such as criticality, performance, and risk appetite and manifest as differing treatments at a component level.

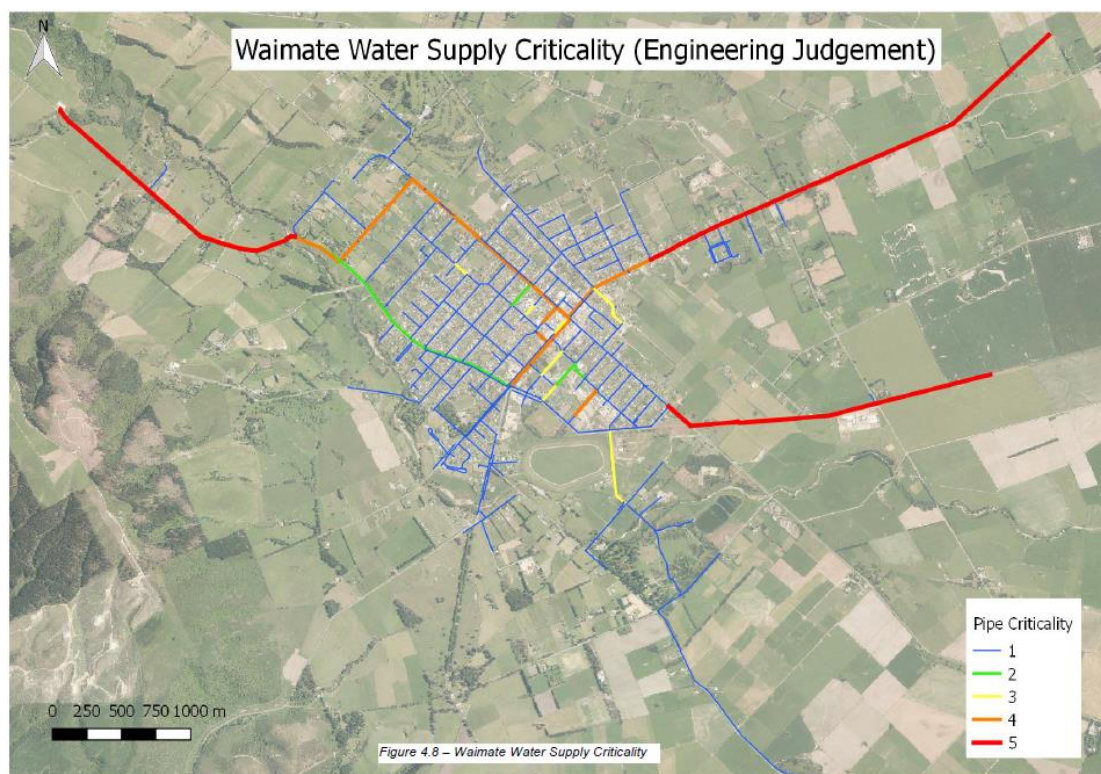
Management of aging infrastructure is closely aligned with the discussion of system resilience above. The key aspect is the recognition of failure mechanisms for our assets, and initiation of a suitable response to minimise cost and disruption to the community. Underground pipe networks represent the greatest risk because of their extent and inaccessibility.

The three key aspects for effectively managing aging infrastructure are:

- to ensure the organisation has sufficient knowledge of asset status
- that funding is available
- that remedial work (maintenance and renewals) is actioned in a timely manner

Council's approach has been, and is, to collect data to understand condition and performance, as well as identify critical assets so we are focussing effort where it is needed most.

Figure 5-5: Water Supply Asset Criticality Map



The aging of Waimate’s urban water and Wastewater reticulation continue to be the greatest concern. The creation of a theoretical backlog, and the subsequent non-funding of depreciation, needs further investigation over the next few years. This could result in extended useful lives where assets continue to provide the desired level of service.

The water reticulation pipes are cast iron (dating back to 1908) or asbestos cement (1950s and 1970s). The Wastewater pipes are earthenware (1915 and 1950s). The earthenware pipes are particularly susceptible to inflow and infiltration, with many still performing reasonably well.

A renewal programme has been developed for these assets as discussed in sections 7 and 8 as we move into a phase where the expected life of these assets is reached. Predicted renewals are sense checked against maintenance records, field observations, criticality assessments and existing hydraulic models.

The roading network is also aging, but changes in demand is more pertinent than the age of the asset. Changes in the volume and weight of vehicles has put the network under stress and the life of some pavement assets is being consumed at a faster rate.

A more comprehensive data capture programme is now in place to improve knowledge about the roading assets, and how they are expected to perform in the future.

5.7 Economic Activity

Economic activity and changes in economic activity impact on the requirements for infrastructure, and the community ability to fund infrastructure.

Covid 19 impacts have been wide ranging and included a significant and protracted recession. At the time of writing this infrastructure strategy indications are that New Zealand is beginning to recover from the recession. To assist with the recovery, Council received funding through the following central government initiatives, with some related to the pandemic and others related to the Three Waters Reform programme(s):

- Covid Stimulus Funding (\$3,360,000)
- Transition Funding (\$350,000)
- Better-Off Funding (\$2,420,000)

Also see the LTP assumptions for further information.

5.8 Affordability

In view of the infrastructure investment (and associated funding) Council is facing, providing and managing continued affordable service delivery is a significant and complex challenge. Whilst Council puts considerable effort into managing the affordability of services, the district's small and aging population base means this will remain an ongoing challenge.

Affordability is a key metric that will be further scrutinised as council navigates the Local Water Done Well programme and develops the Delivery Plan for submission in September 2025. Opportunities exist in moving away from a conventional "rating" structure towards a pricing structure.

Also see the LTP assumptions for further information.

5.9 Tourism

Tourism has not been a major driver of demand in the district. Initiatives such as the Alps to Ocean Cycleway has seen a small growth in opportunities and tourism numbers. Tourism, albeit at a low level, has returned to the district with occupancy increasing at the council operated campgrounds.

A Local Waimate based businessman has embarked on a range of commercial building renovation and development projects in the Waimate central business area. These projects have increased the commercial vibrancy in central Waimate, and in time will increase local, national and international tourism flows into the town.

5.10 Prudent Management

Waimate District must carefully manage its investment in infrastructure to ensure it gets value for every dollar and provide infrastructure in a lawful, functional and affordable manner.

The task of building, operating and maintaining - as well as the management of - core Infrastructure Assets in an affordable manner may become increasingly difficult in view of a number of influences (i.e. what is over the horizon) as discussed in the table below:

Table 5-2: Influences on Infrastructure Assets

Influences	Comment
Continually changing legislative and operating environment (Central and Regional Government)	Roads and Footpaths: The Government Policy Statement (GPS) changes with the focus of the Government and means there are changes in priority and funding to be addressed. These are outlined in the Government's GPS 2024. Water: Regulatory trend towards more stringent Drinking Water Standards and associated compliance monitoring and reporting. Taumata Arowai (water regulator commenced operation in 2021). Impacts of reform will be better understood by September 2025. Regulatory trend towards more comprehensive monitoring and reporting of water takes. Progressive upgrades of the rural water supplies have occurred meaning there is compliance with the NZDWS and DWQAR. This does mean increased operating costs. Wastewater: Regulatory trend towards more comprehensive monitoring and reporting of the receiving environment, and treatment process improvements to ensure acceptable effluent quality. Stormwater: Compliance with Land and Water Regional Plan is required. This may see increased levels of compliance for discharges (treatment), especially as it relates to industrial discharges. Impacts of climate change and climate change legislation. Service Integration: Central Government may require additional integration (sharing) of services with neighbouring Councils to effect greater efficiencies.
Change in demand	Roads and Footpaths: Changing demand on the roading network is causing more rapid deterioration. This is multiplied where the road structure is constructed in areas where there are poor ground conditions and/or where the ability to drain water away from Roding infrastructure is limited. – Significant Issue Heavy vehicle laden weight limits have risen from 40 tonnes to 44 tonnes, and to 50 tonnes maximum (for 50Max vehicles). High Productivity Motor Vehicles (HPMV) permit further increasing weights on trucks, subject to specific axle loadings. To improve efficiency of the freight transport fleet it is likely this trend with increasing truck weights may continue. This creates some issues of restricted access to some areas of the district due to bridge stock that is not capable of carrying these loads, and further damage to weak pavements. – Significant Issue The irrigation to land that was previously not irrigated can significantly change water tables and therefore the ground conditions the road is founded on (in part offset by changing irrigation methodology from border dyke to pivot irrigation). The latter conversions are almost complete. Diverse range of road users in the Waimate District, whose needs inform provision of a fit-for-purpose network.

Influences	Comment
Aging infrastructure	Water: The reticulation networks for parts of the water supplies are at or approaching the end of their expected lives. A large amount of urban pipework was installed from the early 1900s, with rural pipework installed in the 1970s. Renewal programmes are in place for both the urban and rural supplies. Smoothing over ten years somewhat addresses the risk associated with early (and late) intervention/renewal. There remain risks associated with maintenance liability and premature failure. The risk can be mitigated through careful planning and consideration of asset condition, levels of service and growth drivers. – Significant Issue Wastewater: The Waimate reticulation network dates from the early 1920s and 1930s, with an expansion in 1960-1980. Aged pipework inflow and infiltration in both private and public assets has resulted in significant infiltration and inflow into the Wastewater network (related to old earthenware mains installed in 1920-1940s). Reduction in inflow and infiltration will free up additional capacity in the Wastewater network. Continued renewal programme of the aging pipe network is required. Significant Issue Roads and Footpaths: A significant amount of the sealed road infrastructure was constructed between 60 and 45 years ago (with rapid expansion in the network between 1963 and 1973). Some of this sealed infrastructure is nearing the end of its useful life. Council is expecting a 'bow-wave' of sealed road pavement renewal from 2035 onwards. In addition, a number of bridges will require component replacement to maintain accessibility, with some bridges approaching end of useful life. – Significant Issue
Consents	Wastewater: The discharge consents for the Waimate Wastewater treatment plant will require renewal in 2036. Considerations of additional or alternative treated effluent disposal options may be required due to increased environmental requirements. Government is actively promoting the use of modular solutions and providing certainty around effluent quality requirements. Stormwater: Effective implementation of the Urban Stormwater Management Plan (SMP) is imperative as Council holds a global resource consent. Council will be liable for any non-compliances with the resource consents. Council will need to ensure each and every individual/private developer takes responsibility for stormwater management.

Influences	Comment
Environmental effects	Water: A number of water take consents are due for renewal. Whilst Community Water Supplies are provided preference on allocation, re consenting requires an analysis of potential growth (and therefore the consent limit) to be approved by Ecan. Wastewater: Inflow into the Wastewater network via the individual properties and Council's sewer mains will continue to present design constraints, require increased pipe-sizing, and treatment and disposal issues unless this is resolved on a community-wide basis i.e. I&I reduction in the private and public assets. – Significant Issue In some small communities the reduced groundwater quality due to ongoing use of conventional septic tanks may necessitate the installation of centralised community Wastewater systems with ensuing treatment and disposal system. Council has also identified an opportunity to assist with the consenting and management of septic tank clusters. Stormwater: Increased number of intense rainfall events will challenge our current stormwater asset network in terms of capability to meet 20 year return periods. An increased number of intense rainfall events will challenge our aging sewer pipelines through infiltration and resultant surcharge risks, as well as placing a higher burden on our current WWTP capabilities and capacities. Roads and Footpaths: Reduced availability of good quality road metals for sustainable road maintenance practices. Traffic on unsealed roads that produces dust which can have adverse effects on the health of people, stock and adjacent crops. Increased number of intense rainfall events will challenge our current road asset network and the resilience of our road network.
Climate change	Water: The design of the Three Waters infrastructure is required to provide service to three or more generations, but in the short term there is a need to be efficient in the provision of infrastructure. Climate change will have a detrimental impact on water supply, demand and resilience. Stormwater: The predicted increases in extreme weather events involving significant rainfall may lead to increased levels of surface water leading to subsequent flooding, ponding problems and blockages to drains for stormwater run-off. Roads and Footpaths: The potential effects of climate change on the district's roading network are understood in terms of the predicted changes in weather patterns. The predicted increase in extreme rainfall events will cause increased storm damage to the road infrastructure and potentially significant damage through washout of bridge approaches and abutments. Weather events which consist of rainfall over extended periods can cause landslips and increased pavement deterioration over time.
Infrastructure resilience	Customers have an increasing expectation of continuing functionality and service delivery following significant natural events (snow, wind, extreme rainfall etc.). Council will need to continue to enhance resilience through infrastructural and procedural improvements. – Significant Issue

Influences	Comment
Population and economic growth	In broad terms, the population of Waimate District is forecast to remain relatively steady. Many of the schemes have capacity to provide for some growth, and there are opportunities for more effective management to cater for growth if it is greater than expected. As the population and local economy grows, this may tend to raise expectations around higher levels of service, which will need to be catered for. For example, more intensive use of the transportation network places a greater maintenance burden on Council. Water: Hydraulic rearrangement and pressure management for the urban water supply both assist in extending the useful life of the asset and providing additional capacity to cater for growth (whilst also reducing burst frequency, water loss and extending remaining life of already aged assets). The rural water supplies will be subject to changing demand profiles as a result of reliable irrigation in the future. It is envisaged that existing use will shift from predominantly stock water (potentially sourced from irrigation water) to domestic use as development occurs in the rural area. Wastewater: Assessments indicate that the urban wastewater network and treatment plant have adequate capacity to cater for the increased population (additional 2,900 persons available) provided stormwater inflow and groundwater infiltration can be reduced. Stormwater: Council will need to undertake upgrades to the stormwater network to reduce known surface flooding resulting from increased stormwater run-off from developments. Roads and Footpaths: Council will need to continue footpath development and ongoing network improvements in a timely manner to cater for increasing demands and change in range of users of these assets.
Demographic changes	Significant increase in the over 65 age group may result in affordability issues (increased number of fixed income ratepayers). This trend may be offset by the district's stable working age population. Levels of service may need to be reviewed and amended to either a more affordable level, or to suit the dominant demographic in the future. "Ring Fencing" of the Three Waters as part of Local Water Done Well provides an opportunity to protect those on fixed incomes through pricing structures. Roads and Footpaths: An aging population will potentially require higher levels of service for the provision and quality of footpaths for vulnerable pedestrians and the mobility impaired.

Influences	Comment
Land use change	Historically, land use change (dryland farming to dairy) has had an impact on the water activity requirements within the district. Changing freshwater management standards may impact current land use practices and trends. Changes in farming practices in the next 30 years will continue to have a significant influence on current infrastructure needs particularly with the increase in high productivity (i.e. very large tractors) movements throughout the district. If irrigation is improved throughout the district, more land is being converted for dairy farming. This may be offset or changed by evolving freshwater management standards. Dairy conversions have a large impact on the roading network through the generation of a wide range of additional traffic and increases use of agricultural vehicles on the roading network. Cultural diversity as a result of land use change may influence demand on infrastructure.
New Technologies	New technologies will assist in the services becoming more efficient and effective. Opportunities will be reviewed with respect to whole-of-life costs. Historically the change in technologies has had a significant effect in the operation and management of infrastructure assets and it is considered that this will continue possibly at a greater pace. For example, the implementation of Asset Management Information Systems (AMIS) across the infrastructure activities and the continued development of the Council SCADA (system control and data acquisition) system to improve operational efficiency for the water supply and sewage treatment plants. During 2021/22 Council installed universal metering in order to better understand and manage water loss within the urban area. This is coupled with improved asset information and will allow greater efficiency in the operation and management of Council's infrastructure. This will include utilising predictive models for programming and prioritisation of asset renewals. Changes in the scale and types of agricultural activities, including intensification/reduction of dairy and dairy support, in the District will create additional pressures on some of the Council's existing infrastructure networks over time.
Resourcing	An aging workforce and difficulties with the recruitment and retaining of experienced and qualified staff to a rural district may present issues with the future operation and management of the services and infrastructure projects. The continued development of appropriate staff and their skill sets to meet the challenges of infrastructural demands and meeting regulatory changes is essential to ensure prudent and rational outcomes.

6.0 THIRTY YEAR STRATEGY

6.1 The Organisation's Priorities

At high level, Council's Water, Wastewater, Stormwater and Roads and Footpaths priorities are to:

- Maintain the District's roads to a safe standard and fit-for-purpose for the long term
- Use efficient and effective asset management practices to maximise roads and footpaths asset life to provide a resilient network
- Demonstrate to customers that Council is managing the assets responsibly
- Ensure that the level of service required by customers is provided in the most cost-effective manner
- Customers will be regularly consulted over the price/quality trade-offs resulting from alternative levels of service
- Provide a continuous supply of potable water to meet agreed demands
- Maintain sewage disposal and treatment facilities to protect public health through ensuring good sanitary standards and freshwater management
- Manage the impacts of land use change and growth
- Advocate on behalf of the community where direct management of issues is not possible. E.g. impacts of regional plans/rules

These priorities are in line with WDC Community Outcomes detailed in Section 3.

6.2 Asset and Service Management Strategy

Through the provision of infrastructural assets and services to residents and visitors Council's management strategy is to:

Maintain performance measures to ensure that the current strategies do not consume the asset leading to an unexpected increase in maintenance/renewal expenditure in the future.

Council has established an Asset Management Policy. The policy defines the appropriate level of asset management planning in line with International Infrastructure Management Manual (2015) guidelines.

The policy definitions for the Three Waters and Roding activities is "Core".

Roding and Water Supply may include more complex asset management practices such as demand and deterioration modelling above this level, but it will be on a fit-for-purpose basis, rather than a requirement across all asset types.

Responsibility for the asset management of the Water, Wastewater, Stormwater and Roads and Footpaths services is allocated to the Asset Group Manager. This responsibility includes:

- Ensuring services are constructed, maintained and in compliance with consents
- Budgeting and long-term forecasting
- Monitoring Levels of Service for services provided by assets
- Identifying and managing asset and service related risk
- Reporting of Levels of Service, key performance indicators and risks at corporate level
- The achievement of Asset Management practices which meet corporate Asset Management development standards and reporting of these in the AMPs

In providing services to residents and visitors through the use of core Infrastructure, Council's management strategy is to:

- Review planned resource allocations

- Determine the effects these will have on agreed Levels of Service
- Assess how these changes in Levels of Service will be reflected in the end-of-period asset condition and performance
- Adjust the work plan as necessary to achieve the best possible life cycle asset condition and performance within the available budget. This may mean leaving some assets to decline in condition to the stage that they require more expensive remedial action later.
- Assess the effects of the revised programmes on achievement of the Council's performance targets
- Report the anticipated effects on the targets to senior management and elected members
- Manage the Water, Wastewater, Stormwater and Roads and Footpaths activities at a level in accordance with Council's assessment of appropriate asset management practice and asset management policy

6.3 Sustainable Service Delivery

Council's assets and services contribute to the social, economic, environmental, and cultural wellbeing of the community in accordance with the agreed community outcomes.

6.3.1 Response to Affordability

The affordability of services in a small, rural, agricultural economy based community is always a challenge. Council continues to meet this challenge by conventional and innovative programmes that:

- Focus on the critical assets and activities
- Use of a widely consulted rating system that uses targeted rates where appropriate
- Grow the rating base - attracting new industries and developments that benefit the district
- Partnering with community and sponsors to fund major community assets. For example, the Whitehorse Development
- Partnering with developers to achieve mutual goals to the community's benefit
- Partnering with government for funding – NZTA and Three Waters Funding
- Engaging and responding to government changes in regulation and policy to optimise associated cost issues for district ratepayers
- Keep rates affordable and sustainable for the community
- Contribute to representative groups such as Taituarā and Local Government New Zealand who lobby central government
- The Government's 'Local Water Done Well' programme presents opportunities to address affordability across the district. These opportunities present through pricing structures that are difficult to define in a conventional rating structure.

6.3.2 Response to Four Wellbeings

The Local Government (Community Wellbeing) Amendment Act, 2019 moved away from the previous efficient, effective and appropriate service delivery focus by restoring the four community wellbeings of:

- Cultural
- Economic
- Environmental
- Social

This was to acknowledge Councils' broader role in looking after our communities than simply providing core services.

More recently the coalition government has signalled the removal of the four wellbeings from the Local Government Act. These changes are yet to manifest.

6.3.3 Summary Of Wellbeing Contribution

Council is committed to ongoing improvement in the quality of the Water, Wastewater, Stormwater and Roads and Footpaths services management practices. This is reflected in the implementation of asset management systems and associated data collection and maintenance requirements.

The Infrastructure Strategy Improvement Plan is integral to that approach, quantifying current business practice and measuring progress toward an identified future position. The Improvement Plan is focused on the following key areas:

- Scheme Knowledge and Asset Condition
- Demand Management
- Project planning and coordination
- Communications

While reappraisal is an ongoing process, the Improvement Plan will form the basis of the Water, Wastewater, Stormwater and Roads and Footpaths services annual business planning. An overarching Improvement Plan for this Infrastructure Strategy is presented in the table below:

Table 6-1: Improvement Projects

Strategy Component	Specific Asset Management Improvements
Scheme Knowledge and Asset Condition	Ongoing data collection to ensure assets are understood and condition information is sufficient to develop robust future renewal programmes
Demand Management	Collect traffic data (including heavy traffic) to identify level of service gaps, model pavement renewals and prioritise works. The Three Waters hydraulic model has recently been updated and is used for capacity upgrades and growth planning.
Project planning and coordination	Prepare robust forward programmes and improve co-ordination between renewal programmes across asset types and other projects
Communication	Develop communication tools to engage the community and explain the prioritisation that will be required. WDC utilises Engagement HQ for communications planning and implementation.

These items are discussed in further detail in each of the Activity Management Plans.

6.3.4 Response to the Levels of Service

This Infrastructure Strategy provides a guide to Council's long term service provision over a thirty year period based on the current service levels provided by Council and known and agreed changes in Councils service levels.

This Infrastructure Strategy does not provide commentary on annual service levels or current service level performance measurement of the services that Council currently provides. This Infrastructure Strategy forms part of Councils Long Term Plan document suite that includes the Long Term Plan, Financial Strategy, Infrastructure Strategy and Consultation Document. This Infrastructure Strategy should be read in conjunction with the other documents in the Long Term Plan document suite, and the Asset Management Plans, for full disclosure of Level of Services information.

6.3.5 Response to the Legislative Environment

Council continues to remain updated and engaged with changes in the legislative environment. The current and proposed changes are far reaching and will impact most areas of Council's activities.

Additional staff resources, equipment, external consulting support and compliance costs have been budgeted to meet known and anticipated costs associated with the Taumata Arowai (water regulator) requirements and drinking water standard compliance changes.

Given the uncertainty surrounding service delivery under Local Water Done Well legislation this Infrastructure Strategy includes the Three Waters. Council is currently working on its "Delivery Plan" which, once approved, will provide a road map for the aforementioned activities. Initial modelling is underway at the time of preparing this Infrastructure Strategy.

Council will remain engaged with the proposed water industry reforms to ensure district community outcomes are achieved in a cost-effective and sustainable manner – a core requirement of the legislated Water Services Delivery Plan.

6.4 Cost Effective Delivery of Services

In terms of LGA Section 10 (Purpose of local government) there is a clear requirement to meet the current and future needs of communities for good-quality local infrastructure, local public services, in a way that is most cost-effective for households and businesses.

(2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—

- (a) efficient; and*
- (b) effective; and*
- (c) appropriate to present and anticipated future circumstances*

In order to demonstrate that the delivery of services is efficient, effective and appropriate; Waimate District Council has reviewed its procurement processes, undertaken service delivery reviews, and has systems and policies in place that include:

6.4.1 Customer Services

Council has determined customer expectations through formal and informal consultation with the community over many years. This survey methodology is no longer available, and Council currently utilises "Key research" as a replacement. In 2024 Council introduced "Engagement HQ" as another tool for engaging with the wider community. Monitoring of key performance

indicators set against achieving Levels of Service puts Council asset management practices into context in terms of effectiveness.

6.4.2 Procurement Policy

The Waimate District Council Procurement Strategy was revised on 15 August 2023. The objectives are:

- Supporting the achievement of Council's Community Outcomes and the Waimate District Council Long Term Plan programme, through efficient and realistic procurement processes to meet Waimate District's needs
- Integration of Council's organisational goals into the procurement process
- Delivery of the agreed levels of service to the community that represent value for money
- Encouraging appropriate and equitable levels of competition across suppliers
- Ensuring procurement is fair and transparent with effective accountability measures
- Ensuring procurement is efficient and appropriate to the scale of the activity

6.4.3 Asset Management Practices and Processes

Services are managed in accordance with Council's Asset Management Policy. Practices and processes are reviewed and assessed against guidance and best practice provided in the International Infrastructure Management Manual (IIMM), Edition 2015, the more recent 2020 Edition and the Āpōpō Guide 2023.

6.4.4 Asset Management Policy

The objective of this policy is to ensure that service delivery is optimised against agreed community outcomes and Levels of Service, manage related risks, and optimise expenditure over the entire lifecycle of the service delivery. The policy also ensures that the management of the assets is a systematic process, and that service delivery is sustainable in the long term.

6.4.5 Service Delivery

Roading

There was extensive collaboration between Timaru District Council and Waimate District Council staff on development of this contract. This included a re-development of the Management Specification and revision of the Technical Specification for the contract. The Councils went to market with similar documentation and going forward it will mean we have a similar framework being applied to the management and supervision of our road maintenance contracts.

Historically there has been joint procurement of road resurfacing in South Canterbury with Timaru and Mackenzie Districts 2015 to 2024. Council has procured alone for the 2024-26 programme (Mackenzie District is not resealing this season and Timaru District has tendered on their own due to accounting/audit reasons.)

Other works such as pavement rehabilitations and Kerb and Channel Replacement delivered under the "Road Network Operations and Maintenance Contract".

Bridge Renewals and Component Replacement and large renewal and improvement projects are let as competitively priced contracts on a project basis.

Three Waters

The Three Waters operations and maintenance services are provided primarily using in-house resources. This has proven to be an appropriate fit for Council and also provided an excellent alignment between management and operations staff. Staffing has increased to meet the legislative challenges associated with compliance and asset management.

The teams remain relatively small and are adaptable enough to undertake minor capital works alongside their planned and unplanned maintenance works.

The recent February 2021 DIA-led WICS review of Councils Three Waters operations, renewals and capital noted that Waimate District Council was efficient in operational service delivery.

6.4.6 Capital Programme Delivery

Council has an ambitious capital programme driven by a number of factors:

- Continuation of the active renewal programmes
- Capital works required to meet the current Drinking Water Standards for New Zealand (DWSNZ) and the Water Services Act
- Future capital works associated with compliance through the Water Services Act
- Capital works associated with the Better Off Funding programme

In order to mitigate risks associated with programme delivery, Council has implemented a number of tactical responses:

- i. Engaging with industry and providing updates on potential work packages (particularly in relation to treatment plant upgrades)
 - ii. Packaging like works to create procurement efficiency
 - iii. Engaging consultants to produce procurement documentation early
 - iv. Sourcing materials early creates efficiency as compared to supply and install. This has proved a good tactic since the Covid related supply chain issues
 - v. Procurement is now completed through the Government Electronic Tenders System (GETS). This affords the ability to notify the wider contracting/consulting market of upcoming projects and will undoubtedly maximise submissions received once projects are tendered
- Adopting Cotiss as a procurement and contract management solution

The Waimate district is fortunate to have significant contracting resource located within the boundaries and at varying scale. In fact, one of the largest contractors in the South Island has its head office located within the Waimate town. Further afield, council is able to draw on further resource located to the north in Timaru and to the south in Oamaru.

As with any capital programme risks will always remain, even if mitigation has been employed. Known risks include:

- Dependent projects – some proposed capital works are dependent on either technical investigations or other capital works. Delays in the latter could impact deliverability.
- There is still significant uncertainty surrounding the necessary upgrades of trickle fed rural water supplies. Taumata Arowai is currently reviewing the compliance settings, and this may manifest in reduced Capital commitments and/or significant change (both Capex and Opex).
- Material Sourcing – whilst proactive in sourcing materials, the risk associated with slow supply chains remain, particularly where materials are sourced from overseas.
- Compliance risks – a number of water supply compliance projects have been budgeted (2025/26 and 2026/27) to meet compliance requirements as defined in the current Water Services Act, the associated rules and the DWSNZ. The adoption of Acceptable Solutions for rural water supplies is still uncertain as a result.
- Delay in increased levels of service associated with the upgrade of individual water schemes for compliance with the Water Services Act and the DWSNZ. Whilst it is

unlikely that the level of service will reduce, the current LoS will be extended until upgrades are commissioned.

- Delays (or cancellation) of projects reliant on third party funding sources such as NZTA co-funding or other funding agencies. Grants and subsidies can represent just a proportion of a particular project. Funding is often dictated by the current Government Policy Statements.

6.5 Addressing Resilience

Resilience is the ability to cope with and recover from adverse events. It requires active planning to cope with a disaster, restore functionality, and rebuild the societal and economic fabric. Communities that actively plan for resilience are less prone to disaster, recover faster, and endure less hardship than those that do not.

Planning for every disaster scenario is impossible, so the next step is to plan to contain damage. Planning involves understanding the chaos, the pressures and the trauma, then building redundancy, preparing for insurance, training and improving. Bouncing back to recover the social and economic soul of the community is the next component in planning for resilience.

Finally, a culture of improvement and learning develops resilience. This is achieved through commitment, understanding and training.

In order to improve resilience Council's approach will continue to:

- Actively participate in Civil Defence Emergency Management planning and activities, at both regional and local levels
- Investigate and instigate options for alternative service provision and system redundancy
- Promote design and construction standards (where cost effective) that ensure infrastructure is able to withstand natural hazards and long term changes in circumstances such as those resulting from climate change
- Obtain insurance where this is deemed to be the most cost effective approach
- Invest in business continuity succession planning and training
- Identify critical assets within Roding, Water, Wastewater and Stormwater activities and in development of management regimes based around criticality
- Work collaboratively with neighbouring authorities
- Look at more joint procurement opportunities and establish staff resource sharing arrangements

6.6 Evidence Base

The asset data held for Water supply and Wastewater had been a focus for improvement over the last nine years. This was reflected in the positive peer reviews undertaken of the 2017, 2020 and 2024 valuations.

Road and footpaths data continues to be sound, based on thirty three years of RAMM use. An increase in data analysis as part of the One Network Framework and capture of pavement performance data has improved knowledge of the asset further.

The 2022 Road Asset Valuation identified the accuracy of most roading asset data as "B" or "Reliable". (Data based on sound records, procedures, investigations and analysis, which is properly documented but has minor shortcomings, for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.) Bridge data is of higher accuracy, "A-B" or "Highly reliable - Reliable". (Data

based on sound records, procedures, investigation, and analysis which is properly documented and recognised as the best method of assessment).

Confidence Grading					
Asset	ORC		ODRC		Overall Value
	Quantity	Unit Cost	Life	Remaining Life	
Land	B	A	-	-	A-B
Formation	B	B	-	-	B
Unsealed Pavement Structure	B	B	-	-	B
Sealed Pavement Structure	B	B	B	B	B
Sealed Pavement Surface	A	A	B	B	B
Bridges	A	B	A	B	A-B
Drainage	A	B	B	B	B
Drain Fords	A	A	B	B	B
Footpath	A	B	B	B	B
Signs	B	A	B	B	B
Street Lights	A	B	B	B	B
Surface Water Channel	B	A	B	B	B
Traffic Facilities	B	B	B	B	B
Overall					B

The overall accuracy of the confidence grading for roading assets has been assessed to be approximately $\pm 15\%$, this is based off the average confidence grading of **B**.

The 2024 valuation has indicated (for Three Waters):

Table 6-2: Asset Data Confidence Ratings

Confidence Level	Description	Accuracy	Condition	Quantity	Unit Cost	Base Life
A	Highly Reliable and Accurate	100%				
B	Reliable with Minor Inaccuracies	$\pm 5\%$		B	B+	B+
C	50% estimated	$\pm 20\%$	C			
D	Significant data estimated	$\pm 30\%$				
E	All data estimated	$\pm 40\%$				

From a valuation perspective the data reliability is considered (for all assets covered by the IS) to be “B” or $\pm 5\%$. Council acknowledges that the reduced reliability associated with less accurate condition ratings ($\pm 20\%$) could impact future financial forecasting. However, this is currently mitigated by empirical assessment of assets proposed for renewal. Active programmes to improve the data held for assets will improve this further.

Council acknowledges there are limitations with its data that affect decision-making. A commitment to improving data collection and analysis is indicated below. Additional part-time and full-time roles have been added to the Council team to address data limitations and accuracy.

Table 6-3: Data Improvements

Activity	Data to be collected	Data to be analysed	Value this data provides
Roading	Traffic counts	Classified vehicle counts	Allows council to assess and report on utilisation of the asset and review whether the asset actually provides sufficient capacity for current and future use.
	Falling Weight Deflectometer/Multi-Speed Deflectometer Testing	Pavement deformation (strength) / SNP	Assists with identifying where there may be pavement risk should there be a change in traffic demand or weakening ground conditions. Testing indicates areas where stronger pavements may be needed (informing renewals programme) or where attention should be given towards drainage provision.
	Consistent Condition Data Collection (CCDC)	Pavement Condition	Robust consistent data of current road conditions.
	Data available from other organisations (e.g. NIWA NZ Flood Stats)	Flows of our rivers against our bridge capacity	Compare our existing bridge capacity against flood and river flow. Identifying what our bridge is capable to handle during flood events.
Water supply		Water demand information	Universal metering provides a comprehensive data set which is currently not leveraged to understand peak demands
Water supply and Wastewater	Pipe condition Above ground asset condition	Pipe condition information Above ground asset condition Hydraulic Models	Validate renewal programmes Additional staff recruited to assist with pipe asset and condition data improvements

The approach to data collection, management and reliability is discussed in the respective asset management plans and budgets included where appropriate.

The Government Policy Statement on Land Transport 2024-34 has a reduced focus on footpaths and consequently reduced available funding.

The theoretical backlog for Roads and Footpaths indicates approximately a \$35M shortfall over the ten-year period. For the same period, the Three Waters theoretical / budgeted renewal shortfall is \$26 million. The end-of-life assets are still being utilised and are performing adequately.

Whilst there is a theoretical backlog of renewals in both the Three Waters and Roding activities, the following improvements will help to reduce this in future iterations of this strategy, correcting useful lives by completing the following:

- Componentisation of bridges and footpaths where there is significant variance in the useful lives of beams, decks and piles, and between sealed surfaces and basecourse respectively. Individual component renewal can extend the useful lives of assets through capitalised maintenance.
- Condition and Performance grading. The inclusion will allow more detailed assessment of proposed renewals and enable the theoretical backlog to be reduced as a result.
- Reassess useful lives. Where condition and performance records are adequate and failures are not being observed, useful lives for some assets can be extended.

Council currently utilises empirical assessment to achieve the above and to ensure investment / intervention is appropriate.

6.7 Significant Infrastructure Decisions

Taking a long-term management view of infrastructure assets, Waimate District Council needs to make key decisions in a timely manner. In addressing Community desires and priorities the following key decisions have been identified.

Table 6-: Significant Infrastructure Decisions

Key Decision	Indicative Timeframe
Roading and Footpaths Review investment in Roothing to provide a satisfactory level of service and provide for large and heavier vehicles. Historically, the level of investment required to keep roads to a 'fit for purpose' level in Waimate District has been the lowest in the country. However, as land use changes the demands on the network increase; so does the amount of work to keep them to the required standard. A comprehensive planning and maintenance approach to ensure this level of service is achieved will require more investment. For the next three years an increase in renewal investment includes investment in pavement rehabilitation, and drainage renewals. It is envisaged that these investment levels will continue into the future.	Review investment level every three years in conjunction with the National Land Transport Programme and any current Government Policy Statement (GPS). Changes to the GPS will inevitably affect where and how much funding will be available for particular Work Categories.
Roading and Footpaths WDC's Bridge Replacement/Upgrade Strategy lists the bridges which have been identified for component replacement, or upgrades, to re-establish appropriate levels of service for vehicles (including heavy vehicles) crossing these structures. Overall risks associated with asset failure have been assessed to be moderate and are acknowledged to be the determining factor in network resilience. There are some critical routes, bridges and demand issues pending. Council's bridge stock enables components of the bridges to be renewed independently (structure component replacement). This allows Council to replace parts of the bridges that have deteriorated and allow bridges to be "sweated" and extend remaining useful life.	Review investment level every three years in conjunction with the National Land Transport Programme The timing for replacement and upgrade works is indicated in the strategy for some bridges but is generally left to the Council to decide based on the information given and forecast budgets.
Water Supplies The renewal programme is considerable and will extend well into the future. Council will need to commit to this to maintain satisfactory levels of service and to provide increased levels of service required for compliance with the Water Services Act, associated rules and the DWSNZ. The proposed renewal programme is well underway, and budgets included in the 2025-2027 horizon.	Renewal programmes are continually updated as asset knowledge and asset management practices are improved. Programmes are revised to align with Council planning processes (Long Term and Annual Plans) with detailed reviews occurring prior to the production of each respective Long Term Plan.
Wastewater With the completion of the I&I investigation, council staff need to investigate the source of inflow on a prioritised basis. The Northeast catchment is a focus for ground survey, smoke testing, CCTV work and targeted renewals.	2025/27 – Policies and Bylaws to be updated prior to embarking on this work. 2036 WWTP Upgrade

Key Decision	Indicative Timeframe
A key decision is whether property owners will be responsible for rectifying faults or whether council funds these works as an offset to expensive pipeline upgrades. The WWTP consents and subsequent upgrades are a significant investment; this has been budgeted in the 2034/35 financial year. Initial investigations and the legislative environment will inform exactly what is required closer to that time.	
Wastewater The renewal programme is considerable and will extend well into the future. Council will need to commit to this to maintain satisfactory levels of service. The renewal programme budgets have been forecast over the 10 year horizon and beyond. Sewer network extensions have also been forecast to cater for growth	Renewal programmes are continually updated as asset knowledge and asset management practices are improved. Programmes are revised to align with Council planning processes (Long Term and Annual Plans) with detailed reviews occurring prior to the production of each respective Long Term Plan.
Wastewater The WWTP upgrade is scheduled for the latter part of the 10 year timeframe. This will be affected by the outcomes of national wastewater treatment standards currently being developed.	2034/35 funding for the WWTP upgrade. Planning and treatment options to commence prior to this.
Stormwater The forward works programme is relatively small and provision over the next ten years caters for asset replacement, increased levels of service and to provide the necessary capacity for growth and infrastructure resilience. It should be noted that more significant renewals are expected towards the end of the thirty year timeframe.	Stormwater investment programmes have been refined to align with the requirements of the global discharge consent.

The related financial requirements and forecasts of these key decisions are detailed in Section 7 and 8.

7.0 SIGNIFICANT INFRASTRUCTURE ISSUES

The Local Government Act 2002 Section 101B – Infrastructure Strategy states:

(2) The purpose of the infrastructure strategy is to —

“(a) identify significant infrastructure issues for the local authority over the period covered by the strategy; and

“(b) identify the principal options for managing those issues and the implications of those options.

In developing this 30 Year Infrastructure Strategy Council has identified the anticipated significant infrastructure issues over the 30 year horizon and considered each significant action and their costs and benefits. These issues are detailed in the following sections.

(Note where projects have been identified for level of service, these projects seek to either maintain the existing level of service, or to ensure that level of service targets are obtained in the future.)

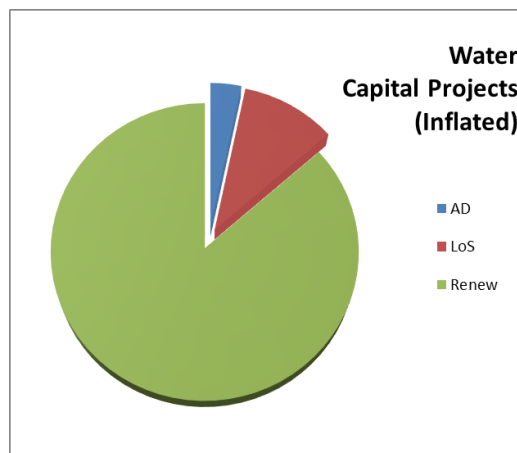
7.1 Three Waters Reform

Issue - The Government water reform programme ‘Local Water Done Well’ is ongoing		
Main Options	Implication of Options	
The future Water Servicing options are currently being developed as part of the Water Services Delivery Plans (WSDP) as required by legislation. These Plans are required to be submitted to the Secretary for Local Government by 3 September 2025.	The outcomes of the WSDP process will help determine the future WDC Three Waters management and delivery arrangements.	
Time period	2025-2030	
Cost	To be determined	To be determined
What is the benefit	Yet to be determined	
Assumption	The WSDP process will detail future service delivery options and a preferred option for WDC.	

7.2 Water Supply Significant Issues

Strategic Goals for the Water Supply are:

- To ensure the delivery of safe drinking water that meets the requirements of DWQARs and the DWSNZ
 - To ensure that adequate water schemes are provided and maintained for the wellbeing of the public both now and in the reasonably foreseeable future
 - To ensure that the long-term operation and maintenance of the water treatment facilities are environmentally sustainable
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Council-owned water assets

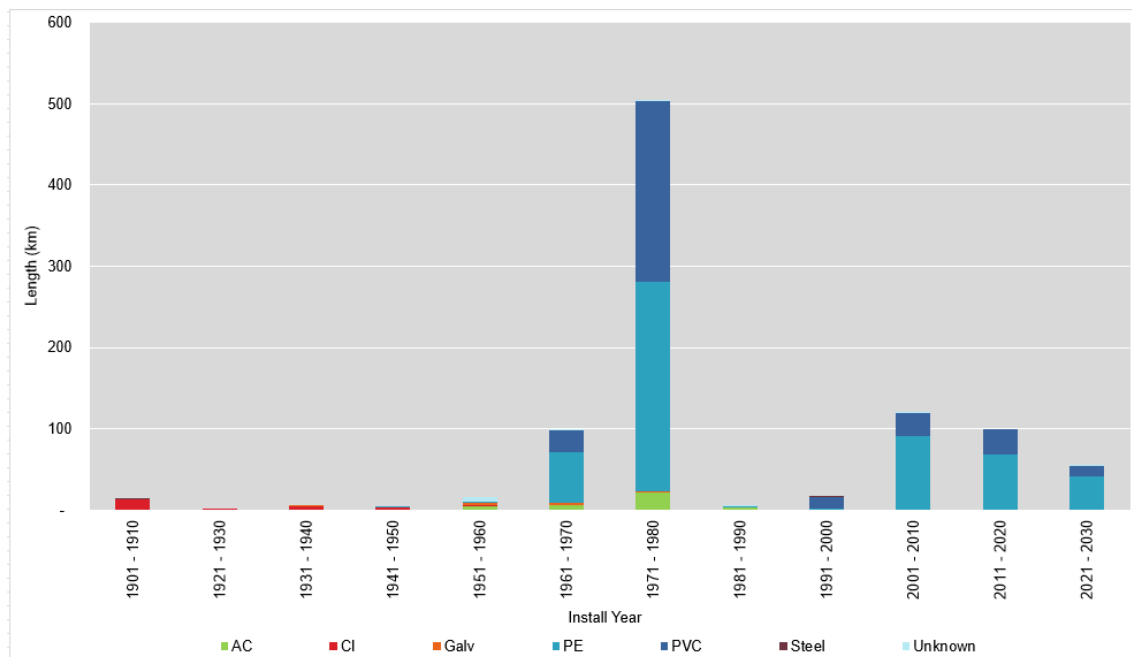


Issue - A significant percentage of aged and poor condition water mains (cast iron and asbestos cement within the urban reticulation) will need replacement in the next 20 years

Main Options	Implication of Options	
Option 1 - Embark on a renewal plan of all original cast iron pipes in Waimate Town	This is a costly option and is likely to have a significant impact on customers during replacement. This could be the most cost-effective approach as there would be economies of scale.	
Option 2 - Replace pipes on an as-needed basis.	This is likely to have severe impacts on the level of service provided. Outages would become common and replacing pipes in an 'emergency' situation would be expensive and difficult to coordinate.	
Option 3 - Undertake replacement over a period of time	Apply a prioritised approach ensuring that the impact on customers is limited. Comprehensive planning is required to maintain a satisfactory level of service	
Time period	Ongoing – continually reviewed as information becomes available	
Cost	~\$15.5M (2025 10 Years)	~\$66M (years 11-30, Budget to be refined based on condition assessments and further planning)
What is the benefit	LoS/Renewal	
Assumption	Funding and delivery capacity is available.	

The following figure illustrates the age profile of the water supply pipes:

Figure 7-1: Water Pipe Length by Installation Year and Material



Issue – A number of the district’s water sources require upgrade to achieve compliance with the DWQARs and NZDWS.

Main Options	Implication of Options	
Option 1 - Embark on an accelerated plant upgrade programme in the very short term.	This is a costly option and is likely to have a significant financial impact on both existing and future customers. Whilst cost effective (economies of scale etc.) it will require significant resourcing.	
Option 2 – Continued monitoring of the legislative environment and Upgrade WTP as required, this will enable the most cost-effective solutions to be implemented	Works programme is underway and budgets are in place to meet the current legislative framework and the expectations of both consumers and Taumata Arowai.	
Time period	2025/26	
Cost	\$7.77M (2025 – 10 Years - ongoing programme)	
What is the benefit	LoS/Renewal	
Assumption	Indications are that some relaxation of requirements is likely to occur in the near term. This relaxation may manifest in reduced capex and opex investment and potentially delays in implementation	

Initial work was completed during the period 2018-2021. Currently there are different levels and forms of water treatment across the district schemes as illustrated below.

Table 7-1: Water Quality Issues

Supply	Service Connections	Population served (WINZ)	Source	Existing Treatment						Proposed treatment	
				No treatment/ disinfection	Coagulation	Flocculation	Filtration	Ultra Violet Irradiation	Chlorination	Method	Completed/ Completion Due
Waimate Urban	2,010	3,416	Ground water ^{1, 2}		-	-	1	1 & 2	1 & 2		Completed
Cannington Motukaika	49	90	Surface water		-	-				Filtration, UV & Chlorination upgrade. Potential for Acceptable Solutions	2025/26, subject to compliance changes
Hook Waituna	551	962	Surface water		-	-				Connect scheme to compliant supply	2025/26
Lower Waihao	257	700	Ground water		-	-					Completed
Otaio Makikihi	232	422	Ground water		-	-				Upgrade to be confirmed	2025/26 as part of project with Hook-Waituna Scheme
Waihaorunga	43	99	Surface water		-	-				Filtration & UV. Potential for Acceptable Solutions	2025/26, subject to compliance changes
Waikakahi	173	344	Surface water		-	-				Filtration, UV & Chlorination upgrade. Potential for Acceptable Solutions	2025/26, subject to compliance changes

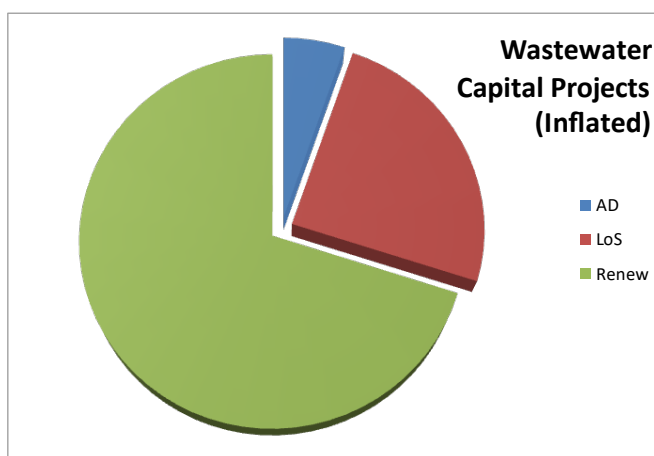
1 = Timaru Road only / 2 = Manchester Bore

Issue – The rural townships are experiencing water loss, increased demand and associated pipework capacity deficiencies		
Main Options	Implication of Options	
Option 1 - Repair leaks	Repairing leaks as they occur will be required where assets are not being replaced and capacity is required. However, this will become more difficult as the state of the pipes deteriorates.	
Option 2 - Do not repair leaks	This is likely to have severe impacts on the level of service provided. Outages would become common. Additional, new connections would be impossible	
Option 3 - Renew existing pipes, optimise renewals to facilitate growth, allow for online compliance monitoring, relocate difficult to access pipework.	Given the age, condition and location of the pipes, a renewal programme is required to address difficult to detect leakage, provide future access to water services for growth and enhanced management of the schemes.	
Time period	2026 - 2035	
Cost	\$15.5M (Renewals 2025 – 10 Years)	
What is the benefit	LoS/Renewal	
Assumption	Water loss in the rural schemes is well managed	

7.3 Wastewater Significant Issues

Strategic Goals for the Wastewater Activity are:

- To ensure that adequate Wastewater Services are provided and maintained for the wellbeing of the public both now and in the reasonably foreseeable future
- To ensure that the long-term operation and maintenance of the Wastewater treatment plant is environmentally sustainable
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Waimate District Council-owned assets

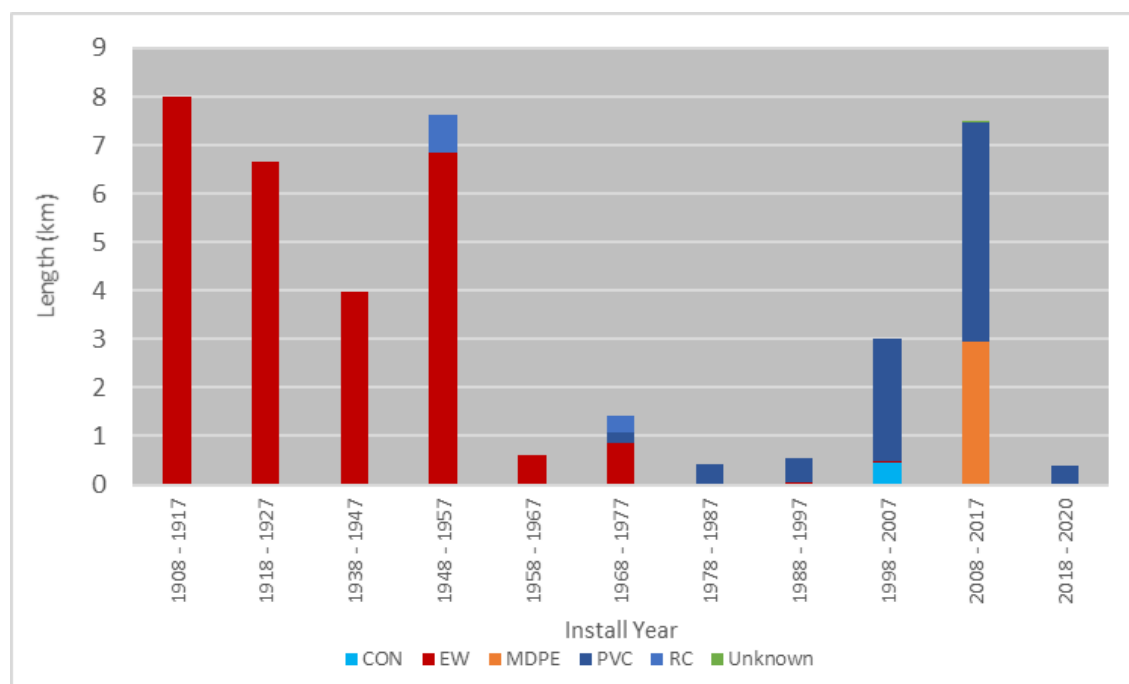


Significant infrastructure issues are tabled below. The highlighted option is the preferred approach for addressing the identified issue.

Issue - A significant percentage of aged and poor condition Wastewater mains will need replacement in the next 20 years		
Main Options	Implication of Options	
Option 1 - Embark on a renewal plan of all original earthenware in Waimate Town	This is a costly option and is likely to have a significant impact on customers during replacement. This could be the most cost-effective approach as there would be economies of scale.	
Option 2 - Replace pipes on an as-needed approach.	This is likely to have severe impacts on the level of service provided. Blockages would become common and replacing pipes in an 'emergency' situation would be expensive and difficult to coordinate.	
Option 3 - Undertake replacement over a period of time	Apply a prioritised approach ensuring that the impact on customers is limited.	
Time period	Ongoing – continually reviewed as information becomes available	
Cost	\$11.8M (2025 10 Years)	\$54.7M (11-30 Years, to be refined based on ongoing condition information)
What is the benefit	LoS/Renewal	
Assumption	Funding and delivery capacity is available.	

The following figure illustrates the age profile of the Wastewater pipes.

Figure 7-2: Wastewater Pipe Length by Installation Year and Material



Issue – There is a high level of inflow into the Wastewater network	
Main Options	Implication of Options
Option 1 - Replace all pipes	Not all pipes in the network are subject to infiltration. Even if all infiltration was eliminated, inflow would continue to be a source of peak wet weather flows.
Option 2 - Identify the worst pipes and replace them	The age and condition of reticulation pipes suggest some replacement is required. The impact of the worst pipes on levels of service, infiltration and potential leakage into the environment needs to be addressed.
Option 3 - Implement property surveys to identify inflows. Use bylaw to seek rectification	This is required to reduce illegal discharges and bring wet weather flows under control. As part of its Wastewater resource consent council is required to improve its management of the scheme and reduce the amount of treated waste that required disposal. The cost of rectification would lie with the party with illegal drainage. Council still needs to consider whether rectifying unintentional inflow would lie with the property owner or as part of a wider council programme.
Option 4 - Combination of replacement (option 2) and addressing inflow (option 3)	The issue to be addressed is a combination of inflow and pipe condition assessment and renewals. To be a responsible operator all factors need to be addressed. I&I survey results are informing works planning and prioritisation.

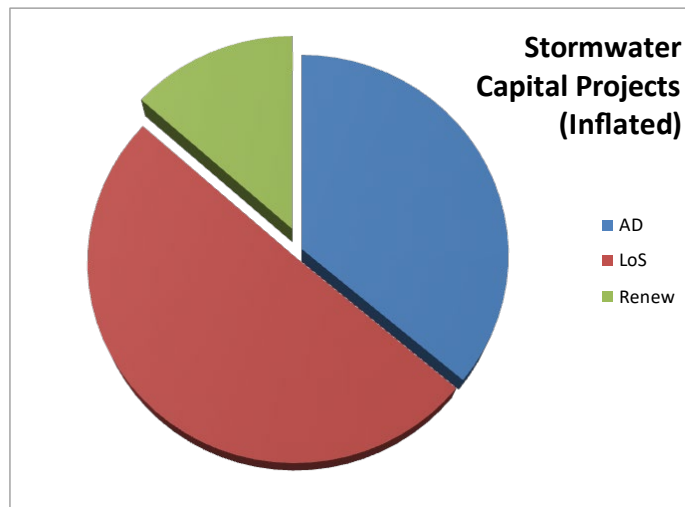
Issue – There is a high level of inflow into the Wastewater network		
Main Options	Implication of Options	
Time period	2025 onwards, renewals ongoing	
Cost	\$11.8M (Same budget as Renewals 2025 10 Years)	I&I investigations will be funded from operations and maintenance budgets.
What is the benefit	LoS/Renewal	
Assumption	I&I improvement will be achieved by the wider wastewater pipeline renewals programme.	

Issue – Upgrade of the WWTP		
Main Options	Implication of Options	
Option 1 – Apply for a replacement consent prior to 2036	The successful application for resource consent will likely result in an associated upgrade of the WWTP. Improvements will be sought to further protect the receiving environment.	
Option 2 – Do nothing and risk non-compliance	This is not a feasible option for Council due to the risks related to non-compliance.	
Time period	2034-2052	
Cost	\$24.25M (2034-2052)	Costs to be refined as detailed investigations and planning is undertaken
What is the benefit	Improved compliance and capacity	
Assumption	Modular compliance pathway as prescribed by central government.	

7.4 Stormwater Significant Issues

Strategic Goals for the Stormwater Activity are:

- To ensure that adequate Stormwater drainage is provided and maintained for the wellbeing of the public
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Council owned Stormwater assets



There are no significant Stormwater issues. Isolated flooding occurs from time to time, and this can be addressed with small 'fit for purpose' solutions. These include works to identify, protect and improve overland flow paths.

Issue - Compliance with the Land and Water Regional Plan requirements		
Main Options	Implication of Options	
Option 1 – Plan and implement activities to meet the requirements of the Land and Water Regional Plan	Compliance with the Land and Water Regional Plan is required. This may see increased levels of compliance for discharges (treatment), especially as it relates to industrial discharges. Currently these are very few in the district.	
Option 2 – Do nothing and risk non-compliance	This is not a feasible option for Council due to the risks related to non-compliance.	
Time period	2025-2055	
Cost	\$409.1k (rapid soakage 2025-2035)	\$5.28M over the 11-30 year horizon has been forecast for long-term network extension, capacity and quality improvements
What is the benefit	Yet to be determined	
Assumption	Council can fund the required works within the specified timeframes.	

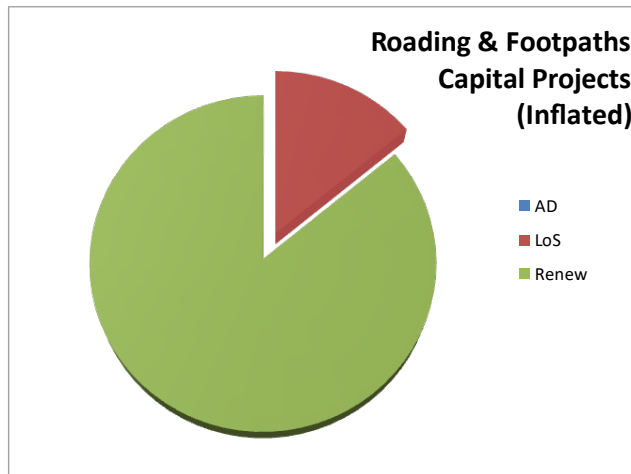
Issue – Implementation of the Urban Stormwater Management Plan		
Main Options	Implication of Options	
Option 1 – Plan and implement activities detailed in the SMP in order to help ensure stormwater discharge requirements are met.	The global stormwater discharge consent requires changes to how we receive and convey stormwater and flood flows. Conditions of the consent and actions within the stormwater management plan require resourcing and associated budgets. The Stormwater programme development will be further refined as a result.	
Option 2 – Do nothing and risk non-compliance	This is not a feasible option for Council due to the risks related to resource consent non-compliance.	
Time period	2025 onwards	
Cost	\$17,817 (2025 10 Year)	\$606.2k (to be refined based on further planning)
What is the benefit	Protection of the receiving environment, refined management of stormwater and climate change adaptation.	
Assumption	Council can fund the required works within the specified timeframes.	

Issue – Three Water Reform and inclusion of Stormwater		
Main Options	Implication of Options	
Option 1 – As noted in Section 7.1 the future Water Servicing options (including Stormwater) are currently being developed as part of the Water Services Delivery Plans	Future Stormwater management and delivery arrangements will be included in the WSDP	
Option 2 – Retain the stormwater management and delivery status quo	The WSDP outcomes will determine future Stormwater delivery options.	
Time period	Direction understood by 3 September 2025	
Cost	To be determined	To be determined
What is the benefit	Yet to be determined	
Assumption	The WSDP process will detail future service delivery options and a preferred option for WDC.	

7.5 Roads and Footpaths Significant Issues

Strategic Goals for Roothing and Footpaths are stated in the Transportation Policy.

The purpose of road assets is to provide a sustainable, safe, convenient, comfortable and cost-effective road network for the movement of people, goods and vehicles throughout the Waimate District.



Issue - Some road assets are failing due to the age of the asset (asset past their useful life)		
Main Options	Implication of Options	
Option 1 – Increase renewals	Some road assets are past their expected useful life and have deteriorated and renewal of assets (pavements, kerb and channels, and footpaths) are required to prevent the 'bow-wave'.	
Option 2 – Pre-empt the failure of the assets and renew asset on their end of useful life.	This is an expensive option that could not be justified on the less trafficked routes. Upgrading roads progressively across the district could mean that the community would have a higher level of service provided, and savings on maintenance work.	
Time period	Programme for increased pavement rehabilitation, and drainage renewals implemented from 2024.	
Cost	\$23M (2025-2035 10 Years)	Includes pavement renewals, and drainage renewals
What is the benefit	LoS/Renewal	
Assumption	NZTA will provide funding at the required level to meet LoS requirements.	

Issue – Network vulnerable to storm events due to lack of capacity of drainage and structure assets

Main Options	Implication of Options	
Option 1 – Maintain drainage renewal programme	Maintaining drainage renewal and increasing the capacity of the drainage asset allows for maintaining pavement useful life.	
Option 2 – Increasing drainage renewal programme and creating new assets	Building larger capacity assets and new assets (including relocating assets, e.g. shifting road away from river). This is an expensive option and should only be considered for high use roads and where there is demonstrated benefit.	
Time period	Programme is to maintain drainage renewal and to investigate resilience projects.	
Cost	\$6.4M (2025-2035 - 10 years)	
What is the benefit	LoS/Renewal	
Assumption	NZTA will provide funding at the required level to meet LoS requirements.	

Issue – Some bridges are not suitable for the demands on the network

Main Options	Implication of Options	
Option 1 - No replacements or upgrading	There are very few portions of the network that cannot be accessed by Class 1, 50MAX or HPMV vehicles. Some long routes cannot be used during flood conditions.	
Option 2 – Upgrade all bridges to 50MAX/HPMV	This is a costly option, and while it would provide an excellent level of service it would be likely to take considerable time to implement.	
Option 3 – Upgrade key bridges to provide cost effective travel options	Applying the ONF hierarchy and looking at key routes for improving freight connections where cost benefit is demonstrated. Bridges that are regarded as the priority and can be improved under NZTA's 'structural component replacement' Work Category.	
Time period	Ongoing	
Cost	\$2.8M (2025-35 - 10 years)	
What is the benefit	LoS/Renewal	

Issue – Some bridges are not suitable for the demands on the network	
Main Options	Implication of Options
Assumption	NZTA will provide funding at the required level to meet LoS requirements.

Issue – Road safety is important to keep our road users alive	
Main Options	Implication of Options
Option 1 – Carry-out an enhanced programme of safety improvements to remove deficiencies, especially for SH detour routes	This is a costly option, and while it would provide an excellent level of service it would be likely to take considerable time to implement and require NZTA buy-in and funding.
Option 2 – Modest ongoing safety improvement projects	Intersection upgrades, guard railing, and pavement widening. Focusing on SH detour routes on local roads that are inadequate for the volume and the heavy vehicles. Implement delineation Strategy.
Time period	Ongoing
Cost	~\$4.5M (2027-2034 Years 3-10)
What is the benefit	LoS/Safety
Assumption	NZTA will provide funding at the required level to meet LoS requirements.

7.6 Significant Infrastructure Issues and Response Timeline

Aging assets, addressing changing transport demands and improving water supplies are all challenges for Waimate District Council. In the coming years, investments to improve levels of service will be the priority, and renewal programmes will ramp up for Water and Wastewater activities.

Roading investment levels are reviewed every three years in line with the government priorities for financial assistance.

The following chart illustrates the key issues and responses.

Table 7-2: Significant Infrastructure Issue and Response Timeline

Core Infrastructure	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Roading and Footpaths	Improved drainage Drainage Renewals Flood resilience Reseals Pavement Rehabilitation	Improved drainage Drainage Renewals Flood resilience Reseals More Pavement Rehabilitation Reseals Safety improvements	Improved drainage Drainage Renewals Flood resilience Reseals Increased Pavement Rehabilitation Safety improvements	Improved drainage Drainage Renewals Flood resilience Reseals Increasing Pavement Rehabilitation Safety improvements
Water Supplies	Treatment upgrades Pipe renewals Govt. water reform Consenting	Pipe renewals/LoS Improvements Consenting	Pipe renewals/Growth/LoS improvements	Pipe renewals/Growth/LoS improvements
Wastewater	Reduce Inflow Pipe renewals Network Extensions Govt. water reform	Reduce inflow Pipe renewals Network Extensions	Monitor I&I Pipe renewals Network Extensions Consenting WWTP and necessary upgrades Construction WWTP	Monitor I&I Pipe renewals Network Extensions

Core Infrastructure	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Stormwater	Urban improvements Action Global Consent Govt. water reform	Urban improvements	New Global Consent Network Extensions Capacity and Quality Improvements	Network Extensions Capacity and Quality improvements

7.7 Significant Infrastructure Projects

7.7.1 Water

The significant Water projects (Budget > \$500,000) are summarised in the table below:

Table 7-3: Significant Water Projects (Inflated)

	2025/26 to 2029/30	2030/31 to 2034/35	2035/26 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55
LOS	8,861,890	777,123	119,778	146,430	949,012	218,845
Cannington - Drinking Water compliance upgrade	1,140,000	-	-	-	-	-
Cannington - 80mm Line "Slip Line" (700m x 125mm PE)	-	542,770	-	-	-	-
Hook / Waituna - Drinking water compliance upgrade	686,400	-	-	-	-	-
Hook / Waituna - PVC Tavistock Hook supply link	2,390,900	-	-	-	-	-
Otaio / Makikihi - Makikihi township mains renewal	384,281	132,346	-	-	-	-
Waihaorunga - Pump replacements	38,064	102,007	119,778	146,430	179,012	218,845
Waihaorunga - Drinking water compliance upgrade	1,056,000	-	-	-	-	-
Waikakahi - Drinking water compliance upgrade	2,581,000	-	-	-	-	-
Urban - Upsize Timaru Road Delivery Main 200mm to 300mm. See Hydraulic Modelling	-	-	-	-	770,000	-
Urban Water - Pressure management High Street rising mains	585,245	-	-	-	-	-

	2025/26 to 2029/30	2030/31 to 2034/35	2035/26 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55
REN	6,204,614	8,487,565	17,936,243	23,461,705	25,661,939	26,310,973
Cannington - Renewals	126,400	238,242	246,858	301,788	368,939	451,033
Hook / Waituna - Renewals	235,140	235,950	195,572	239,089	292,290	357,328
Hook / Waituna - Drinking water compliance upgrade	633,600	-	-	-	-	-
Otaio / Makikihi - Renewals	145,696	1,516,837	2,940,418	3,594,701	4,394,570	5,372,421
Waihaorunga - Pump replacements	27,564	94,989	86,736	106,035	129,630	158,474
Waikakahi - Renewals	113,663	1,490,147	2,837,846	3,469,304	4,241,271	5,185,011
Downlands Rural Water scheme various renewals	2,461,927	1,262,922	1,413,278	1,727,751	2,112,199	2,582,192
Urban Water - Rising main renewals	2,437,532	3,575,732	4,198,644	5,132,898	6,275,037	7,671,318
Urban Water - AC water main renewals	23,092	72,745	72,006	170,112	-	170,112
Longterm Water Renewals	-	-	5,694,885	6,113,237	4,410,981	3,256,294
Storage /Reservoir renewals and improvement	-	-	-	1,500,000	3,187,022	-
Water Treatment Renewals (Equipment telemetry and control)	-	-	250,000	1,106,789	250,000	1,106,789
AD	1,917,556	-	300,000	637,404	-	937,404
Urban Water - Te Kiteroa Main, Booster and Reservoir	708,000	-	-	-	-	-
Longtern network Extensions	-	-	300,000	637,404	-	937,404
Urban Water - Extension Bakers/Court/Hunts/Fitzmaurice Road	1,209,556	-	-	-	-	-

7.7.2 Wastewater

The significant Wastewater projects (Budget > \$100,000) are summarised in the table below:

Table 7-4: Significant Wastewater Projects (Inflated)

	2025/26 to 2029/30	2030/31 to 2034/35	2035/26 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55
LOS	168,136	13,436,917	2,021,882	2,026,751	3,032,704	3,039,981
WWTP Electrical/control renewal	20,000	15,054	21,882	26,751	32,704	39,981
Allan Street extension	148,136	-	-	-	-	-
Manchester Street extension	-	116,453	-	-	-	-
Hunts Road extension	-	135,409	-	-	-	-
Modular Treatment Option (inc. Pivot Irrigation)	-	13,170,000	2,000,000	2,000,000	3,000,000	3,000,000
REN	6,268,681	5,439,540	11,214,067	16,951,848	14,514,625	13,492,878
Waimate Urban renewals	6,188,681	4,405,924	6,765,013	8,270,320	10,110,577	12,360,317
WWTP Electrical/control renewal	80,000	60,216	87,529	107,005	130,815	159,923
Investigate and Reconsent Urban Wastewater Treatment Plant (Multiple Consents)	-	263,400	-	374,962	-	-
Long term WWTP Equipment and Control renewals	-	10,000	74,272	94,987	116,765	54,272
Longterm Wastewater Renewals	-	700,000	3,954,770	7,818,216	3,868,702	918,366
Minor Pump Station renewals	-	-	50,000	221,358	-	-
Rising Main Renewal?	-	-	282,484	65,000	287,765	-

	2025/26 to 2029/30	2030/31 to 2034/35	2035/26 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55
AD	555,863	587,679	1,050,000	1,250,000	650,000	1,400,000
552074534 - Sewer - Edinburgh, Victoria and Nelson Streets infill	210,213	-	-	-	-	-
552074535 - Sewer - Allan Street extension	345,650	-	-	-	-	-
552074536 - Sewer - Manchester Street extension	-	271,725	-	-	-	-
552074537 - Sewer - Hunts Road extension	-	315,955	-	-	-	-
Future Network Extension	-	-	1,050,000	1,250,000	650,000	1,400,000

7.7.3 Stormwater

The significant Stormwater projects (Budget > \$75,000) are summarised in the table below:

Table 7-5: Significant Stormwater Projects (Inflated)

	2025/26 to 2029/30	2030/31 to 2034/35	2035/26 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55
LOS	175,000	-	1,020,500	1,148,036	-	425,279
LGC overland flow path Queen Street	100,000	-	-	-	-	-
Rapid soakage devices Park Road	75,000	-	-	-	-	-
Global Consent Renewal	-	-	-	75,000	-	-
Predicted Global Consent Projects	-	-	-	531,196	-	-
Stormwater capacity and quality improvements	-	-	1,020,500	541,841	-	425,279
REN	-	-	-	75,000	-	542,716
Global Consent Renewal	-	-	-	75,000	-	-
Storm Water longterm renewals	-	-	-	-	-	542,716
AD	75,000	-	937,404	-	1,093,638	-
Rapid soakage devices Park Road	75,000	-	-	-	-	-
Storm Water network extension	-	-	937,404	-	1,093,638	-

7.7.4 Roads and Footpaths

The significant Roothing and Footpath projects (Budget > \$10M) are summarised in the table below:

Table 7-6: Significant Roothing Projects (Inflated)

Row Labels	2025/26 to 2029/30	2030/31 to 2034/35	2035/26 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55
LOS	1,635,750	3,004,620	3,321,204	3,812,950	4,377,505	5,025,650
Roothing - Minor improvements	1,635,750	3,004,620	3,321,204	3,812,950	4,377,505	5,025,650
REN	18,582,329	22,741,872	25,138,081	28,860,091	33,133,191	38,038,978
Resealing	6,918,428	7,793,513	8,614,681	9,890,193	11,354,561	13,035,747
Drainage construction	1,366,813	1,857,348	2,053,048	2,357,028	2,706,016	3,106,676
Culvert replacement	1,242,690	1,684,545	1,862,038	2,137,737	2,454,256	2,817,639
Kerb and channel renewal	1,676,711	1,970,129	2,177,713	2,500,151	2,870,330	3,295,319
Pavement rehabilitation	5,107,354	6,282,060	6,943,972	7,972,115	9,152,487	10,507,628
Structures component rep.	1,186,791	1,411,270	1,559,969	1,790,942	2,056,114	2,360,548
Footpath renewal	1,083,542	1,743,006	1,926,659	2,211,925	2,539,428	2,915,423

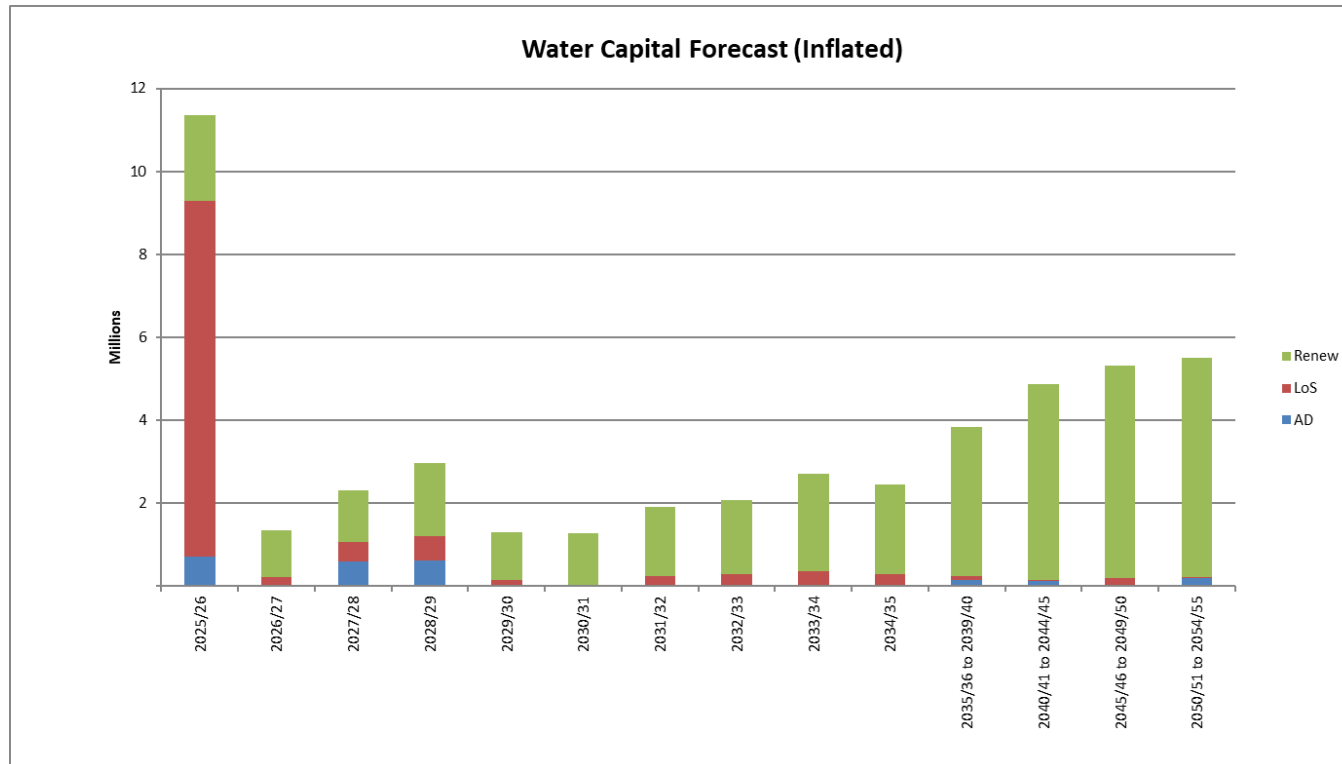
8.0 FINANCIAL ESTIMATES

8.1 Water

The projected capital expenditure associated with the water infrastructure assets are graphically represented below:

Renewing aging pipes (both urban and rural) is an ongoing programme. Early in the period, capital upgrades are required to complete the Waikakahi, Hook-Waituna, Cannington Motukaika and Waihaorunga upgrades.

Figure 8-1: Projected Capital Expenditure – Water (Urban and Rural)

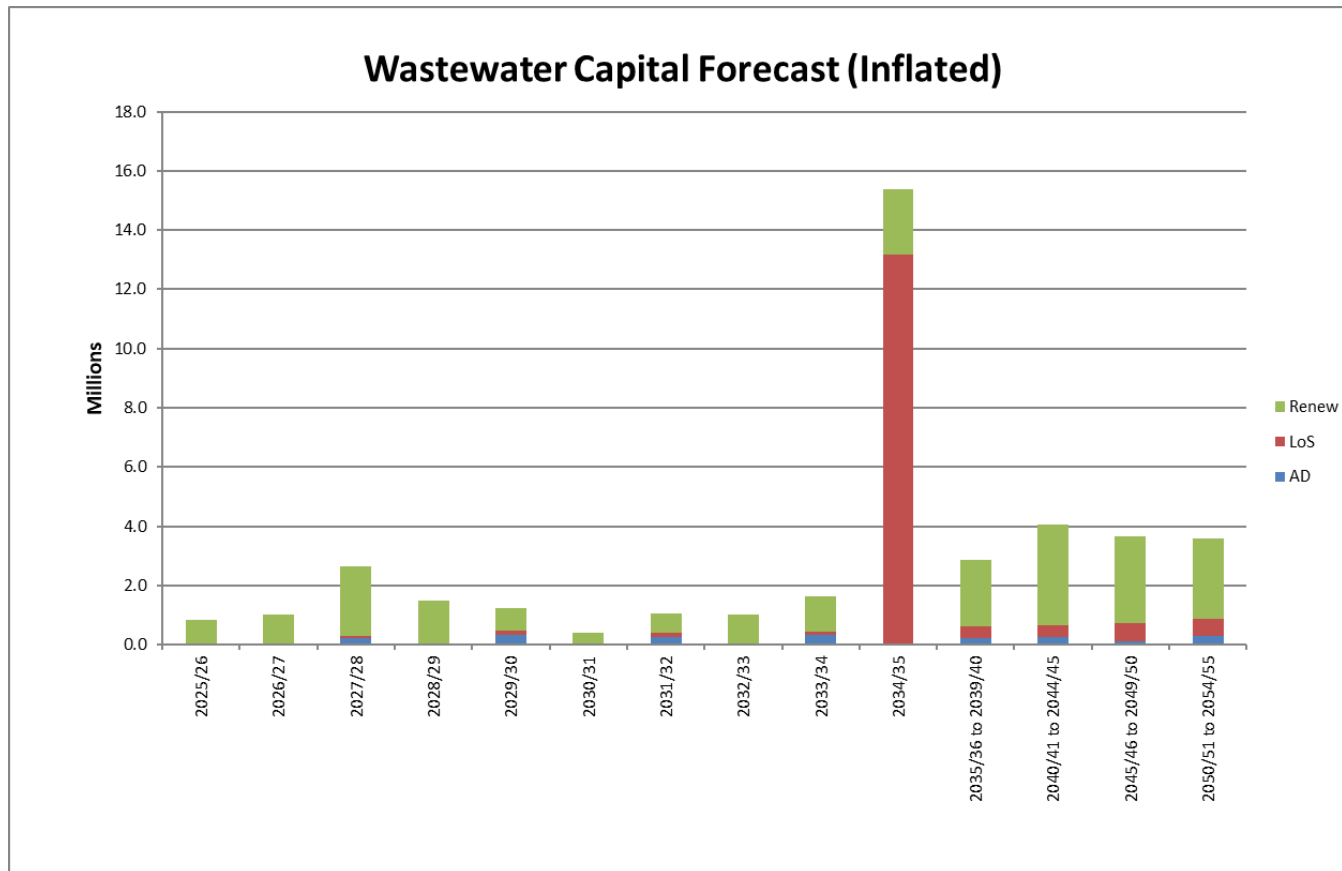


Note: the 2035-54 budgets are represented as the 5 yearly annualised average budgets.

8.2 Wastewater

The projected capital expenditure associated with the Wastewater infrastructure assets are graphically represented below. As illustrated below forecast expenditure relates to renewals, mostly reticulation, and the consenting and associated improvements at the WWTP.

Figure 8-2: Projected Capital Expenditure – Wastewater

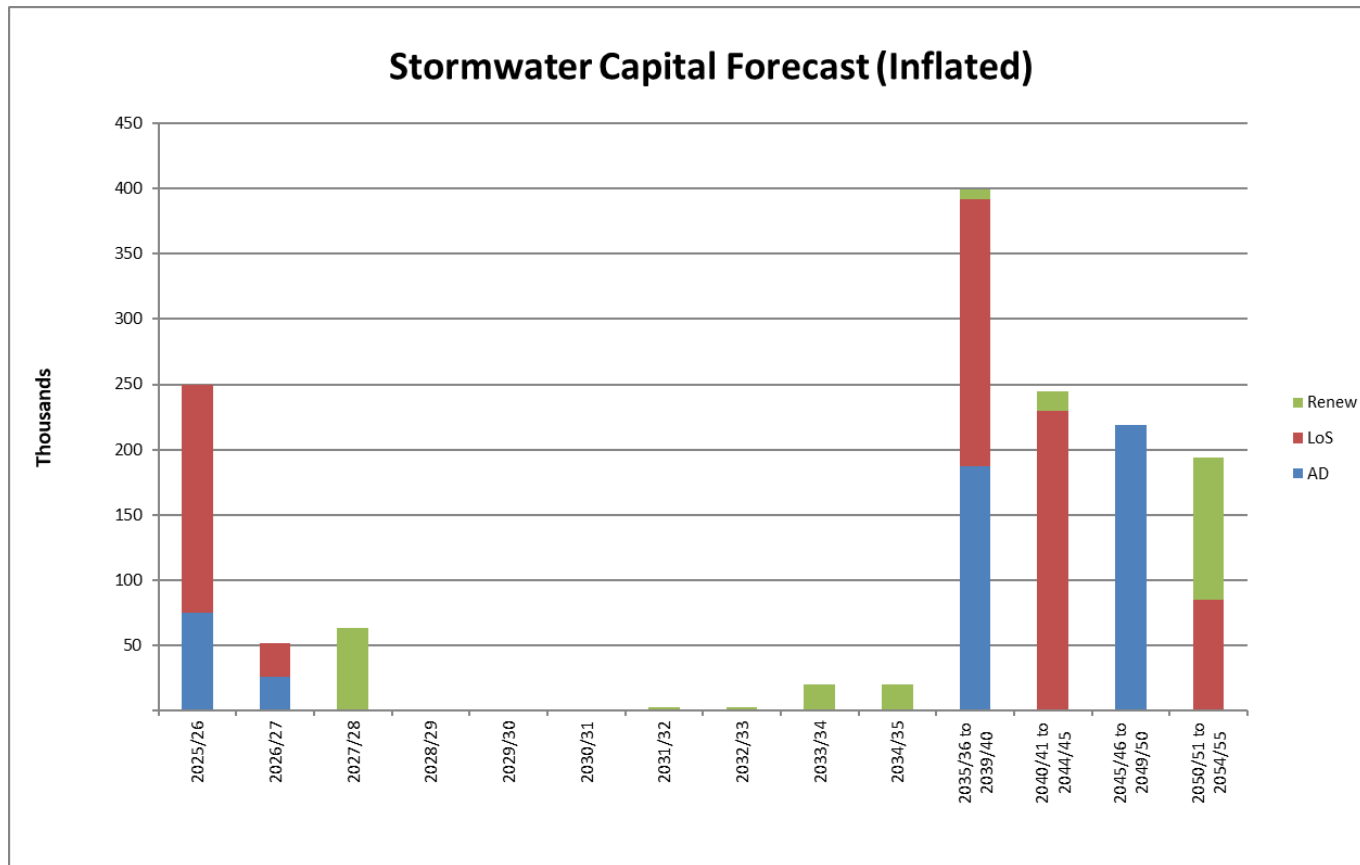


Note: the 2035-54 budgets are represented as the 5 yearly annualised average budgets.

8.3 Stormwater

The projected capital expenditure associated with the stormwater infrastructure assets are graphically represented below. The graph illustrates most significant investments are early in the planning period with growth infrastructure planned later. The bulk of renewals are expected after this planning period.

Figure 8-3: Projected Capital Expenditure – Stormwater

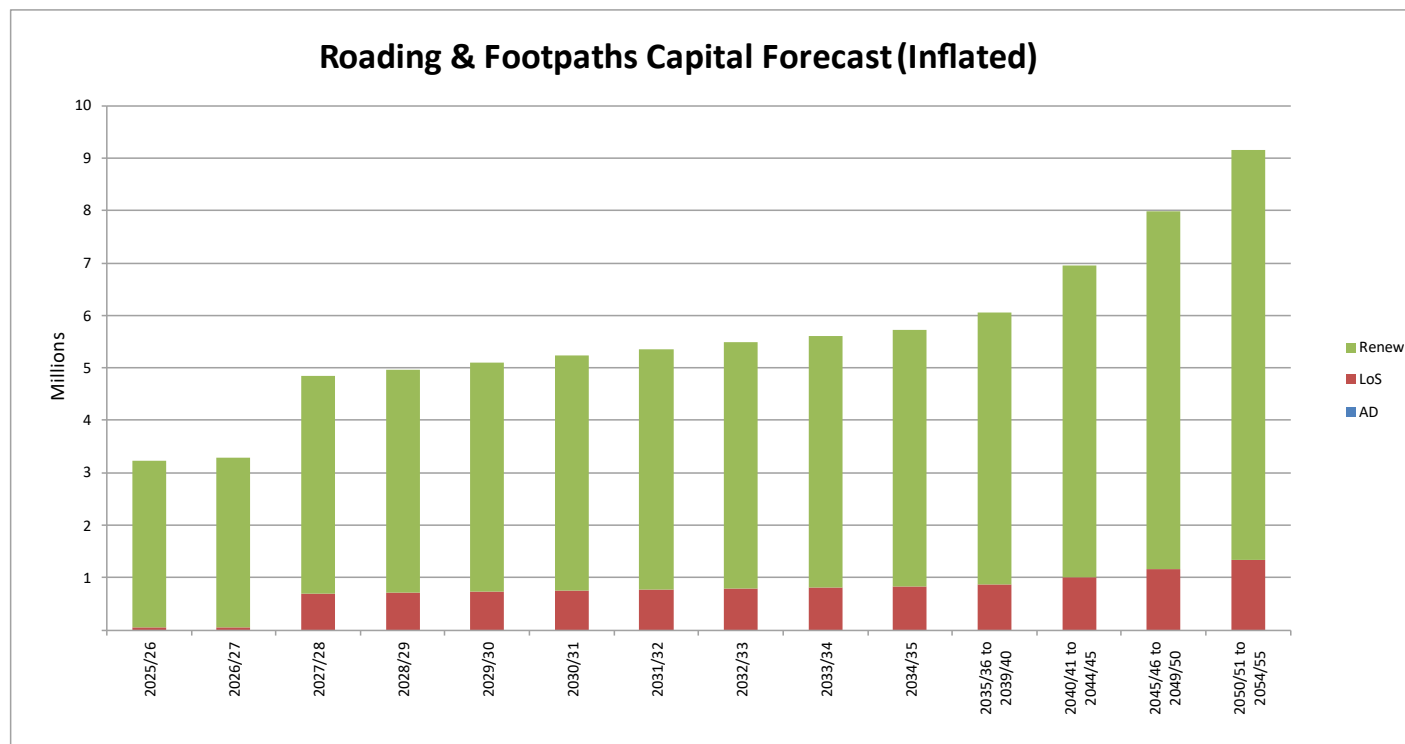


Note: the 2035-54 budgets are represented as the 5 yearly annualised average budgets.

8.4 Roads and Footpaths

The projected capital expenditure associated with the Roads and Footpaths infrastructure assets are graphically represented below. Renewal of assets is the greatest portion of the forecast - which includes sealed road resurfacing, drainage renewals and pavement rehabilitation. The overall programme of drainage renewals is also significant. Minor “Low Cost Low Risk” (NZTA work category) safety improvement capital expenditure is lower than each of these renewal Work Category investments. In the current NLTP 2024-2027, there is no NZTA co-investment funding allocated to Minor “Low Cost Low Risk” safety improvement, but Council has proposed to keep their share (non-subsidised) to do any work required for capital safety improvements projects. Council will continue to seek co-investment for these capital projects in future funding rounds.

Figure 8-4: Projected Capital Expenditure – Roads and Footpaths



Note: the 2035-54 budgets are represented as the 5 yearly annualised average budgets.

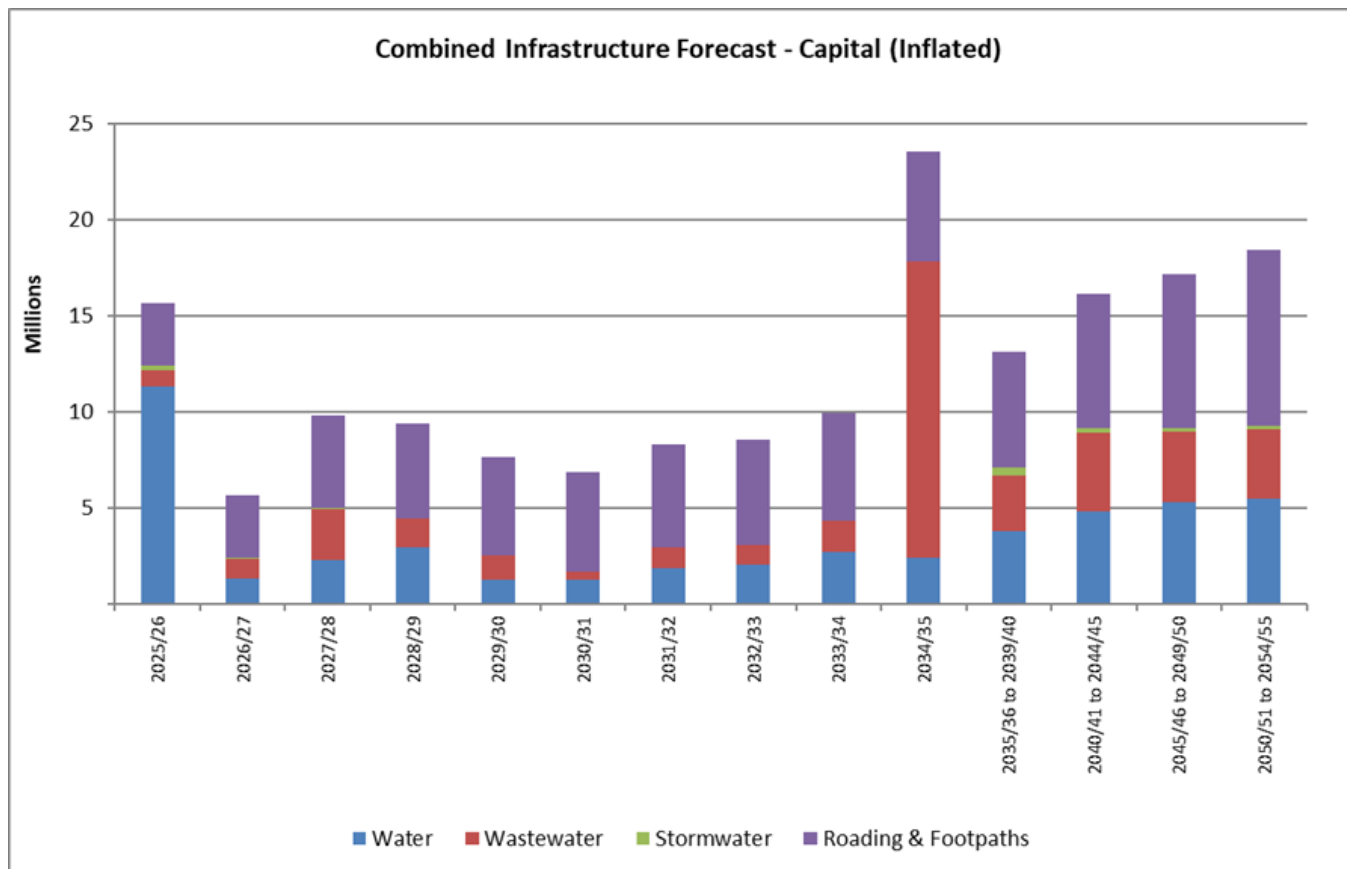
8.5 Total 30 Year Financial Investment Summary

The 30 year projected capital and operational expenditures associated with the core Infrastructure Assets are graphically represented in the figures below.

These expenditures come from Council's planned capital investments, predicted operations and maintenance cost and renewals forecasting. These expenditures take into account all 'significant' and 'non-significant' capital and operational expenditure due to Levels of Service, Growth, Operation and Maintenance or Renewal requirements.

The projected capital expenditure associated with the core infrastructure assets are graphically represented below:

Figure 8-5: Projected Core Infrastructure Capital Investment - Infrastructure Assets



**Total Core Infrastructure
Capital Investment Summary:**

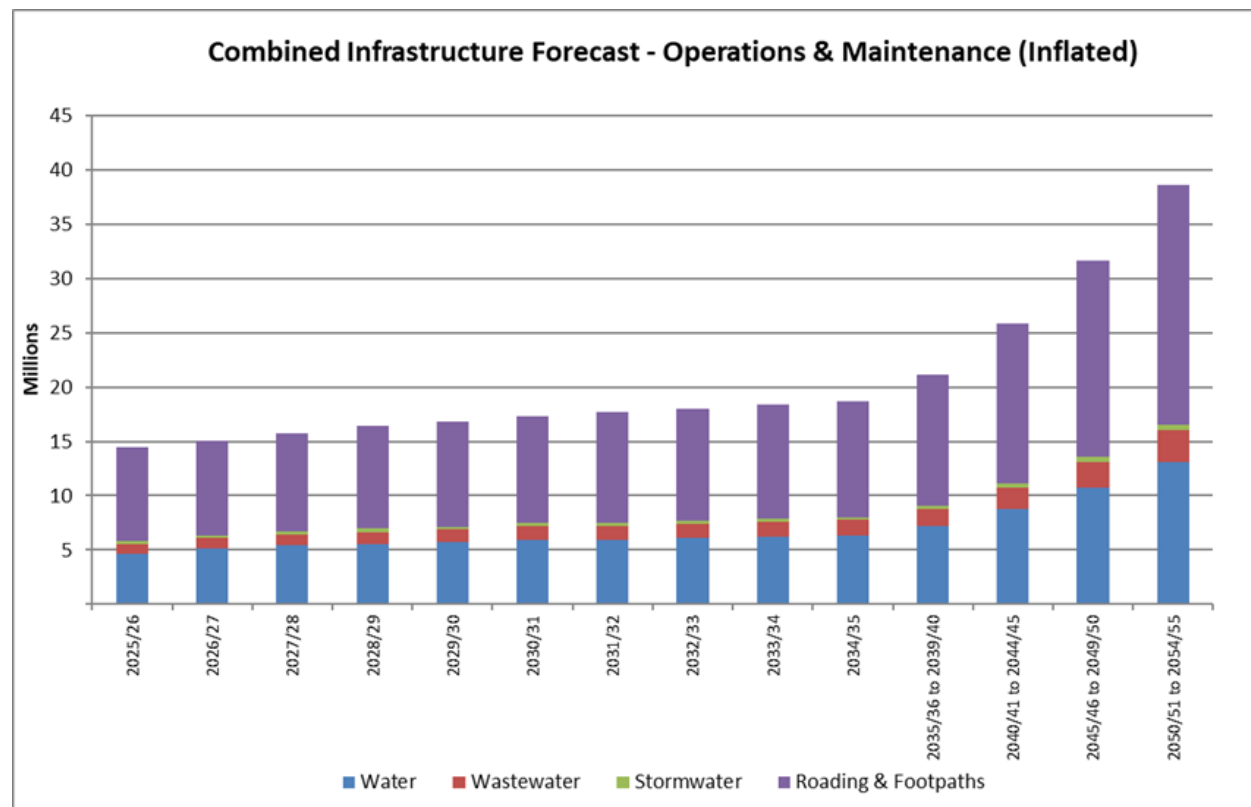
10 Year Total: \$105.64M

30 Year Total: \$430.21M

Note: Years 2035 – 2055 represented as 5-year annualised average budgets and a Berl 4.1% 20-year average annual inflation index for years 11-30.

The projected operational expenditure associated with the core infrastructure assets are graphically represented below:

Figure 8-6: Projected Operational Financial Investment Forecast – Infrastructure Assets



**Total Core Infrastructure
Operational Investment Summary:**

10 Year Total: \$168.50M

30 Year Total: \$755.10M

Notes:

- Operating expenditure includes internal expenditure
- Years 2035 – 2055 represented as 5-year annualised average budgets and a Berl 4.1% 20-year average annual inflation index for years 11-30.

8.6 30 Year Financial Investment Forecasts

The 30-year Infrastructure investment forecast (Inflated, \$) is summarised below:

Table 8-1: 30 Year Infrastructure Investment Summary (Inflated) – (\$M)

Activity	Type	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35	2035/36 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55	30 Year Total
Water	O & M	4.683	5.186	5.403	5.558	5.736	5.903	5.968	6.081	6.227	6.346	35.850	43.827	53.579	65.501	255.849
Water	AD	0.708	0.000	0.599	0.611	0.000	0.000	0.000	0.000	0.000	0.000	0.714	0.637	0.000	0.937	4.206
Water	LoS	8.586	0.210	0.474	0.588	0.153	0.028	0.245	0.297	0.369	0.290	0.533	0.146	0.949	0.219	13.087
Water	Renew	2.067	1.140	1.232	1.766	1.150	1.242	1.661	1.771	2.335	2.163	17.936	23.517	25.692	26.311	109.982
Water	Total Capital	11.361	1.350	2.304	2.965	1.303	1.270	1.906	2.068	2.704	2.453	19.183	24.301	26.641	27.467	127.275
Wastewater	O & M	0.870	0.905	1.048	1.094	1.164	1.324	1.268	1.311	1.387	1.413	7.986	9.762	11.935	14.590	56.058
Wastewater	AD	0.000	0.000	0.210	0.000	0.346	0.000	0.272	0.000	0.316	0.000	1.050	1.270	0.650	1.400	5.514
Wastewater	LoS	0.020	0.000	0.090	0.022	0.148	0.000	0.120	0.004	0.139	13.174	2.022	2.047	3.033	3.040	23.858
Wastewater	Renew	0.815	1.007	2.346	1.473	0.740	0.410	0.676	1.008	1.195	2.191	11.241	17.020	14.556	13.573	68.250
Wastewater	Total Capital	0.835	1.007	2.646	1.494	1.233	0.410	1.068	1.011	1.650	15.365	14.313	20.337	18.238	18.013	97.622

Activity	Type	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35	2035/36 to 2039/40	2040/41 to 2044/45	2045/46 to 2049/50	2050/51 to 2054/55	30 Year Total
Stormwater	O & M	0.278	0.230	0.232	0.305	0.244	0.246	0.247	0.256	0.257	0.262	1.479	1.808	2.210	2.702	10.756
Stormwater	AD	0.075	0.026	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.937	0.000	1.094	0.000	2.132
Stormwater	LoS	0.175	0.026	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.021	1.148	0.000	0.425	2.795
Stormwater	Renew	0.000	0.000	0.063	0.000	0.000	0.000	0.002	0.002	0.020	0.020	0.040	0.075	0.000	0.543	0.765
Stormwater	Total Capital	0.250	0.051	0.063	0.000	0.000	0.000	0.002	0.002	0.020	0.020	1.998	1.223	1.094	0.968	5.692
Roading & Footpaths	O & M	8.638	8.707	9.074	9.471	9.636	9.795	10.187	10.349	10.507	10.707	60.489	73.949	90.404	110.520	432.433
Roading & Footpaths	AD	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Roading & Footpaths	LoS	0.040	0.041	0.701	0.720	0.739	0.757	0.775	0.794	0.811	0.829	4.384	5.033	5.778	6.634	28.036
Roading & Footpaths	Renew	3.183	3.255	4.141	4.252	4.363	4.472	4.580	4.689	4.793	4.898	25.900	29.735	34.138	39.192	171.591
Roading & Footpaths	Total Capital	3.223	3.296	4.841	4.972	5.102	5.229	5.355	5.483	5.604	5.727	30.284	34.768	39.916	45.826	199.626

8.7 Infrastructure Strategy & Financial Strategy Linkages

This Infrastructure Strategy, the Financial Strategy and Consultation Document have been developed in conjunction with each other and are closely linked. The issues outlined in this Infrastructure Strategy were well developed in 2018 and have been updated in 2021 and 2024. The Financial Strategy reflects the continued focus and development of these issues.

8.7.1 Financial Impacts of the Infrastructure Strategy

Waimate District Council faces the challenge of aging pipe assets that are due for replacement and a roading network that is under pressure. This infrastructure is vital to the economy of the district and beyond, along with the wellbeing of the community.

The combined forecast for operations and maintenance as well as capital identified is considerable. The Core infrastructure costs (total 10 Year Average \$24M/year) is a challenge for a small community and smart planning is vital.

On the infrastructure side, a focus on criticality and prioritisation is key to investing where it will provide the greatest benefit. This will need to be communicated well as with a prioritised approach there could be differing views on what should be done and what should be delayed.

Alongside this infrastructure strategy, the financial strategy discussed the options for funding these infrastructural challenges. Council is focussed on continuing to support the district and its residents, and this means providing a fair balance of revenue methods and providing fit for purpose services.

GLOSSARY OF ACRONYMS AND OTHER TERMS

AC	Asbestos Cement
AEE	Assessment of Environmental Effects
AMIS	Asset Management Information System
AMP	Asset Management Plan
AP	Annual Plan
AVG Filter	Automatic Valve-less Gravity Filter
CI	Cast Iron
FAR	Funding Assistance Rate
GNS	Geological Nuclear Science
HCV	High Capacity Vehicle
HPMV	High Productivity Motor Vehicle
I&I	Inflow and Infiltration
Infrastructure	Roading, Footpaths and Three Waters
K&C	Kerb and Channel
LTP	Long Term Plan
LoS	Levels of Service
Normalising or Harmonising	Sharing
NZTA	New Zealand Transport Agency (Waka Kotahi)
NRRP	Natural Resources Regional Plan
O&M	Operations and Maintenance
ONF	One Network Framework
PLWRP	Proposed Land and Water Regional Plan
PWWF	Peak Wet Weather Flow
RAMM	Road Assessment and Maintenance Management
RTC	Regional Transport Committee
SCADA	Supervisory Control and Data Acquisition
SMP	Stormwater Management Plan
WWTP	Wastewater Treatment Plant



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