



Waimate
District Council

**LONG
TERM
PLAN**

2021-2031

Adopted 27 August 2021

CONTENTS

Part One

INTRODUCTION

Message from the Mayor and Chief Executive . . .	1
Elected Members	2
Consultation and Decisions	3
Audit Opinion	14
Contact Details	16

ON THE HORIZON

Climate Change	18
COVID-19	19
Government Changes	20
Three Waters Reform Programme	21

STRATEGIC OVERVIEW

What is the Long Term Plan?	24
Strategic Framework	25
Community Outcomes and Wellbeing	26
Involvement of Māori	28

PROJECTS AND ACTIVITIES

Major Projects	30
What are Activity Management Plans?	38
Water Supply Group	39
Waste Management Group	49
Stormwater Group	55
Sewerage Group	61
Roading and Footpaths Group	67
Organisation and Governance Group	75
District Planning and Regulatory Services Group	85
Community Services Group	97
Community Facilities Group	107

Part Two

FINANCIAL INFORMATION

Significant Forecasting Assumptions	122
Statement Concerning Balancing of Budget	134
Forecast Financial Information	135
Statement of Accounting Policies	135
Financial Statement	142

RATES

Funding Impact Statement	166
Rating Information	167
Rates Examples	172
Rating Boundaries	173

POLICIES

Financial Contributions Policy	176
Investment Policy	178
Liability Management Policy	182
Rates Remission and Postponement Policy	187
Revenue and Financing Policy	190
Significance and Engagement Policy	195

STRATEGIES

Financial Strategy	204
Infrastructure Strategy	212

DISCLOSURES ON WATER AND WASTE MANAGEMENT

Variations from Sanitary Services Assessment	270
Variations from Waste Management and Minimisation Plan	271



LONG TERM PLAN

2021-2031

PART ONE



INTRODUCTION



MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE

Tēnā koutou katoa (greetings all)

It is with great pleasure that we present the *Long Term Plan 2021-2031*. This document provides a detailed overview of what Council plan to do over the next 10 years and helps to address some important discussion points around some of the big issues we will inevitably face together as a district.

Through this plan, we want you to know exactly what shapes and defines our budgets and understand how we plan to meet the increasing demand on Council services. It is vitally important that we continue to grow sustainably as a district, and we duly realise Council has a major role in ensuring the quality of life for all residents.

With more and more people discovering the Waimate District as a wonderful place to live, work, play and explore, we're experiencing growth. To facilitate this growth, we need to plan ahead, understand our challenges, identify our opportunities and capitalise on our strengths.

Thank you to all that took the time to submit on this plan during the consultation period. We can assure

you every submission was read, acknowledged and considered in Council's decision-making. Moving forward, Council has agreed to borrow additional funds and smooth the impact of a rates increase over the duration of this plan. That means the overall rates increase will be set at 9.9% in year one (2021/22), 7.6% in year two (2022/23), 6.8% in year three (2023/24) and 2.5% on average for years 4-10.

It's important to understand that while the overall increase reflects the amount of money Council collects through rates per annum, each ratepayer will be affected differently depending on where you live, the value of your property, the services you receive and how Council's rating approach applies.

With this option, it is Council's view that we can deliver and maintain the levels of service and additional demands that you have come to expect within the district – a place we can all be truly proud to call home.

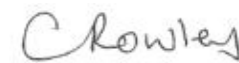
To say that there are challenging times ahead in local government would be something of an understatement. Therefore, it's critical that we band together

and push ahead to achieve our shared vision. There are some major decisions to be made in the coming months, and while we live in uncertain times, we'll continue to do everything we can to inform, educate and lead on key issues.

Local government is facing its largest reforms in 30 years, with Central Government reviews underway on the delivery of three waters, resource management and the future of local government – any, or all three of these, have the potential to force significant changes to this plan.

Though, whatever the future looks like, it's important we continue to keep the conversation going and on your behalf, continue to make decisions in the best interests of our community.

In the meantime, we look forward to delivering on this plan and working together to shape the future of the Waimate District and everything it has to offer.



Craig Rowley
MAYOR



Stuart Duncan
CHIEF EXECUTIVE



ELECTED MEMBERS



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CONSULTATION AND DECISIONS

Public Consultation – Telling The Story



Prior to the release of the Long Term Plan, the consultation document 'What's Our Future' was available for public consultation on Wednesday 9 June 2021, with submissions closing on Thursday 8 July 2021.

Consultation activity included:

- **Consultation Document sent to every mailbox within the Waimate District, uploaded to website and available at Council and the Waimate District Library**
- **Advertising in The Waimate Trader, Timaru Courier and other print outlets**
- **Regular updates on Council's website and social media**
- **Articles in News and Views and local news media**
- **Community Chat (drop-in) sessions**
- **Facebook Live event with Deputy Mayor Sharyn Cain and Asset Group Manager Dan Mitchell**
- **Video message from Mayor Craig Rowley**

By The Numbers

3,800

CONSULTATION DOCUMENTS DISTRIBUTED THROUGHOUT THE WAIMATE DISTRICT

900

PEOPLE ACCESSED DOCUMENTS OR INFORMATION ON COUNCIL'S WEBSITE

78

SUBMISSIONS RECEIVED

19

PEOPLE ATTENDED THE COUNCIL SUBMISSION HEARING

7

COMMUNITY CHAT SESSIONS

How We Responded

When making our final decisions on this Long Term Plan, Council considered all submissions, technical reports from staff and feedback received through several Community Chat Sessions held throughout the district during the consultation period. In reaching our decision, Council based its reasoning on achieving the best outcomes for the Waimate District and the communities that lie within.

KEY DECISION 1

Managing the Impact on Rates

WHAT WAS PROPOSED?

In response to COVID-19, rural water scheme upgrades, the introduction of a new kerbside rubbish and recycling service, a reduced shareholder dividend from Alpine Energy Limited and other general increases, Council's overall rates income had to increase in year one of the Long Term Plan, with the following options presented:

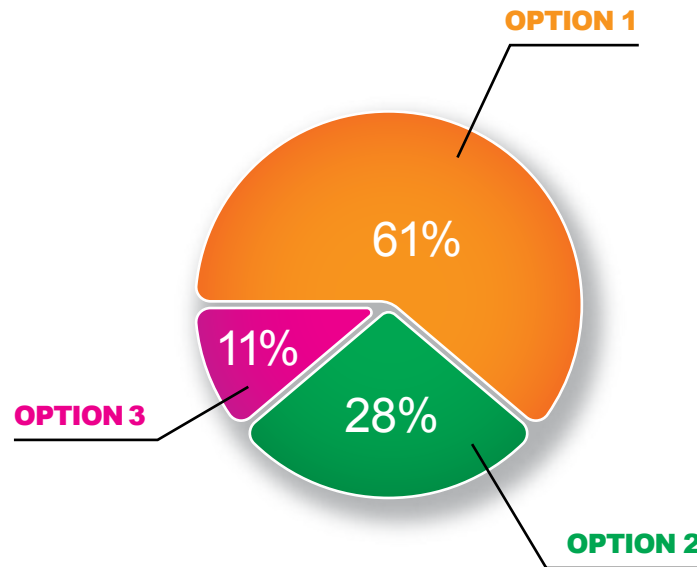
Option 1: Unsmoothed – no additional borrowings

Option 2: Smoothed over 3 years – Council's preferred option – additional borrowings of \$1.35 million

Option 3: Smoothed over 3 years – additional borrowings of \$1.6 million

Submissions

62 out of 78 submitters responded, with 38 in favour of Option 1, 17 in favour of Option 2 and 7 in favour of Option 3.



Council's Decision

Council approves Option 2: Smoothed over 3 years.

Council's Reason

Council believes Option 2 is the most appropriate, given the current ability to borrow at low levels and taking into account the impact of a large rate increase for fixed income ratepayers.

Commentary provided by submitters indicated that while some elements of Option 1, being the cheapest in the long term, were favoured, other commentary recognised the benefit of Option 2 with the smoothing over the period of the Long Term Plan.

KEY DECISION 2

Rates Remission and Postponement Policy

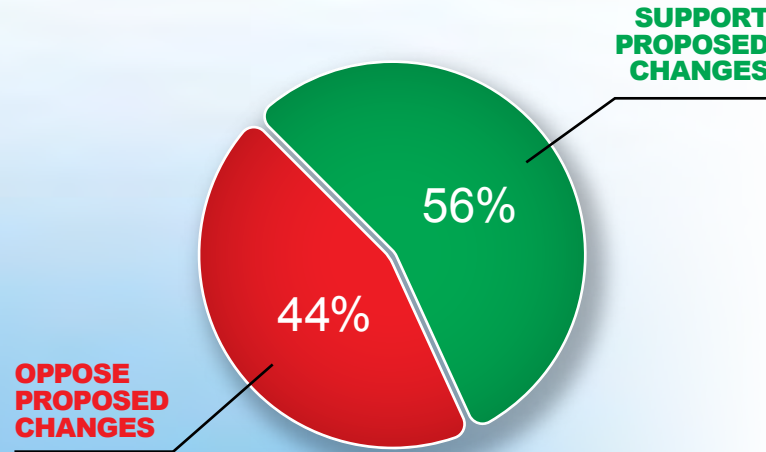
WHAT WAS PROPOSED?

- a) Our rates penalties remission has been revamped to allow flexibility with approval of penalty remissions.
- b) Through the consultation document, it was proposed to remove the 25% remission for the Waimate Event Centre rate for ratepayers who contribute to a rural hall via targeted rates.

It is considered all district households have equal access to the Waimate Event Centre and therefore, all ratepayers should pay an equal amount.

Submissions

45 out of 78 submitters responded, with 25 in support of the proposed changes and 20 against.



Council's Decision

- a) Council supports the change to the rates remission on penalties.
- b) Council's proposal was not supported and the rates remission on the Waimate Event Centre will remain.

Council's Reason

It gives Council more flexibility when dealing with individual ratepayers.

Council gave consideration to feedback received throughout the engagement process, as well as feedback provided by the submitters. Council will review possible rate mechanisms in the future.



ADDITIONAL DECISIONS

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
3	On submitter's proposal that rate increase should be averaged across 4 years instead	3	Council has approved Option 2, as per decision item no. 1.	Council decided Option 2 best fits the needs of the community.
4	On submitter's proposal that rate increase should be that of a rise of 4.4% over a period of 10 years	58	Council has approved Option 2, as per decision item no. 1.	Council decided Option 2 best fits the needs of the community.
5	On the LTP's proposed projects of a) Learn to Ride and/or b) Library/Local Government Centre Extension, in light of submissions against	3, 9, 13, 16, 23, 24, 50, 54, 57, 61, 69	a) Council supports the Learn to Ride initiative. Council will maintain ownership and oversight of the project, and will endeavour to work with community organisations to assist with funding. The final location for the project may change from the proposed location of Victoria Park.	Council recognises the feedback received in relation to this project with funding of \$50,000 from the Subdivision Recreation Reserve Fund.
			b) Council supports the proposal in relation to the Library/Local Government Centre Extension.	Council recognises the community's use of the Library, and that the Local Government Centre needs to be fit for purpose for the future.
6	On request for \$5000 grant for the Waimate Strawberry Fare by Events Waimate Inc.	8	Council approves the request by the Events Waimate Inc. for a CPI-adjusted \$5,000 annual grant for the Waimate Strawberry Fare.	Council recognises this major event and the need for certainty of Events Waimate Inc. for this community event.
7	On the LTP-proposed installation of toilets at the Cemetery, in light of submissions against	9, 16	Council supports the proposal for the replacement of a toilet facility at the (old) cemetery.	Council recognises this facility would be both for public and staff use.
8	On the LTP-proposed installation of new public toilets, in light of submissions for and against	9, 16 (against) 44, 74 (for)	Council supports the proposal for installation of new public toilets, location to be determined.	Council recognises the need for \$20,000 funding for the scoping of the project in the year 2021/22. Installation costs will be revisited in the 2022/23 Annual Plan.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
9	On the request that the budget allocated for installation of new public toilets be increased to \$600,000	44	Refer to decision item no. 8.	Refer to decision item no. 8.
10	On the proposed discontinuation of maintenance for Hakataramea Station Bridge, in light of submissions against	11, 15, 19, 20, 21, 25, 55, 63, 64, 65, 70	Council notes the bridge is on a private road, and in the past maintenance has been provided. Council agrees to continue with minor maintenance at present, and will have discussion with the landowners around future options.	Council recognises the submissions received.
11	On the submitters-proposed inclusion of resource recovery station(s) within the Hakataramea Valley	11, 12, 48, 55, 63, 64, 65, 70	Council agrees to provide one recycling station within the Hakataramea Valley, to be located at Wrights Crossing.	Council will continue communications with the Hakataramea residents, and commends the Hakataramea Sustainability Collective and other residents on their work towards waste minimisation.
12	On the submitter-proposed alternative to replace the current property value-based rating system	14	Council notes the submission.	Council does recognise ratepayers' ability to pay when setting rates. Rating methodology is one of the areas being undertaken as part of the wider review of the future of local government, currently underway by Central Government.
13	On requests for a greater focus on rural/shingle roads, as to improve their quality and structure	14, 17, 23, 34, 50, 58	Council notes these submissions.	Council is aware of the need to improve the quality and structure of rural roads, and this is an area that requires continual monitoring and specific feedback from landowners and road users. Reduced Waka Kotahi (NZTA) funding will have detrimental effect on maintenance of the roading network, as outlined in submission no. 71.
14	On the proposed adjustment to roading programme following the notification of reduction of Waka Kotahi (NZTA) funding	71	Council approves the proposed adjustment to the roading programme.	Due to NZTA reduction of funding and no desire for Council to complete unsubsidized work at this time.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
15	On submitters' opposition to the prospect of transference of ownership and management of rural waters to parties outside the district	17, 44	Submissions noted.	Council is actively involved in the Three Waters Reform discussions, and will communicate and engage with the community as information comes to hand. Council is mindful around the affordability issues both with rural and urban water.
16	On submitters-proposed reciprocal use agreement between the Waimate and Timaru districts libraries	17, 23	Submission noted.	Council will request a meeting with the Mayor of Timaru.
17	On the request for widening Allan Street	22	Submission noted, and not supported at this time. Currently there is no intention to undertake road widening work.	There is currently no budget for this work.
18	On the request for road marking Kane Lane	24	Council recognises possible issues around vehicle access and will actively work with the residents to seek a solution.	Council recognises road safety and breach of statute parking.
19	On the request for Waihaorunga district water scheme to return to stock water system	27	Submission noted.	Council is actively involved in the Three Waters Reform discussions, and will communicate and engage with the community as information comes to hand. Council is mindful around the affordability issues both with rural and urban water.
20	On the opposition to general high quality filtration and UV treatment of water at source, and instead to implement filtration at points of entry.	28	Submission noted.	Council is actively involved in the Three Waters Reform discussions, and will communicate and engage with the community as information comes to hand. Council is mindful around the affordability issues both with rural and urban water.
21	On the request for Council to consider the sustainability of the Waihaorunga water scheme in light of projected cost increases versus the increasing quality expectation of community against a backdrop of proposed acquisition by central government.	76	Submission noted.	Council is actively involved in the Three Waters Reform discussions, and will communicate and engage with the community as information comes to hand. Council is mindful around the affordability issues both with rural and urban water.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
22	On the request for covering of public swimming pool so it may be used throughout the year	31	Submission noted, and is not supported at this time. Council has had this issue raised previously, but currently has no appetite to cover the public swimming pool.	Taking into account all the economic drivers relating to a covered pool (e.g. users vs cost, etc.) the proposal is not currently sustainable.
23	On the question of maintenance of the Waimate Gym and its facilities at the Event Centre	33	Submission noted.	Maintenance of the Waimate Event Centre is solely the responsibility of Council.
24	On submitters-proposed inclusion of natural burial service	35, 36	Council agrees to undertake further investigation.	Council agrees this may be an alternative option to traditional burials.
25	On the request for banning the use of glyphosate as herbicide across parks and reserves	35	Council has a practice to reduce the amount of chemicals used, and to seek alternative options. Council will continue with this current practice with a focus on reducing the reliance on toxic chemicals.	Council recognises and manages detrimental risk to the environment and personal health.
26	On the request for the WDC to adopt and implement the Living Wage	36, 54, 77	Council agrees and is working towards implementing the Living Wage within 12 months.	Council believes it has an obligation to be a good employer.
27	On the request for the WDC to provide banking services alternatives to some members of the community	36	Submission noted. Council is aware of the need for locally-based banking services and is closely monitoring the 12-month banking hub model trial currently underway across New Zealand.	Council recognises the importance of local services.
28	On several requests in relation to local records and archives, especially: a) for WDC to provide funding (of \$40,000) for installing a comprehensive fire suppressant system; and b) for providing funding (of annual \$20,000) for archivist resources.	37, 54	Submissions noted. Council will conduct a review of archiving needs and the current service contract with the Waimate Historical Society. Council may fund \$25,000 for a fire suppressant system in year 2 (2022/23), subject to further consultation with the Waimate Historical Society.	Council is aware of legislative requirements for Council records and ensuring the safety of the community's treasures.
29	On the request for stormwater upgrade along Timaru Road, from the 50kmh to 70kmh sign heading north, as specified in the corresponding submission	40	Submission noted. There is no intention to do further stormwater work at the current time in relation to this issue. Council will monitor stormwater.	The requested task is not considered a priority.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
30	On the request for camping grounds to be entrusted to the private sector	44	Submission noted. There is no intention at this current time to privatise Council's camping activities.	Council does not recognise the need for privatising the camping grounds at this time.
31	On the request that urgent trimming and replacement of trees be conducted at Te Aka.	58	Submission noted. Annual maintenance is currently occurring. Council has future plan for tree management at Te Aka.	Council recognises the need for maintenance of such areas.
32	On the [verbal] request for attending to slump at end of Pike Street	58	Council to investigate.	Council has a responsibility to maintain infrastructure to a suitable level of service.
33	On the request for Garland Road to be included in the Te Kiteroa stormwater and sewer line	45	Submission noted. There are plans in place to include Garland Road in the overall upgrade of services.	This is not currently budgeted for implementation.
34	On the request that the current Uniform Annual General Charge (UAGC) in the LTP be clarified, and that the UAGC be used to collect the full 30% of total rate revenue.	60	Submission noted.	Council will review possible rate mechanisms in the future.
35	On the request that in approving subdivision expansion, the WDC consider investment in reticulation of wastewater systems to reduce the potential contamination risk to groundwater.	43	Council supports the submitter's proposal.	Council does implement the practice.
36	On boundary fencing between Rollinson Engineering Ltd and WDC property, in Kennedy Crescent.	75	Council approves the request. Planning and construction of a boundary fence, with the funding of up to \$5,000 to occur in year 2021/22.	Council recognises the need for contributing to the beautification of the area.
37	On the request that no WDC management, excluding the CE, be paid more than \$95,000 per annum.	35	Submission noted.	Council believes it has an obligation to be a good and competitive employer.
38	On the request for the WDC to consider fabric recycling as part of its waste management system.	36	Submission noted. Council has sought advice. Outside agencies (i.e. Red Cross, Salvation Army) may be utilised where possible.	Council recognises the benefit of waste minimisation, where possible.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
39	On the request for the WDC to consider a remote working arrangement (i.e. 'working from home') for its staff, in order to restrain the need for expanding facilities, thus reducing costs.	39	Submission noted. Council actively considers methods to reduce costs while enhancing efficiency.	It is the Chief Executive's responsibility to designate appropriate working arrangements.
40	On the request that the uniform rate be higher in order to better reflect use and evenly spread council's cost over all ratepayers.	72	Submission noted.	Council does recognise ratepayers' ability to pay when setting rates. Rating methodology is one of the areas being undertaken as part of the wider review of the future of local government, currently underway by Central Government.
41	On the submitter's [verbal] request for increasing user pays for library and pool.	72	Submission noted and not considered at this time.	Determination of the percentage of user pays is undertaken as part of the 3-yearly review of the Revenue and Financing Policy.
42	On the request for the revenue produced via forestry operation in Glenavy to be directly invested in improving Glenavy's infrastructure	66	Submission noted.	Council has an Investment Policy which covers where forestry revenue is directed.
43	On the request for a new public toilet be installed at the Glenavy's Keane Park	66	Submission noted. Council will be undertaking a District Public Toilet Review.	The District Public Toilet Review is due, for assessing the utility of the current public toilet system.
44	On the request for WDC to consider an alternative bus shelter project for Glenavy, as opposed to the plan currently proposed	66	Submission noted. Economic Development Steering Group is reviewing bus shelters in the Waimate District, and the request shall be considered.	Council recognises the utility of considering alternative options.
45	On the submitter's request for clarification of Civil Defence arrangements in Hakataramea Valley	48	Submission noted. Council is developing stronger communication with the community, and is strengthening resources in the Hakataramea Valley.	Council recognises the importance of civil defence across the district.
46	On the submitter's request for WDC to conduct gutter sweeping and lichen spraying on footpaths	42	Submission noted. Council recently undertook gutter sweeping. Footpath spraying is scheduled to occur in the near future.	Council has a responsibility to maintain infrastructure to a suitable level of service.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
47	On the submitter's question as to whether the WDC makes green waste compost and sell to the public	61	Submission noted. Council has no intention of locally processing green waste.	Green waste is part of the newly established Waste Management Contract. There may be an opportunity to supply certified compost via the Contractor for sale to local residents.
48	On the submitters request for improving the road leading to the White Horse Monument	66, 74	Submissions noted. There would be significant costs due to the construction of the road. Council currently does not have plans to upgrade the road to the Whitehorse.	Currently this road does not meet traffic usage for budget.
49	Waste Management Contract The updated serviced properties amount to an additional \$9,833 (approximately) of contract costs, compared to the estimates for the LTP, resulting in increased other expenditure and targeted rates.		Council considers amendments and accepts them as outlined.	To meet the conditions of the Waste Management Contract, and extension of service
50	Tourism Infrastructure Fund Grants income increase of \$186,600 Operational maintenance cost increase \$12,000 Depreciation expense estimate \$18,947 Capital Projects: <ul style="list-style-type: none"> • Waitangi camping public toilets increase to \$127,600 • Waihao Box public toilet new project \$132,600 Tourism signage new project \$77,000		Council considers amendments and accepts them as outlined.	To recognise the successful application and associated expenditure.
51	Employment Benefit Expenses An assessment of vacant positions, and some fixed term increased hours has resulted in a net reduction of \$24,974 for 2021/22 (Year 1)		Council considers amendments and accepts them as outlined.	Council approves the reforecast budget for 2021-22.

NO.	DECISION ITEM	RELEVANT SUBMISSIONS	COUNCIL'S DECISION	REASON FOR DECISION
52	Interest costs Based on the 30 th June 2021 cash and borrowings position, the 2021/22 borrowings requirement has been forecast, resulting in a reduced interest costs of \$65,250 for 2021/22 (Year 1)		Council considers amendments and accepts them as outlined.	Council approves the reforecast budget for 2021-22.
53	Queen Street Sewer/Stormwater Upgrade It is anticipated that the project cost will increase by \$150,877 for 2021/22 (Year 1)		Council considers amendments and accepts them as outlined.	Council approves the reforecast budget for 2021-22.
54	Waihaorunga Drinking Water Upgrade The 2021 Annual Plan included this project with a budget of \$526,500, and as at 30 June 2021 \$70,800 has been spent. It is proposed to carry forward and include in Year 2 2022/23 \$455,000 for the continuation of this project.		Council considers amendments and accepts them as outlined.	Council approves the reforecast budget for 2022-23.

Several submitters have provided their views, predominantly in opposition, on the current waste management system.	Submissions noted. The Waste Management System was separately consulted on during the year 2020 and is now fully operational. The introduction of the new waste management and minimisation system resulted in varying degrees of rate increase for properties dependent on previous waste management arrangements and whether properties are situated within the mandatory areas.	Council is well aware of its responsibilities to control its waste streams, and to protect the environment.
Several submitters provided their views on water-related matters, ranging from comments on various water schemes, to comments on the quality of drinking water in rural and urban areas.	Submissions noted.	Council is actively involved in the Three Waters Reform discussions, and will communicate and engage with the community as information comes to hand. Council is mindful around the affordability issues both with rural and urban water. In regards to supply of drinking water, Council has budgeted for compliance upgrades.

To the reader:

Independent Auditor's report on Waimate District Council's 2021-31 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 (the 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 27 August 2021.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to the community; and
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 161 to 164 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

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

Emphasis of Matter - Uncertainty over three waters reform

Page 21 outlines the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because final decisions have not yet been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

Breach of statutory deadline

Page 24 states the Council failed to adopt the plan before the commencement of the first year to which it relates. This is a breach of section 93(3) of the Local Government Act 2002.

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 control

We have complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

Other than our work in carrying out all legally required external audits, we have no relationship with, or interests in, the Council.



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

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ON THE HORIZON

CLIMATE CHANGE

Climate change is one of the biggest challenges of our time. It is already affecting our weather, health and wellbeing, natural environment, food production, biosecurity, infrastructure and our economy.

We know our community cares about climate change, and as a Council, we are aiming to create a better future for the Waimate District, continually exploring new opportunities and doing everything we can to transition to a low-emission, innovative and more sustainable district.

Waimate District is expected to experience sea level rise and more extreme weather patterns as a result of climate change. Sea level rise is considered the lesser of the influences as much of our coastline is elevated above the mean sea level. Extreme rainfall events may cause surface flooding and increased flood damage repair works. The cost of upgrading drainage assets for these extreme events is likely to be prohibitive for Council. There is currently no provision to fund these repairs, with the repair costs typically funded within existing budgets.

Council is continually monitoring the financial effects associated with flood events, and the diversion of existing budgets, and in the past has considered building a “flood event” fund. This monitoring will continue with intervention likely if existing programmed work begins to be adversely affected. Unfortunately this would mean that rates would need to increase to build a “flood event” fund.

Earlier this year, we commissioned an independent report to better understand what impact Council's

everyday activities have on our climate. Rather positively, it was pleasing to see we are playing our part, with our net emissions of -3650 tonnes due to our forest ownership showing we are making a positive contribution overall. We certainly have plenty more to do and as a Council, we'll work through that in the months and years ahead.

Other mitigating measures to reduce emissions undertaken by Council include the replacement of the public pool's coal-based heating system with a modern electric alternative and a gradual transformation of some of Council's vehicle fleet from fossil fuel-based engines to hybrid engines.

As a district, we need to reduce our carbon emissions and do what we can collectively to mitigate the effects of climate change. In other words, climate change will continue to present itself as a core area to monitor, and as a Council, we'll certainly be looking at it with a wide environmental lens and ensuring measures are in place to mitigate the impact of climate change on our communities – all of which will be reflected in our upcoming Climate Change Strategy, guiding us in to the future.



COVID-19



Few would forget Wednesday 25 March 2020, the day New Zealand first went in to Level 4 lockdown in response to the global outbreak of the COVID-19 pandemic. With the COVID-19 initial response now behind us for the most part, and vaccines currently being rolled out, it's now we must look back at the lessons learned and be ready to act in the unlikely return of another pandemic or emergency.

As we clearly saw during lockdown, there is no substitute for being prepared and ready.

Essentially, COVID-19 has created a new normal for us all, and while we take time to adapt to this new way of life, thinking and doing, it's vital we continue to build community resilience and further strengthen the community links we have established through this pandemic.

The global outbreak of the COVID-19 pandemic in 2020 and its ongoing threats to various aspects of national, regional and local wellbeing is considered by Council to be a critical factor in our planning for safeguarding the safety of the district's community and its economic vitality going forward.

In relation to the impact on the district's economy, an assessment of relevant indicators demonstrate a minimal negative impact caused by the pandemic. Data on loss of employment, closure of businesses and a noticeable drop in commodity prices, to name a few, illustrate an overall nominal negative effect.

From an operational standpoint, the pandemic did not generate any material impact on a series of factors (such as impairment of assets or valuation of infrastructural assets).

In addition, it did not drastically reduce Council's revenue, with reduced NZTA subsidy income due to lockdown restrictions disabling maintenance and capital works and less income than budgeted for the Resource Recovery Park while this was required to be closed the only areas to note. Nevertheless, in recognition of the potential for a negative financial impact of COVID-19 on the district economy, the initially proposed rates increase in the 2020/21 financial year was reduced from 7.7% to 4%.

Overall, Council considers the long-term economic effects of COVID-19 to be largely uncertain at this stage.

GOVERNMENT CHANGES

National Policy Statement on Urban Development

The National Policy Statement on Urban Development 2020 directs local authorities to enable greater supply and ensure that planning is responsive to changes in demand, while seeking to ensure that new development capacity enabled by councils is of a form and in locations that meet the diverse needs of communities and encourages well-functioning, liveable urban environments.

It also requires councils to remove overly restrictive rules that affect urban development outcomes in our cities.

Council is aware that the Waimate District has been classified as a low growth area and have assessed this will have a low impact.

Resource Management Act

Following a comprehensive review in 2020, the Government has voiced their intentions to repeal the Resource Management Act 1991, otherwise referred to as the RMA. The new laws will see the RMA replaced with three new Acts; Natural and Built Environments Act (NBA) – to provide for land use and environmental regulation, Strategic Planning Act (SPA) – to integrate with other legislation relevant to development, and require long-term regional spatial strategies and Climate Change Adaptation Act (CAA) – to address complex issues associated with managed retreat and funding.

The new laws will hopefully improve the natural environment, enable more development within environmental limits, provide an effective role for Māori and improve housing supply and affordability.

It is also likely to simplify the planning processes, costs and reduce timeframes.





THREE WATERS REFORM PROGRAMME

Over the past three years, both central and local government have been considering solutions to challenges facing delivery of the three waters services to communities. This has seen the development of new legislation and the creation of Taumata Arowai, the new Water Services Regulator, to oversee and enforce a new drinking water regulatory framework, with an additional oversight role for the management of wastewater and stormwater networks.

Following the major failure in Havelock North's drinking water in 2016, where several people died through health complications attributed to the water contamination; and thousands became sick from the effects of campylobacter, the Government revealed its Three Waters Reform Programme and stimulus funding package – and in July 2020, began stoking up the first sparks of the imminent changes ahead.

In a move to assess the recommendations from the enquiry

into the Havelock North Water Contamination event, which was highly critical of the then regulatory framework and challenges councils faced around the three waters, the Government's reform aims to create a small number (4 to 6) of new, publicly-owned and multiregional drinking water delivery, and asset owning entities.

How these look is anyone's guess at present, but with water serving as a critical component of life, the Waimate District will continue to need drinking water, stormwater and wastewater services regardless of who the service provider is. The proposed reforms are based on councils handing over their three waters assets (and associated debt), and jobs to whatever the new entity may be. Whilst this still remains "public" ownership, the question is whether the district wants to do that. Also, what does it leave in terms of local representation? It also appears that councils will be expected to collect the revenue required on behalf of these new entities.

In August 2020, the Government signed a Memorandum of Understanding with all local authorities around the country, including our Council. It's important to note putting pen to paper does not bind our Council to any future agreements or decisions, it simply adds us to the ongoing conversation. As part of that conversation, Council was granted \$3.36 million that has now resulted in proposed work being brought forward and additionally some new projects.

While the reform programme remains entirely undecided, the Government has now put its case to the New Zealand public and as a Council, we're consulting with our ratepayers on this monumental decision.

Whatever the eventual outcome happens to be, we know the delivery of the three waters remains vital to our district, therefore the associated work programmes and budgets have been included in both our Infrastructure Strategy and Financial Strategy within this LTP.



STRATEGIC OVERVIEW

WHAT IS THE LONG TERM PLAN?

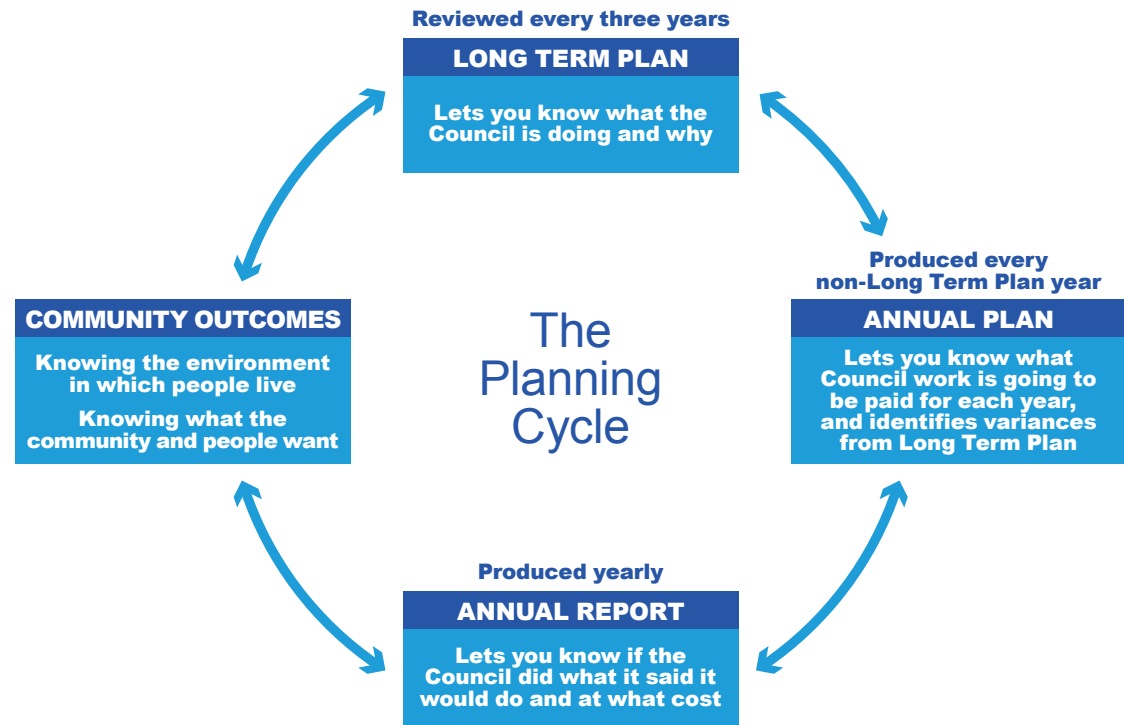
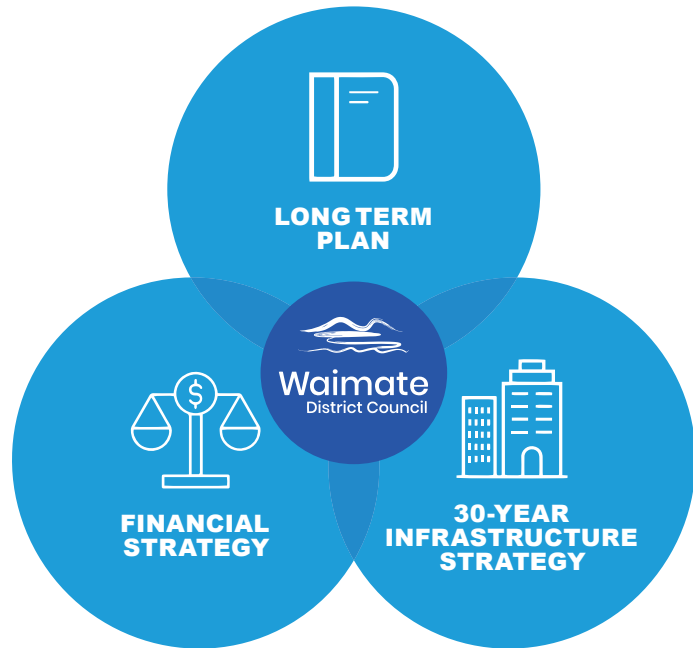
The Long Term Plan, or LTP for short, is a detailed planning document prepared every three years, clearly setting out Council's direction for the next 10 years. It details how we plan to pay for Council's activities and key projects, how we plan to manage all of our assets and infrastructure and how we intend to achieve our vision and community wellbeing.

Two other key documents, the Financial Strategy and 30-year Infrastructure Strategy (as referred to on the left), sit alongside and inform the LTP.

Legally, Council are required to prepare their Long Term Plan every three years and in the intervening two years, an Annual Plan is

produced. In addition, Council prepare an Annual Report (as per 'The Planning Cycle' diagram below).

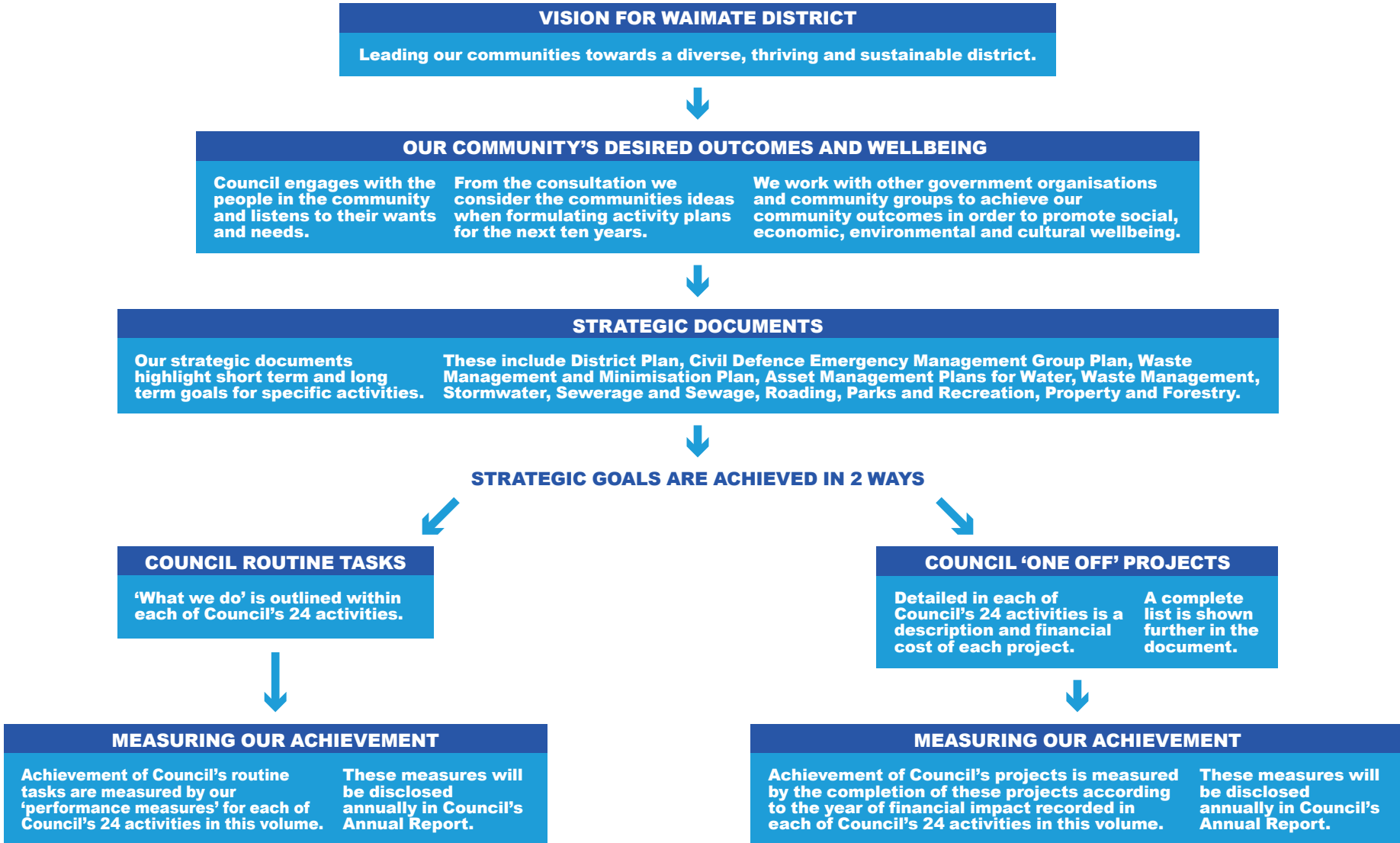
The Local Government Act requires the LTP to be adopted before the first year to which it relates. Council did not achieve this deadline. This is a breach of section 93(3) of the Local Government Act 2002.



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



COMMUNITY OUTCOMES AND WELLBEING



STRATEGIC OVERVIEW

Community Outcomes



THRIVING COMMUNITIES

A district that provides infrastructure for economic activity.

A district that encourages development.

A district that actively promotes itself and its businesses.



SAFE & HEALTHY PEOPLE

A place where people are safe in their homes, work, and public spaces.

Our services, infrastructure and environment enhance quality of life.



SUSTAINABLE DISTRICT & 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, SUPPORTIVE COMMUNITY

All people are encouraged to participate in our democratic process.

District assets provide recreation and leisure choice.

We celebrate and support the good things about our community.

Waimate District Council's 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 ACCIDENT STATISTICS

COMPLIANT WATER AND WASTEWATER SCHEMES

NUMBER OF BUILDING CONSENTS ISSUED

DOLLAR FIGURE SPENT BY VISITORS IN THE WAIMATE DISTRICT

AVERAGE ACCOMMODATION OCCUPANCY RATE



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

PERCENTAGE OF RESIDENTS TERTIARY EDUCATED

EMPLOYMENT RATE

AVERAGE MEDIUM HOUSEHOLD INCOME

HOUSING AFFORDABILITY

AVERAGE WEEKLY RENT

LIFE EXPECTANCY

PERCENTAGE OF RESIDENTS WHO CONSIDER WAIMATE DISTRICT A GREAT PLACE TO LIVE IN

PERCENTAGE OF RESIDENTS FEELING SAFE AT HOME

CRIME RATE



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 WATER SUPPLIES THAT COMPLY WITH WATER STANDARDS

LANDFILL WASTE-KILOGRAMS PER CAPITA

RATE OF TRANSITION OF COUNCIL-OWNED VEHICLES TO HYBRID/ELECTRIC ENGINES



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 MĀORI SPEAKERS

ETHNIC DIVERSITY

NUMBER OF CREATIVE AND CULTURAL ACTIVITIES OFFERED

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

MAJOR PROJECTS

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Cannington - Renewals	Water Supply	5	5	5	5	7	6	6	6	6	6
Cannington - Eliminate AC Pipes (Stimulus Fund project)	Water Supply	58	-	-	-	-	-	-	-	-	-
Cannington - Pratts Pumphouse - New Board and Telemetry	Water Supply	23	-	-	-	-	-	-	-	-	-
Cannington - Pratts Pumphouse - Pump 1 Renewal	Water Supply	-	-	-	-	-	5	-	-	-	-
Cannington - Pratts Chlorine Analyser	Water Supply	16	-	-	-	-	-	-	-	-	-
Cannington - Renewal Maintenace of weir	Water Supply	-	-	14	-	-	-	-	-	-	-
Cannington - Pratts pumphouse power supply	Water Supply	-	-	-	20	-	-	-	-	-	-
Cannington - Line renewal PE 80mm Slip Line	Water Supply	-	34	-	-	-	-	-	-	-	-
Hook / Waituna - Renewals	Water Supply	10	21	11	11	11	11	23	12	12	26
Hook / Waituna - Drinking Water Intake/Plant Compliance Upgrade	Water Supply	570	-	-	-	-	-	-	-	-	-
Hook / Waituna - Intake Upgrade (Stimulus Fund project)	Water Supply	103	-	-	-	-	-	-	-	-	-
Hook / Waituna - Simmons Pumphouse Pump 1 Renewal	Water Supply	-	-	-	-	-	5	-	-	-	-
Hook / Waituna - Flow Meter Replacement	Water Supply	4	-	-	6	7	-	-	-	-	1
Hook / Waituna - Dual check augmentation	Water Supply	18	-	-	-	-	-	-	-	-	-
Hook / Waituna - Line renewal Intake to O'Donnells	Water Supply	-	-	-	-	-	-	-	48	50	-
Hook / Waituna - Line renewal investigation Garlands to Studholme	Water Supply	8	-	-	-	-	-	-	-	-	-
Hook / Waituna - Line renewal upper Nortons Reserve Rd	Water Supply	-	-	-	-	42	43	-	-	-	-
Hook / Waituna - Line renewal Manchesters and Molloy's Rd	Water Supply	-	-	22	39	-	-	-	-	-	-
Lower Waihao - Renewals	Water Supply	5	5	5	5	-	6	6	6	6	6
Lower Waihao - Renewal of reservoir (Stimulus Fund project)	Water Supply	25	-	-	-	-	-	-	-	-	-
Lower Waihao - Drinking Water Intake/Plant Compliance Upgrade	Water Supply	797	-	-	-	-	-	-	-	-	-
Lower Waihao - Glenavy Township Mains Renewal	Water Supply	-	-	-	-	78	-	-	125	-	-
Lower Waihao - Glenavy Township Restrictor Renewal	Water Supply	-	-	-	-	11	-	-	20	-	-

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Lower Waihao - Glenavy Chlorine Monitoring Station	Water Supply	-	-	57	-	-	-	-	-	-	-
Lower Waihao - Lower Waihao Boost Pump 3 Renewal	Water Supply	-	-	-	-	6	-	-	-	-	-
Lower Waihao - Telemetry - Lower Waihao Boost Renewal	Water Supply	-	-	-	9	-	-	-	-	-	-
Lower Waihao - Flow Meter Renewal	Water Supply	-	-	6	-	7	-	-	-	-	1
Lower Waihao - Glenavy line renewal	Water Supply	-	-	-	157	-	-	-	-	-	-
Otaio / Makikihi - Renewals	Water Supply	2	-	2	-	2	-	2	-	2	-
Otaio / Makikihi - Eliminate AC Pipes (Stimulus Fund project)	Water Supply	46	-	-	-	-	-	-	-	-	-
Otaio / Makikihi - New Bore Redundancy	Water Supply	-	127	-	-	-	-	-	-	-	-
Otaio / Makikihi - Makikihi Township Mains Renewal	Water Supply	-	-	-	76	-	-	-	105	-	-
Otaio / Makikihi - Makikihi Township Restrictor Renewal	Water Supply	-	-	-	11	-	-	-	13	-	-
Otaio / Makikihi - Flow Meter Replacement	Water Supply	-	-	-	5	2	-	-	-	-	6
Otaio / Makikihi - Line renewal Makikihi 100mm PVC	Water Supply	-	31	32	-	-	-	-	-	-	-
Otaio / Makikihi - Consent Volume Review	Water Supply	-	-	-	-	17	-	-	-	-	-
Otaio / Makikihi - Renewal Marshalls Road	Water Supply	10	-	-	-	-	-	-	-	-	-
Waihaorunga - Renewals	Water Supply	5	-	-	5	-	-	6	-	-	6
Waihaorunga - Eliminate AC Pipes (Stimulus Fund project)	Water Supply	49	-	-	-	-	-	-	-	-	-
Waihaorunga - Renewal of reservoir (Stimulus Fund project)	Water Supply	55	-	-	-	-	-	-	-	-	-
Waihaorunga - Drink Water Intake/Plant Compliance Upgrade	Water Supply	-	470	-	-	-	-	-	-	-	-
Waihaorunga - Takitu Pumphouse - New Board and Telemetry	Water Supply	-	23	-	-	-	-	-	-	-	-
Waikakahi - Renewals	Water Supply	5	5	5	5	6	6	6	6	6	6
Waikakahi - Eliminate AC Pipes (Stimulus Fund project)	Water Supply	95	-	-	-	-	-	-	-	-	-
Waikakahi - Renewal of reservoir (Stimulus Fund project)	Water Supply	75	-	-	-	-	-	-	-	-	-
Waikakahi - Drinking Water Intake/Plant Compliance Upgrade	Water Supply	1,439	-	-	-	-	-	-	-	-	-
Waikakahi - Mehrtens/Cameron 700m 32 OD	Water Supply	-	4	-	-	-	-	-	-	-	-
Waikakahi - Harrison B/T 1.5km 63 OD	Water Supply	-	11	-	-	-	-	-	-	-	-
Waikakahi - McKay/ Francis 1.3km 40 OD	Water Supply	-	-	12	-	-	-	-	-	-	-
Waikakahi - LW WK Booster PH - Pump 4	Water Supply	-	-	-	-	14	-	-	-	-	-
Waikakahi - Dog Kennel Road PH - Pump 1	Water Supply	-	-	-	-	-	20	-	-	-	-
Waikakahi - Telemetry - Waikakahi Reservoir	Water Supply	-	-	-	-	-	-	9	-	-	-

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Waikakahi - Flow meter renewals	Water Supply	2	-	-	-	2	-	-	-	-	-
Water Supply - Hydraulic modelling (Stimulus Fund project)	Water Supply	162	-	-	-	-	-	-	-	-	-
Downlands - Capital at 14% Share	Water Supply	1,707	193	272	157	99	178	106	107	110	181
Urban Water - General plant and equipment	Water Supply	6	-	-	-	-	-	-	-	-	-
Urban Water - Bond Street Subdivision	Water Supply	75	-	-	-	-	-	-	-	-	-
Urban Water - Lateral Renewals	Water Supply	96	62	63	65	66	68	70	128	132	136
Urban Water - AC Water Main Renewals	Water Supply	110	114	116	119	122	125	128	191	197	203
Urban Water - Elimite AC Pipes (Stimulus Fund project)	Water Supply	101	-	-	-	-	-	-	-	-	-
Urban Water - CI Water Main Renewals	Water Supply	160	165	169	173	177	181	187	388	401	411
Urban Water - Timaru Road pump renewals	Water Supply	68	26	-	-	-	-	-	-	-	-
Urban Water - Telemetry - Timaru Rd Plant	Water Supply	-	-	-	9	-	-	-	-	-	-
Urban Water - Telemetry - Manchesters Bore	Water Supply	-	-	-	8	-	-	-	-	-	-
Urban Water - Waimate Reservoir Cover Replacement	Water Supply	-	-	-	108	-	-	-	-	-	-
Urban Water - Main line valve renewals	Water Supply	28	29	30	30	31	32	33	34	35	36
Urban Water - Booster Bakers/Court/Hunts/Fitzmaurice Roads	Water Supply	20	-	296	-	-	-	-	-	-	-
Urban Water - Extension Bakers/Court/Hunts/Fitzmaurice Roads	Water Supply	-	-	-	-	-	-	327	338	-	-
Urban Water - Booster Manchesters Standby Pump 2	Water Supply	-	30	-	-	-	-	-	-	-	-
Urban Water - Water Meters (Stimulus Fund project)	Water Supply	472	-	-	-	-	-	-	-	-	-
Urban Water - Te Kiteroa Main, Booster and Reservoir	Water Supply	83	686	30	-	-	-	-	-	-	-
Urban Water - Meter reader software	Water Supply	-	24	-	-	-	-	-	-	-	-
Waste Management - Fencing	Waste Management	4	-	-	-	-	-	-	-	-	-
Waste Management - Miscellaneous plant and equipment	Waste Management	3	-	-	-	-	-	-	-	-	-
Waste Management - Wheelie Bin Replacements	Waste Management	2	2	2	2	2	2	2	2	2	3
Waste Management - Public place refuse and recycling facilities	Waste Management	5	5	2	-	-	-	-	-	-	-
Waste Management - Miscellaneous Capital	Waste Management	-	1	1	1	1	1	1	1	1	1
Waste Management - Seal and shingle RRP entrance	Waste Management	-	76	76	18	37	-	-	-	-	-
Waste Management - Reuse shop upgrade	Waste Management	10	-	-	-	-	-	-	-	-	-
Stormwater - Queen Street Upgrade (Stimulus Fund project)	Stormwater	450	-	-	-	-	-	-	-	-	-

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Stormwater - SW Manhole SW171 Replacement	Stormwater	-	-	-	5	6	-	-	-	-	-
Stormwater - CCTV Assessment of Mains	Stormwater	5	5	-	5	-	6	-	-	-	-
Stormwater - Belt Street main renewal	Stormwater	12	-	-	-	-	-	-	-	-	-
Stormwater - Manse Street crossing renewal	Stormwater	-	-	40	-	-	-	-	-	-	-
Sewer - Waimate Urban Renewals	Sewerage	224	315	333	339	360	357	379	835	863	886
Sewer - Edward Street Upgrade (Stimulus Fund project)	Sewerage	616	-	-	-	-	-	-	-	-	-
Sewer - WWTP Submersible Pump 2 Renewal	Sewerage	-	21	-	-	-	-	-	-	-	-
Sewer - WWTP Electrics General 240, 24 Volts	Sewerage	-	-	-	12	-	-	-	-	-	-
Sewer - WWTP In flow Meter Renewal	Sewerage	9	-	-	-	-	-	-	-	-	-
Sewer - WWTP Out flow Meter Renewal	Sewerage	-	-	-	-	-	6	-	-	-	-
Sewer - WWTP Alarming/Monitoring of Out flow Meter	Sewerage	4	-	-	-	-	-	-	-	-	-
Sewer - Telemetry - Milford	Sewerage	-	-	8	-	-	-	-	-	-	-
Sewer - Milford - Flygt Controller (PLC)	Sewerage	-	-	3	-	-	-	-	-	-	-
Sewer - Milford Pump Renewal	Sewerage	-	-	-	-	-	-	-	-	5	5
Sewer - WWTP Electrical/control Renewal	Sewerage	-	-	-	-	83	-	-	-	-	-
Sewer - WWTP various equipment	Sewerage	12	4	-	-	9	-	-	-	-	-
Sewer - Inflow and CCTV investigations (Stimulus Fund project)	Sewerage	86	-	-	-	-	-	-	-	-	-
Sewer - Queen Street upgrade (Stimulus Fund project)	Sewerage	171	-	-	-	-	-	-	-	-	-
Sewer - Septic Waste Receival Unit (Stimulus Fund project)	Sewerage	81	-	-	-	-	-	-	-	-	-
Sewer - Te Kiteroa Line	Sewerage	312	-	-	-	-	-	-	-	-	-
Roading - Resealing	Roading and Footpaths	1,065	1,086	1,108	1,246	1,282	1,319	1,358	1,397	1,438	1,479
Roading - Drainage construction	Roading and Footpaths	256	261	266	335	344	354	365	375	386	397
Roading - Culvert replacement	Roading and Footpaths	204	208	212	215	221	227	234	241	248	255
Roading - Kerb and channel renewal	Roading and Footpaths	110	112	114	197	202	208	214	221	227	233
Roading - Concrete ford renewal	Roading and Footpaths	-	-	-	49	51	52	54	55	57	58
Roading - Pavement rehabilitation	Roading and Footpaths	303	309	315	738	758	781	804	827	851	875
Roading - Structures component rep.	Roading and Footpaths	171	175	178	194	200	206	212	218	224	230
Roading - Sign renewal	Roading and Footpaths	53	54	55	67	68	70	73	75	77	79
Roading - Minor improvements	Roading and Footpaths	330	330	330	361	371	382	393	404	416	428

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Roading - Footpath renewal	Roading and Footpaths	173	177	182	235	242	249	257	264	272	279
Roading - Minor improvements (non-subsidised)	Roading and Footpaths	45	46	48	49	51	52	54	55	57	58
Roading - Seal extensions	Roading and Footpaths	60	62	64	66	67	69	71	74	76	78
Roading - Development	Roading and Footpaths	50	52	53	55	56	58	60	61	63	65
Roading - Emergency renewals	Roading and Footpaths	79	102	124	-	-	-	-	-	-	-
Chief Executive - Motor Vehicle	Organisation and Governance	-	-	32	-	-	-	-	-	-	-
Corporate Services - Vehicle Replacements (pool car)	Organisation and Governance	-	-	-	-	67	-	-	-	-	77
Corporate Services - Cleaners Vehicle	Organisation and Governance	-	-	-	43	-	-	-	-	50	-
Corporate Services - Furniture & Fittings	Organisation and Governance	10	15	16	16	17	17	18	18	19	19
Corporate Services - Computers / Hardware	Organisation and Governance	15	15	16	16	17	17	18	18	19	19
Corporate Services - Elected member devices	Organisation and Governance	4	-	-	18	-	-	5	-	-	-
Corporate Services - Servers	Organisation and Governance	90	-	-	-	-	103	-	-	-	-
Corporate Services - Telephone/PABX Upgrade	Organisation and Governance	-	-	16	-	-	-	-	18	-	-
Corporate Services - UPS	Organisation and Governance	15	-	-	-	-	17	-	-	-	-
Corporate Services - Public security cameras	Organisation and Governance	-	2	37	-	-	2	-	-	43	-
Corporate Services - Magiq Upgrades	Organisation and Governance	10	10	53	11	11	57	12	12	12	13
Corporate Services - Aerial Imagery	Organisation and Governance	45	-	-	25	-	-	50	-	-	27
District Planning and Regulatory Services - Motor Vehicle	Organisation and Governance	20	-	-	22	-	-	23	-	-	26
Utilities - Sundry Plant Renewals	Organisation and Governance	7	5	5	5	7	6	12	6	6	16
Utilities - Digger / excavator replacement	Organisation and Governance	-	-	-	-	48	-	-	-	-	64

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Utilities - Replacement Tablets for Staff (AssetFinda)	Organisation and Governance	-	10	-	-	-	11	-	-	-	13
Utilities - Data Loggers	Organisation and Governance	-	6	-	-	-	-	-	-	-	-
Utilities - Equipment renewals	Organisation and Governance	6	-	-	-	7	13	3	-	4	-
Utilities - Vehicle replacements	Organisation and Governance	67	48	-	51	86	77	55	-	58	98
Roading - Vehicle replacements	Organisation and Governance	40	41	-	43	45	-	47	48	-	51
Asset Management - SCADA	Organisation and Governance	21	10	5	-	-	6	-	6	-	15
Parks - Plant and Machinery	Organisation and Governance	5	-	5	15	6	-	6	-	6	-
Parks - Walker Mower Replacement	Organisation and Governance	-	-	26	-	-	-	-	36	-	-
Parks - John Deere mower replacement	Organisation and Governance	65	-	-	-	-	-	82	-	-	-
Parks - Vehicle Replacement	Organisation and Governance	-	-	-	-	36	-	-	-	-	-
Parks - Vehicle Replacement	Organisation and Governance	-	-	-	-	-	37	-	-	-	-
Asset Manager - Pool vehicles	Organisation and Governance	30	-	-	-	33	34	-	-	-	38
Governance - AV Conferencing System for Council Chambers	Organisation and Governance	-	21	-	-	-	-	-	-	-	-
Governance - Elections	Organisation and Governance	12	41	-	16	46	-	18	52	-	23
Investment - Gorge Road Premises	Organisation and Governance	4	-	85	-	-	-	-	-	-	-
Forestry - Land access	Organisation and Governance	-	-	45	-	-	-	-	-	-	-
Forestry - Planting Waihao Forest	Organisation and Governance	-	-	-	-	241	25	22	-	-	-
Forestry - Planting Reserves	Organisation and Governance	3	10	2	9	41	12	15	2	1	13

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Animal Management - Vehicle replacement	District Planning and Regulatory Services	-	-	-	38	-	-	-	-	43	-
Building Control - Vehicle replacements	District Planning and Regulatory Services	64	-	-	-	-	73	-	-	-	-
Regulatory - District Plan Review	District Planning and Regulatory Services	200	204	104	106	43	44	45	45	46	47
Promotions - District signage	Community Services	77	-	-	-	-	-	-	-	-	-
Library - Books	Community Services	65	67	69	70	72	78	80	82	84	87
Waimate Lakes Camping - Concrete pad for refuse shelters	Community Facilities	20	21	-	-	-	-	-	-	-	-
Waimate Lakes Camping - Boat ramp upgrade	Community Facilities	-	-	16	-	-	-	-	-	-	-
Waimate Lakes Camping - Public toilet dry vault system	Community Facilities	128	-	-	-	-	-	-	-	-	-
Waimate Lakes Camping - Pipe renewals	Community Facilities	10	10	11	11	11	11	12	12	12	13
Victoria Park Camping - General building capital	Community Facilities	-	8	-	-	-	-	-	-	-	-
Victoria Park Camping - Upgrade Tennant St cabins	Community Facilities	19	5	5	-	-	-	-	-	-	-
Victoria Park Camping - General capital	Community Facilities	2	2	2	2	2	2	2	2	2	2
Knottingley Park Camping - General building capital	Community Facilities	1	-	-	-	-	-	-	-	-	-
Knottingley Park Camping - Terraflake toilet block floor	Community Facilities	20	-	-	-	-	-	-	-	-	-
Knottingley Park Camping - BBQ and roofed area	Community Facilities	-	15	-	-	-	-	-	-	-	-
Knottingley Park Camping - Fountain upgrade	Community Facilities	-	5	-	-	-	-	-	-	-	-
Cemetery - Reseal driveway	Community Facilities	-	7	-	-	-	-	-	-	-	-
Cemetery - Extension	Community Facilities	-	-	-	-	-	-	-	14	34	37
Cemetery - Ash and burial berms	Community Facilities	20	-	-	-	-	-	-	-	-	-
Cemetery - Toilet facility upgrade	Community Facilities	-	-	61	-	-	-	-	-	-	-
Cemetery - Fencing	Community Facilities	5	-	-	-	-	-	-	-	-	-
Cemetery - Walker Mower replacement	Community Facilities	-	43	-	-	-	-	49	-	-	-
Cemetery - Water line renewal	Community Facilities	15	-	-	-	-	-	-	-	-	-
Cemetery - Tipper truck replacement	Community Facilities	-	-	-	-	-	69	-	-	-	-
Cemetery - Signage upgrade	Community Facilities	-	8	2	-	-	-	-	-	-	-
Event Centre - Furniture & fittings	Community Facilities	5	-	-	-	-	-	-	-	-	-
Victoria Park - Sundry plant	Community Facilities	5	5	5	5	6	6	6	6	6	6
Victoria Park - New learn to ride area	Community Facilities	50	-	-	-	-	-	-	-	-	-

NAME OF PROJECT	ACTIVITY Year ended 30 June	SHORT TERM			MEDIUM TERM						
		2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Victoria Park - Repaint the cycle track	Community Facilities	-	-	-	13	-	-	-	-	-	-
Victoria Park - Pergola replacement	Community Facilities	-	21	-	-	-	-	-	-	-	-
Victoria Park - Irrigation system	Community Facilities	10	-	-	-	-	-	-	-	-	-
Land - Boland Park swimming pool walkway resealing	Community Facilities	-	12	-	-	-	-	-	-	-	-
Property - Washdown concrete pad and interceptor	Community Facilities	15	-	-	-	-	-	-	-	-	-
Property - General building capital	Community Facilities	6	-	-	-	-	-	-	-	-	-
Property - Furniture and fittings	Community Facilities	3	-	-	-	-	-	-	-	-	-
Property - Tennant St building capital	Community Facilities	9	7	4	4	-	-	-	-	-	-
Property - Paint Tennant Street dwelling	Community Facilities	5	5	5	-	-	-	-	-	-	-
Local Govt Centre - Library / LGC Extension	Community Facilities	960	-	-	-	-	-	-	-	-	-
Local Govt Centre - Security Cameras / alarm system	Community Facilities	5	-	5	-	-	6	-	-	-	-
Local Govt Centre - Sundry Purchases	Community Facilities	5	5	5	5	6	6	6	6	6	6
Local Govt Centre - Heatpumps	Community Facilities	-	10	11	-	-	-	-	-	-	-
Community Housing - Boundary fence	Community Facilities	5	-	-	-	-	-	-	-	-	-
Community Housing - Replacement Stoves	Community Facilities	-	3	-	-	3	-	-	4	-	-
Community Housing - Hot Water Cylinders & other Furn&Fitting	Community Facilities	6	6	12	6	6	13	6	7	14	7
Community Housing - Heatpumps	Community Facilities	3	6	3	6	3	7	3	7	4	7
Community Housing - Bathroom heaters and extractor fans	Community Facilities	34	-	-	-	-	-	-	-	-	-
Public toilets - Public toilet strategy	Community Facilities	20	-	-	-	-	-	-	-	-	-
Public toilets - Waimate Town (New Toilets)	Community Facilities	-	185	-	-	-	-	-	-	-	-
Public toilets - Waihao Box	Community Facilities	133	-	-	-	-	-	-	-	-	-
Swimming Pool - Replace Pool Covers	Community Facilities	-	-	-	-	-	31	-	-	-	-
Swimming Pool - Shade Sails	Community Facilities	5	-	-	-	-	-	-	-	-	-
		13,814	6,367	5,325	5,771	5,978	5,863	6,034	7,033	6,691	7,163

WHAT ARE ACTIVITY MANAGEMENT PLANS?

We have 24 activities, organised into 9 groups. These activities cover all the services we provide to our communities.

WATER SUPPLY

- Urban Water
- Rural Water

WASTE MANAGEMENT

- Waste Management

STORMWATER

- Stormwater

SEWERAGE

- Sewerage

ROADING AND FOOTPATHS

- Roding 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

Each group activity management plan contains written information under the following headings and financial statements for the years 2021-2031.

- **WHAT WE DO**
- **WHY WE PROVIDE IT**
- **LOOKING AHEAD**
- **COMMUNITY OUTCOMES**
- **COMMUNITY WELLBEINGS**
- **EFFECTS ON THE COMMUNITY**
- **OUR CHALLENGES**
- **PERFORMANCE MEASURES**
- **HOW THESE ACTIVITIES ARE FUNDED**
- **PROJECTS**
- **FUNDING IMPACT STATEMENTS**



WATER SUPPLY GROUP

WATER SUPPLY GROUP

What We Do

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

URBAN WATER SUPPLY

RURAL WATER SUPPLY

The Water Supply Group provides water to approximately 4,034 households, businesses and properties throughout the Waimate District.

Urban Water

Council provides potable water to the designated urban area and the fringe rural areas of Waimate (approximately 3,000 residents) to serve purposes such as drinking, commercial and fire protection.

Two deep groundwater bores at Timaru Road and Manchester Road supply the urban network via a reservoir at Mill Road.

Council monitors water quality and where possible, regularly plans for future water supply needs.



Rural Water

Council operates six rural water schemes (Cannington/Motukaika, Lower Waihao, Otaio/Makikihi, Waihaorunga, Waikakahi, Hook-Waituna). In addition, incorporated societies run Hakataramea and Cattle Creek (Upper Waihao), with the Downlands water supply being operated and administered by Timaru District Council, albeit a 14% shareholding by Waimate District Council. Some schemes do not currently comply with the Drinking Water Standards for New Zealand 2005 (Revised 2018).

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 the Council to supply a safe, regular and efficient potable supply of water to the consumers within the district.

Looking Ahead

The Three Waters Reform Programme will impact the long term strategic direction for drinking water in the Waimate District. In recent times, Government has indicated to water suppliers (e.g. councils) that councils will likely manage and maintain water supplies up to 30 June 2024, and not to plan for, or update, 2024 or 2027 Long Term Plans for water services.

Council will need to make a decision whether they remain opted in by default, or opt out of transitioning

Council's registered drinking water supplies to a proposed new water entity. The date for Council to make a decision on transition is not yet known. In the meantime, Council will plan to continue to provide safe drinking water and meet the current legislation and standards, plus manage and meet any legislative and standards changes in the future.



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.
Water Supply	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

THREE WATERS REFORM PROGRAMME

As stated in “Looking Ahead”, the Three Waters Reform Programme will have impact over the next 10 years for drinking water in the Waimate District. Council, via their ratepayers, will need to make a decision whether they remain opted in, or opt out of these changes.

COMPLIANCE CHANGES

If Council opts out of transitioning its registered drinking water supplies to a proposed new water entity, the current and proposed legislation and compliance changes will require a greater commitment

and investment into maintaining infrastructure, water quality, quantity and monitoring.

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 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.

CLIMATE AND ENVIRONMENTAL CHANGES

Council view climate change as a moderate consideration in its long-term planning, and in order to prepare and address potential challenges, Council shall 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.

Performance Measures

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Extent of compliance with Drinking Water Standards (Part 4) - Bacterial Compliance (M)	Bacterial compliance - All schemes	Bacterial compliance - All schemes
Extent of compliance with Drinking Water Standards (Part 5) - Protozoal Compliance (M)	Protozoal compliance - All Schemes	Protozoal compliance - All Schemes

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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 Resolution for urgent callout - ≤ 24 hours Attendance to non-urgent callout - ≤24 hours Resolution for non-urgent callout - 72 hours	Attendance to urgent callout - ≤ 1 hour Resolution for urgent callout - ≤ 24 hours Attendance to non-urgent callout - ≤24 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 Rural water supply: ≤ 40 complaints per 1000 connections	Urban water supply: ≤ 10 complaints per 1000 connections Rural water supply: ≤ 40 complaints per 1000 connections
Percentage of residents receiving the service satisfied with water supply services	≥ 86%	≥ 86%

*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.

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
The average consumption of drinking water per day per resident within the Waimate district (M)	Average consumption ≤ 500 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 - ≤ 35%	Real water loss - ≤ 20%
Reactive maintenance (system failure) or programed work in the Waimate urban area that exceed 8 hours of not suppling drinking water to the community or a consumer.	< 1 per year	< 1 per year
Reactive maintenance (system failure) or programed work in the Rural Water Supplies that exceed 3 days of not suppling drinking water to the community or a consumer.	< 1 per year	< 1 per year

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%	-	-
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 Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Cannington - Renewals	5	5	5	43
Cannington - Eliminate AC Pipes (Stimulus Fund project)	58	-	-	-
Cannington - Pratts Pumphouse - New Board and Telemetry	23	-	-	-
Cannington - Pratts Pumphouse - Pump 1 Renewal	-	-	-	5
Cannington - Pratts Chlorine Analyser	16	-	-	-
Cannington - Renewal Maintenance of weir	-	-	14	-
Cannington - Pratts pumphouse power supply	-	-	-	20
Cannington - Line renewal PE 80mm Slip Line	-	34	-	-
Hook / Waituna - Renewals	10	21	11	107
Hook / Waituna - Drinking Water Intake/Plant Compliance Upgrade	570	-	-	-
Hook / Waituna - Intake Upgrade (Stimulus Fund project)	103	-	-	-
Hook / Waituna - Simmons Pumphouse Pump 1 Renewal	-	-	-	5
Hook / Waituna - Flow Meter Replacement	4	-	-	15
Hook / Waituna - Dual check augmentation	18	-	-	-
Hook / Waituna - Line renewal Intake to O'Donnells	-	-	-	98
Hook / Waituna - Line renewal investigation Garlands to Studholme	8	-	-	-
Hook / Waituna - Line renewal upper Nortons Reserve Rd	-	-	-	85
Hook / Waituna - Line renewal Manchesters and Molloy's Rd	-	-	22	39
Lower Waihao - Renewals	5	5	5	36
Lower Waihao - Renewal of reservoir (Stimulus Fund project)	25	-	-	-
Lower Waihao - Drinking Water Intake/Plant Compliance Upgrade	797	-	-	-
Lower Waihao - Glenavy Township Mains Renewal	-	-	-	202
Lower Waihao - Glenavy Township Restrictor Renewal	-	-	-	31
Lower Waihao - Glenavy Chlorine Monitoring Station	-	-	57	-
Lower Waihao - Lower Waihao Boost Pump 3 Renewal	-	-	-	6
Lower Waihao - Telemetry - Lower Waihao Boost Renewal	-	-	-	9
Lower Waihao - Flow Meter Renewal	-	-	6	8

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024	2025 - 2031
	\$000	\$000	\$000	\$000
Lower Waihao - Glenavy line renewal	-	-	-	157
Otaio / Makikihi - Renewals	2	-	2	7
Otaio / Makikihi - Eliminate AC Pipes (Stimulus Fund project)	46	-	-	-
Otaio / Makikihi - New Bore Redundancy	-	127	-	-
Otaio / Makikihi - Makikihi Township Mains Renewal	-	-	-	181
Otaio / Makikihi - Makikihi Township Restrictor Renewal	-	-	-	23
Otaio / Makikihi - Flow Meter Replacement	-	-	-	13
Otaio / Makikihi - Line renewal Makikihi 100mm PVC	-	31	32	-
Otaio / Makikihi - Consent Volume Review	-	-	-	17
Otaio / Makikihi - Renewal Marshalls Road	10	-	-	-
Waihaorunga - Renewals	5	-	-	18
Waihaorunga - Eliminate AC Pipes (Stimulus Fund project)	49	-	-	-
Waihaorunga - Renewal of reservoir (Stimulus Fund project)	55	-	-	-
Waihaorunga - Drink Water Intake/Plant Compliance Upgrade	-	470	-	-
Waihaorunga - Takitu Pumphouse - New Board and Telemetry	-	23	-	-
Waikakahi - Renewals	5	5	5	41
Waikakahi - Eliminate AC Pipes (Stimulus Fund project)	95	-	-	-
Waikakahi - Renewal of reservoir (Stimulus Fund project)	75	-	-	-
Waikakahi - Drinking Water Intake/Plant Compliance Upgrade	1,439	-	-	-
Waikakahi - Mehrtens/Cameron 700m 32 OD	-	4	-	-
Waikakahi - Harrison B/T 1.5km 63 OD	-	11	-	-
Waikakahi - McKay/ Francis 1.3km 40 OD	-	-	12	-
Waikakahi - LW WK Booster PH - Pump 4	-	-	-	14
Waikakahi - Dog Kennel Road PH - Pump 1	-	-	-	20
Waikakahi - Telemetry - Waikakahi Reservoir	-	-	-	9
Waikakahi - Flow meter renewals	2	-	-	2
Water Supply - Hydraulic modelling (Stimulus Fund project)	162	-	-	-
Downlands - Capital at 14% Share	1,707	193	272	940

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Urban Water - General plant and equipment	6	-	-	-
Urban Water - Bond Street Subdivision	75	-	-	-
Urban Water - Lateral Renewals	96	62	63	665
Urban Water - AC Water Main Renewals	110	114	116	1,085
Urban Water - Eliminate AC Pipes (Stimulus Fund project)	101	-	-	-
Urban Water - CI Water Main Renewals	160	165	169	1,918
Urban Water - Timaru Road pump renewals	68	26	-	-
Urban Water - Telemetry - Timaru Rd Plant	-	-	-	9
Urban Water - Telemetry - Manchesters Bore	-	-	-	8
Urban Water - Waimate Reservoir Cover Replacement	-	-	-	108
Urban Water - Main line valve renewals	28	29	30	230
Urban Water - Booster Bakers/Court/Hunts/Fitzmaurice Roads	20	-	296	-
Urban Water - Extension Bakers/Court/Hunts/Fitzmaurice Roads	-	-	-	665
Urban Water - Booster Manchesters Standby Pump 2	-	30	-	-
Urban Water - Water Meters (Stimulus Fund project)	472	-	-	-
Urban Water - Te Kiteroa Main, Booster and Reservoir	83	686	30	-
Urban Water - Meter reader software	-	24	-	-

Water Supply Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	Plan 2021 \$000	2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000	2028 \$000	2029 \$000	2030 \$000	2031 \$000
Sources of operating funding											
General rates and rates penalties	1	1	1	1	1	1	1	1	1	1	1
Targeted rates	2,165	2,720	3,002	3,240	3,367	3,526	3,711	3,834	3,967	4,114	4,270
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	20	20	20	21	21	22	22	23	24	24	25
Interest and dividends from investments	6	17	18	18	18	19	19	20	20	21	21
Internal charges and overheads recovered	85	86	88	90	92	94	96	101	107	112	117
Local authority fuel tax, fines, infringements fees other	100	40	41	42	43	44	45	47	48	50	51
Total operating funding	2,377	2,884	3,170	3,412	3,542	3,706	3,896	4,026	4,167	4,322	4,486
Applications of operating funding											
Payments to staff and suppliers	1,071	1,378	1,404	1,434	1,467	1,506	1,541	1,586	1,637	1,690	1,737
Finance costs	-	17	60	60	62	60	58	57	55	53	52
Internal charges and overheads applied	900	837	967	990	1,004	1,028	1,043	1,044	1,040	1,063	1,101
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,971	2,232	2,431	2,483	2,532	2,594	2,643	2,686	2,732	2,807	2,889
Surplus / (deficit) of operating funding	406	652	740	929	1,010	1,111	1,253	1,340	1,435	1,515	1,596
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	22	22	23	23	24	25	25	26	27	28	28
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	22	22	23	23	24	25	25	26	27	28	28
Applications of capital funding											
Capital expenditure - to meet additional demand	-	178	716	326	-	-	-	327	338	-	-
Capital expenditure - to improve the level of service	3,245	3,316	622	57	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	389	2,856	729	764	1,024	707	685	583	1,188	959	1,027
Increase/(decrease) in reserves	(3,206)	(5,676)	(1,305)	(194)	10	429	594	457	(64)	584	597
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	428	675	763	953	1,034	1,136	1,278	1,366	1,462	1,543	1,625
Surplus/(deficit) of Capital Funding	(406)	(652)	(740)	(929)	(1,010)	(1,111)	(1,253)	(1,340)	(1,435)	(1,515)	(1,596)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

WAIMATE
HOP IN FOR
A VISIT
6km
SLOW DOWN
LEFT TURN
500m

WWW.WAIMATE.CO.NZ

WAIMATE IS 100% PURE

The sign is a yellow structure with a gabled roof, designed to look like a barn. It features the word 'WAIMATE' in large, bold, black letters across the top. Below this, the text 'HOP IN FOR A VISIT' is written in a smaller font. To the left of the center, there is a black arrow pointing left with '6km' written inside it. In the center, there is a black silhouette of a kangaroo. To the right of the kangaroo, the text 'SLOW DOWN LEFT TURN 500m' is written vertically. At the bottom left, there is a small URL 'WWW.WAIMATE.CO.NZ', and at the bottom right, there is a small slogan 'WAIMATE IS 100% PURE'. The sign is situated on the grassy shoulder of a paved road.





WASTE MANAGEMENT GROUP

What We Do

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. Council also provides rural recycling stations at eight locations throughout the district, and continually aim to provide education around recycling and rubbish reduction.



Looking Ahead

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

Under this new contract, Council is seeking to reduce waste to landfill for the betterment of the community and the environment. This will be achieved with the new multi-bin service at kerbside (rubbish, recycling, organics and glass), as well as the existing eight recycling depots and the RRP.

Why We Provide It

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

Community Outcomes



A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK, AND PUBLIC SPACES

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

A DISTRICT THAT IS ENHANCED THROUGH SUSTAINABLE AND DIVERSE DEVELOPMENT

OUR HERITAGE IS VALUED AND PROTECTED

WE VALUE THE NATURAL ENVIRONMENT, BIODIVERSITY AND LANDSCAPES



Community Wellbeings



Our Challenges

IDENTIFIED ISSUES THAT WILL IMPACT ON THE ACTIVITIES WITHIN THE WASTE MANAGEMENT GROUP

- The reduction of waste and waste to landfill
- Improved recycling and recovery
- Further encouragement to reduce and reuse

Council will monitor and address these issues under the new waste management contract by providing improved services and education.

This contract is in collaboration with the Timaru and Mackenzie District Councils.

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. Council continues to seek improvements to the collection services.



Performance Measures

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

PERFORMANCE MEASURES

YEARS 1—3 TARGET

YEARS 4—10 TARGET

Residents receiving the service are satisfied with waste management services

≥75%

≥75%

Council provides access to kerbside recycling & refuse collection

≥70% of the district's properties

≥70% of the district's properties

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

PERFORMANCE MEASURES

YEARS 1—3 TARGET

YEARS 4—10 TARGET

Compliance with Resource Consent conditions

Full compliance

Full compliance

Reduce the percentage of residual waste to landfill

<49%

<49%

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

PERFORMANCE MEASURES

YEARS 1—3 TARGET

YEARS 4—10 TARGET

Number of fly tipping incidents in the district

≤15

≤8

Percentage of organics and recyclables in refuse collection bin

≤22%

≤15%

How These Activities Are Funded

	USER FEES AND CHARGES	GENERAL RATE	TARGETED RATE	CIVIC AMENITIES RATE	OTHER INCOME
Waste Management - Collection	-	-	100%	-	-
Waste Management - Recycling Drop Off	-	-	100%	-	-
Waste Management - Resource Recovery Park	25%	-	-	75%	-

Projects Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Waste Management - Fencing	4	-	-	-
Waste Management - Miscellaneous plant and equipment	3	-	-	-
Waste Management - Wheelie Bin Replacements	2	2	2	16
Waste Management - Public place refuse and recycling facilities	5	5	2	-
Waste Management - Miscellaneous Capital	-	1	1	8
Waste Management - Seal and shingle RRP entrance	-	76	76	55
Waste Management - Reuse shop upgrade	10	-	-	-

Waste Management Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,101	1,313	1,525	1,685	1,577	1,572	1,603	1,629	1,656	1,688	1,720
Subsidies and grants for operating purposes	33	33	33	34	34	35	36	36	37	38	38
Fees and charges	128	76	77	79	80	81	83	84	86	87	89
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	16	2	3	3	4	5	6	6	7	8	9
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	1,277	1,424	1,638	1,800	1,696	1,693	1,728	1,756	1,786	1,821	1,856
Applications of operating funding											
Payments to staff and suppliers	923	1,141	1,176	1,184	1,208	1,231	1,255	1,279	1,303	1,329	1,354
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	296	315	339	345	347	351	358	363	368	375	385
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,219	1,456	1,515	1,529	1,554	1,582	1,614	1,642	1,672	1,704	1,738
Surplus / (deficit) of operating funding	58	(32)	123	271	142	111	114	114	114	118	118
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	120	15	81	78	18	37	-	-	-	-	-
Capital expenditure - to replace existing assets	3	9	3	3	3	3	3	4	4	4	4
Increase/(decrease) in reserves	(65)	(55)	39	190	121	70	110	110	110	114	114
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	58	(32)	123	271	142	111	114	114	114	118	118
Surplus/(deficit) of Capital Funding	(58)	32	(123)	(271)	(142)	(111)	(114)	(114)	(114)	(118)	(118)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



STORMWATER GROUP



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

The nationwide Three Waters Reform Programme will impact the long term strategic direction for stormwater in the Waimate District. Government is still considering how, and to what extent, stormwater will be transitioned to a new water entity to manage and this will become clearer in time.

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



A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK, AND PUBLIC SPACES

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE



Community Wellbeings

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

THREE WATERS REFORM PROGRAMME

The Three Waters Reform Programme will have some impact over the next 10 years for drinking water in the Waimate District. Government has indicated that drinking water and wastewater are the main focus at present, and would prefer these to be managed by a new water entity. The extent to which stormwater will be transitioned is yet to be understood.

This makes the long term future management of the service uncertain and difficult to plan for.

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.

Performance Measures

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Number of flooding events that occur in our systems (M)	0	0
Number of habitable floors affected in a flooding events in the district (M)	0	0
Number of blockages in the Councils urban storm water transmission (i.e. piped, open drain).	≤3	≤3

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 time period

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Median response time to attend a flooding event.* (M)	≤120 minutes	≤120 minutes
Number of complaints received about the performance of the stormwater system (M)	≤1.5 per 1000 properties	≤1.5 per 1000 properties

* Flooding 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.

How These Activities Are Funded

	USER FEES AND CHARGES	GENERAL RATE	TARGETED RATE	CIVIC AMENITIES RATE	OTHER INCOME
Stormwater- Waimate Urban	-	100%	-	-	-
Stormwater- Elephant Hill Drainage	-	-	100%	-	-

Projects Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Stormwater - Queen Street Upgrade (Stimulus Fund project)	450	-	-	-
Stormwater - SW Manhole SW171 Replacement	-	-	-	11
Stormwater - CCTV Assessment of Mains	5	5	-	11
Stormwater - Belt Street main renewal	12	-	-	-
Stormwater - Manse Street crossing renewal	-	-	40	-

Stormwater Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	118	121	127	132	132	133	138	139	139	145	146
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	5	-	-	-	-	1	1	1	2	2	3
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	123	121	127	132	133	134	139	140	141	147	149
Applications of operating funding											
Payments to staff and suppliers	26	25	26	26	27	28	28	29	30	31	32
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	60	43	49	49	49	49	50	50	50	50	50
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	86	68	75	75	76	77	78	79	80	81	82
Surplus / (deficit) of operating funding	37	53	52	57	57	57	61	61	61	66	66
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	4	4	4	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	4	4	4	4	4	4	4	5	5	5
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	5	230	5	-	5	-	6	-	-	-	-
Capital expenditure - to replace existing assets	-	237	-	40	5	6	-	-	-	-	-
Increase/(decrease) in reserves	36	(412)	51	21	50	55	60	66	66	71	71
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	41	56	56	61	61	61	66	66	66	71	71
Surplus/(deficit) of Capital Funding	(37)	(53)	(52)	(57)	(57)	(57)	(61)	(61)	(61)	(66)	(66)
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

The Three Waters Reform Programme will impact the long term strategic direction for sewerage in the Waimate District. Government has indicated to wastewater networks (councils) that councils will likely manage and maintain wastewater networks up to 30 June 2024, and not to plan for, or update, 2024 or 2027 Long Term Plans for three waters services.

Council will need to make a decision whether they will remain opted in, or opt out of transitioning the council's sewerage networks to a proposed new water entity. The date for Council to make a decision on transition has not yet been established.

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



A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY



A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK, AND PUBLIC SPACES



WE VALUE THE NATURAL ENVIRONMENT, BIODIVERSITY AND LANDSCAPES



Community Wellbeings

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

COMPLIANCE CHANGES

If Council opts out of transitioning its wastewater network to a proposed new water entity, the current and proposed legislation and compliance changes will require a greater commitment and investment into maintaining infrastructure, consenting requirements (e.g. discharge quality) and monitoring.

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.

Performance Measures

WHAT WE DO

Council provides a piped waste water 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)

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Number of dry weather overflows from the sewerage system (M)	≤2 per 1000 connections	≤2 per 1000 connections
Number of blockages in Councils urban sewer transmission reticulation.	≤10	≤6

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Median attendance and resolution times to sewerage overflows resulting from blockages or other faults* (M)	Median attendance time ≤60 minutes Median resolution time ≤12 hours	Median attendance time ≤60 minutes 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	≥97%	≥97%

* 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.

How These Activities Are Funded

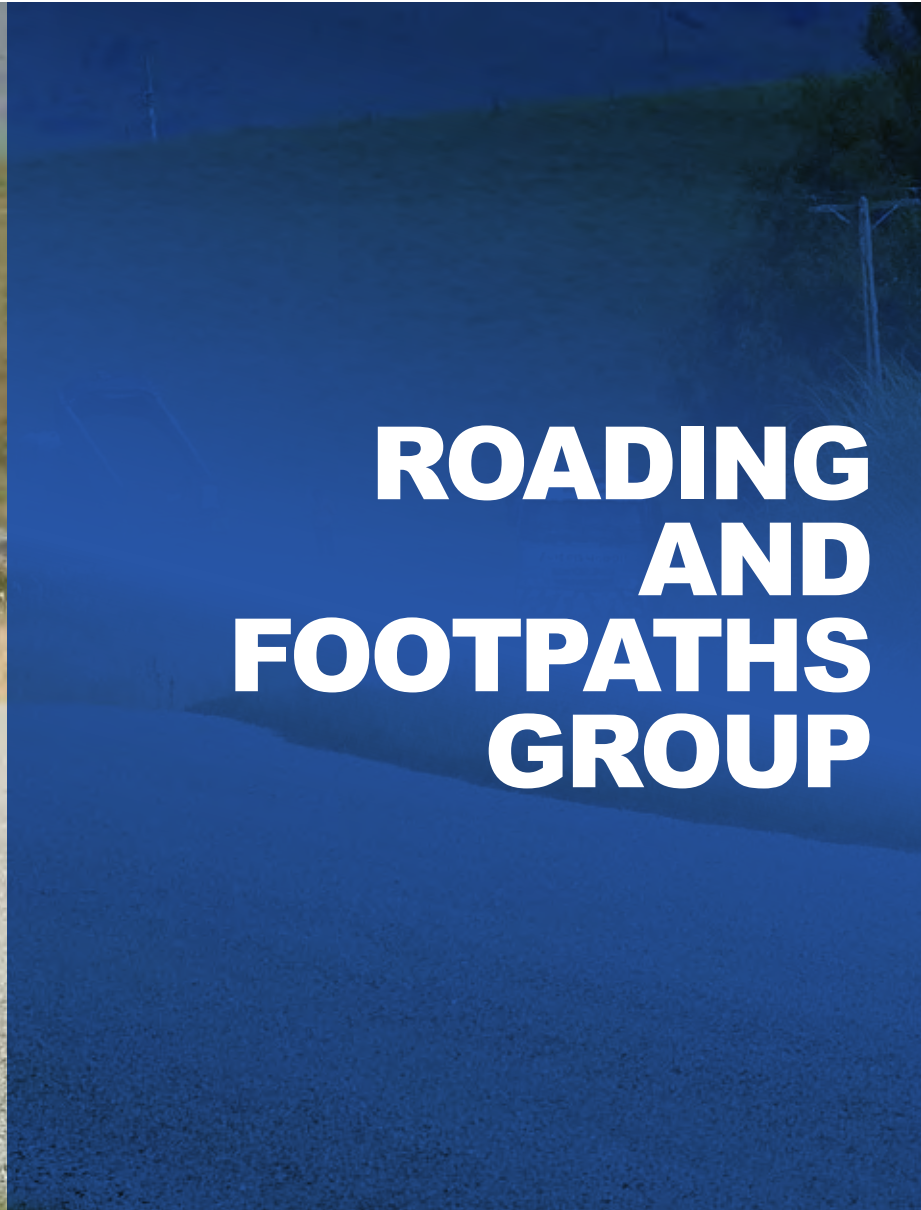
	USER FEES AND CHARGES	GENERAL RATE	TARGETED RATE	CIVIC AMENITIES RATE	OTHER INCOME
Sewerage	-	-	100%	-	-

Projects Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Sewer - Waimate Urban Renewals	224	315	333	4,020
Sewer - Edward Street Upgrade (Stimulus Fund project)	616	-	-	-
Sewer - WWTP Submersible Pump 2 Renewal	-	21	-	-
Sewer - WWTP Electrics General 240, 24 Volts	-	-	-	12
Sewer - WWTP In flow Meter Renewal	9	-	-	-
Sewer - WWTP Out flow Meter Renewal	-	-	-	6
Sewer - WWTP Alarming/Monitoring of Out flow Meter	4	-	-	-
Sewer - Telemetry - Milford	-	-	8	-
Sewer - Milford - Flygt Controller (PLC)	-	-	3	-
Sewer - Milford Pump Renewal	-	-	-	10
Sewer - WWTP Electrical/control Renewal	-	-	-	83
Sewer - WWTP various equipment	12	4	-	9
Sewer - Inflow and CCTV investigations (Stimulus Fund project)	86	-	-	-
Sewer - Queen Street upgrade (Stimulus Fund project)	171	-	-	-
Sewer - Septic Waste Receiving Unit (Stimulus Fund project)	81	-	-	-
Sewer - Te Kiteroa Line	312	-	-	-

Sewerage Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	569	613	652	676	683	693	727	736	743	791	819
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	54	54	55	57	58	59	61	63	65	67	69
Interest and dividends from investments	-	-	-	-	-	1	1	1	1	1	1
Internal charges and overheads recovered	17	3	3	2	2	2	2	2	2	2	2
Local authority fuel tax, fines, infringements fees other	8	8	8	8	8	8	9	9	9	9	10
Total operating funding	647	677	717	742	751	763	799	810	820	870	900
Applications of operating funding											
Payments to staff and suppliers	175	290	213	218	223	228	234	241	249	257	264
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	219	163	194	192	195	200	207	209	209	226	248
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	394	454	407	410	418	428	441	450	458	482	511
Surplus / (deficit) of operating funding	253	223	311	332	333	335	358	360	362	388	389
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	16	16	17	17	18	18	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	16	16	17	17	18	18	19	19	20	20	21
Applications of capital funding											
Capital expenditure - to meet additional demand	-	312	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	5	86	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	337	1,032	340	344	351	453	363	379	835	868	891
Increase/(decrease) in reserves	(73)	(1,190)	(13)	6	-	(99)	14	()	(453)	(460)	(481)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	269	240	328	349	351	353	377	379	382	408	410
Surplus/(deficit) of Capital Funding	(253)	(223)	(311)	(332)	(333)	(335)	(358)	(360)	(362)	(388)	(389)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



ROADING AND FOOTPATHS GROUP



ROADING AND FOOTPATHS GROUP

What We Do

Council provides a network of roads, footpaths, bridges, signs, markers, streetlights and associated drainage systems. The roading activity is managed by Council's roading team, although the physical maintenance of the assets is externally contracted.

Rural roads make up 95% of our network and form an important part of the export supply chain, with the main land uses within the Waimate District being dairy, pastoral farming and forestry.

State Highway 1 and 82 cross the district and intersect the local road network. The state highways are managed and operated by Waka Kotahi New Zealand Transport Agency.

Our roading assets include 1,339km of road, 646km sealed road, 693km unsealed road, 182 bridges, 3,482 culverts, 85 concrete fords, more than 5,000 signs, 495 streetlights, 63km of footpaths and almost 50,000 metres of kerb and channel.

Why We Provide It

Roading makes a crucial contribution to the economic growth and development of our district, as well as providing important social benefits. A reliable and well maintained road network offers access to businesses, health, employment and education - all of which stimulate the economy and social development throughout the district.

If one were to stop and consider how life would be without paved roads, bridges and footpaths, it doesn't take long to realise how vital a robust and efficient road network is to all areas of life within the Waimate District.

Looking Ahead

Council has ongoing renewals planned for roading assets, including the renewal of road surfaces as and when required. Investment in pavement renewal will be increased due to our ageing pavements, footpath renewals and new footpaths and an emphasis to focus on improving drainage.

By doing this, Council will prevent and minimise water damage to the pavement, increase the pavement lifespan, reduce traffic safety risks and reduce storm damage caused by uncontrolled water flows across the road.

In addition, Council will also focus on improving safety throughout the road network, working to improve signage, completing intersection improvements and lifting the level of education and engagement through the various South Canterbury Road Safety initiatives.

Community Outcomes



Effects On The Community

This Group 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
Roading	Runoff from sealed roads	To address this effect, Council carry out temporary erosion and sediment controls during works, including weed matting, hydro-seeding, silt traps and settling ponds. In addition, Council also comply with regional council rules and/or consents for working within waterways.
Roading	Dust from unsealed roads	Council intend to share the cost of sealing all or part of the road in a 50-50 split with any property owner who wishes to reduce the effects of dust on their property. Projects that will significantly increase this effect should be required to seal the road.
Footpaths	Noise in urban situations	To address this, Council will comply with the rules of the District Plan with specific regard to working hours and maximum noise levels.
Roading	Undersize culverts causing flooding	Council will replace undersize culverts with the appropriate size to flood event frequency, as agreed by Council and within budget.

Our Challenges

IDENTIFIED ISSUES THAT WILL IMPACT ON THE ACTIVITIES WITHIN THE ROADING AND FOOTPATHS GROUP

CONSTRAINED FUNDING FROM WAKA KOTAHI

Waka Kotahi have advised that the indicative constrained funding for maintenance, operations and renewals for the 2021-24, three-year programme spend is \$15.4 million. This is a reduction of \$1.45 million or 8.7% of the original budget (\$16.9 million) request.

The impact on the levels of service will be managed by prioritising roading improvement and maintenance work. However, some long term network deterioration is still likely, therefore a per annum reduction has been made to the following activities to accommodate this funding shortfall;

- Maintenance and operations - \$30,000 per year
- Resealing programme - \$180,000 per year
- Large culvert renewal and contract ford renewal - \$75,000 per year
- Kerb and channel renewal - \$20,000 per year
- Footpath renewal - \$42,000 per year

This reduced funding will have a minor short-term impact on levels of service. As a result, the resealing programme will have to be increased in future years to make up for the deferred work. A longer period of time will likely be required to renew the dated footpaths.

WAKA KOTAHI NZ TRANSPORT AGENCY (NZTA) FUNDING CONSTRAINT FOR PROJECTS

Waimate District has \$1.28M of improvement activity and low cost low risk projects for which Waka Kotahi NZ transport Agency (NZTA) are still to confirm their share of funding.

NZTA have advised that there is very limited funding road improvements activity classes and their decision for funding will be made in late August.

It is likely Council will not receive NZTA funding for all of the proposed improvement projects, if this is the case the projects will not proceed in the 2021-24 work programme.

The current Level of Service will however not be affected as these projects are planned to provide an increased Level of Service.

ROAD TO ZERO VISION

The Road to Zero Vision is a road safety strategy to prevent any fatality or serious injuries in road crashes nationwide. While this is a clear vision, roading network deficiencies, inappropriate speed limits and poor driver attitudes present challenges that we must overcome in order to achieve the vision. To address these challenges, Council continue to improve safety throughout the roading network, improve signage and increase education and engagement through South Canterbury Road Safety.

NETWORK IMPACTS

Much of the road network is located on difficult soils, which in turn are

poorly drained. The network is impacted by storm related flooding, which is predicted to gradually increase and will cause ongoing challenges for Council's road network.

PAVEMENT STRENGTH

Council operates a 'low cost' footpaths network, which at times can prove problematic. Pavements are minimal width, limited depth and in some instances are no longer fit for purpose. Gaps are becoming evident and the strength of the pavement is being challenged.



Performance Measures

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, street lights and associated drainage systems. The Roothing Activity is managed by Waimate District Councils Roothing Team, who manage most aspects of the activity internally, although the physical maintenance of the Roothing assets is externally contracted.

Waka Kotahi NZ Transport Agency is Council's 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Resident satisfaction with sealed roads	≥66%	≥66%
Resident satisfaction with unsealed roads	≥55%	≥55%
Average quality of ride on a 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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

PERFORMANCE MEASURES	YEARS 1–3 TARGET	YEARS 4–10 TARGET
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

PERFORMANCE MEASURES	YEARS 1–3 TARGET	YEARS 4–10 TARGET
Percentage of the sealed local road network that is resurfaced (M)	>5.25%	>5.25%
Annual quantity of metal spread on unsealed roads	13,000m3	13,000m3

*As detailed in the Roding Asset Management Plan.



How These Activities Are Funded

	USER FEES AND CHARGES	GENERAL RATE	TARGETED RATE	CIVIC AMENITIES RATE	OTHER INCOME
Roading & Footpaths	58%	-	42%	-	-

Projects Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Roading - Resealing	1,065	1,086	1,108	9,509
Roading - Drainage construction	256	261	266	2,554
Roading - Culvert replacement	204	208	212	1,639
Roading - Kerb and channel renewal	110	112	114	1,501
Roading - Concrete ford renewal	-	-	-	375
Roading - Pavement rehabilitation	303	309	315	5,626
Roading - Structures component rep.	171	175	178	1,482
Roading - Sign renewal	53	54	55	508
Roading - Minor improvements	330	330	330	2,752
Roading - Footpath renewal	173	177	182	1,796
Roading - Minor improvements (non-subsidised)	45	46	48	375
Roading - Seal extensions	60	62	64	500
Roading - Development	50	52	53	417
Roading - Emergency renewals	79	102	124	-

Roading and Footpaths Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	2,850	2,758	2,815	2,883	3,131	3,216	3,303	3,396	3,489	3,586	3,692
Subsidies and grants for operating purposes	1,692	1,488	1,518	1,549	1,643	1,689	1,739	1,790	1,841	1,895	1,949
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	1	-	-	-	-	-	-	-	-	1	1
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	143	91	94	97	99	102	105	108	111	115	118
Total operating funding	4,686	4,337	4,427	4,529	4,873	5,008	5,147	5,294	5,441	5,596	5,760
Applications of operating funding											
Payments to staff and suppliers	2,751	2,925	2,985	3,045	3,161	3,251	3,346	3,444	3,542	3,646	3,751
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	471	457	488	490	501	512	520	532	544	555	575
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	3,222	3,382	3,473	3,535	3,662	3,762	3,866	3,976	4,086	4,201	4,326
Surplus / (deficit) of operating funding	1,464	955	954	993	1,211	1,245	1,281	1,318	1,355	1,395	1,434
Sources of capital funding											
Subsidies and grants for capital expenditure	1,640	2,004	2,039	2,076	2,614	2,688	2,767	2,849	2,930	3,016	3,102
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	1,640	2,004	2,039	2,076	2,614	2,688	2,767	2,849	2,930	3,016	3,102
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	463	485	490	495	530	545	561	578	594	612	629
Capital expenditure - to replace existing assets	2,587	2,415	2,484	2,555	3,276	3,369	3,468	3,570	3,671	3,779	3,887
Increase/(decrease) in reserves	54	60	20	20	19	19	19	19	19	20	20
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	3,104	2,959	2,994	3,069	3,825	3,933	4,048	4,167	4,285	4,411	4,536
Surplus/(deficit) of Capital Funding	(1,464)	(955)	(954)	(993)	(1,211)	(1,245)	(1,281)	(1,318)	(1,355)	(1,395)	(1,434)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



ORGANISATION AND GOVERNANCE GROUP

ORGANISATION AND GOVERNANCE GROUP

What We Do

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

- CENTRAL ADMINISTRATION
- INVESTMENTS AND FINANCE
- COMMUNITY REPRESENTATION
- 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.

The Corporate Services group includes customer service, cleaning, finance, information technology and records & archives.

The Community and Strategy group includes strategic development, policy, library services and event centre operations.

The Chief Executive department includes economic development, district marketing and promotions, communications, human resources and payroll management.

The Regulatory and Compliance group includes district planning, building, compliance monitoring,

environmental services, animal control, emergency management, health and safety and security.

The Asset group includes sewerage, stormwater, waste management, water supply, roading and footpaths, GIS, property, parks and reserves, camping, cemeteries and swimming pool.

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 & 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 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 plan to continue meeting the current and future requirements of the community. In addition, Council will continue to maintain its investments and consider additional opportunities as they arise. It is intended that Council will maintain current service levels and meet the demand for better systems and processes.



Community Outcomes

CENTRAL ADMINISTRATION



SAFE & HEALTHY PEOPLE

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

COMMUNITY REPRESENTATION



SAFE & HEALTHY PEOPLE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

ALL PEOPLE ARE ENCOURAGED TO PARTICIPATE IN OUR DEMOCRATIC PROCESS

WE CELEBRATE AND SUPPORT THE GOOD THINGS ABOUT OUR COMMUNITY



ACTIVE, DIVERSE, SUPPORTIVE COMMUNITY

INVESTMENTS AND FINANCE



SAFE & HEALTHY PEOPLE

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

A DISTRICT THAT IS ENHANCED THROUGH SUSTAINABLE AND DIVERSE DEVELOPMENT

WE VALUE THE NATURAL ENVIRONMENT, BIODIVERSITY AND LANDSCAPES



SUSTAINABLE DISTRICT & ENVIRONMENT

Community Wellbeings

CENTRAL ADMINISTRATION



SOCIAL

COMMUNITY REPRESENTATION



SOCIAL



CULTURAL

INVESTMENTS AND FINANCE



ECONOMIC



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.
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.

ALPINE ENERGY REDUCED DIVIDEND

Reduced dividend returns from Council's investment in Alpine Energy provide a significant challenge, as this income was largely used to offset rates previously. To address this issue, Council considered options for smoothing the impact of this reduction in income to ensure there was a spread of effect and reduction in the initial impact of a rates increase.

UPCOMING ELECTIONS

Local Government Elections are due to be held in 2022, 2025 and 2028. 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.

TECHNOLOGY

The Information Technology environment of Council will be continuously reviewed over the 10 years of this plan. Council will monitor the development and relevant technology options and their applicability to the organisation. As a matter of due diligence, Council continuously upgrade components to ensure that the IT environment is current and that risks are mitigated at every opportunity, and within budget.

Performance Measures

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Ordinary Council meetings are recorded and made available to public	100% recorded and available to public	100% live streamed
Compliance with Local Government Act planning, accountability and regulatory requirements	Statutory Local Government Act planning, accountability and regulatory requirements are achieved	Statutory Local Government Act planning, accountability and regulatory requirements are achieved
Response time to Local Government Official Information and Meeting Act (LGOMA) requests	100% responded to within statutory timeframe	100% response within statutory timeframe
Residents are satisfied with performance of elected members	≥84%	≥84%

2. 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
- Maintain an up-to-date website which is available 24 hours a day, 7 days a week

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Resident satisfaction with sufficiency of the information supplied by Council	≥69%	≥69%

3. ADVOCATE FOR THE COMMUNITY

HOW WE DO IT

- Prepare submissions on issues that will, or may impact the Waimate District community
- Advocate on district issues on behalf of the community
- Maintain, collaborate and develop relationships and partnerships with other agencies to provide solutions to district issues
- Communicate issues of importance that may require advocacy to the community

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Formal Waimate District Council submissions are made to agencies	≥4 submissions per year	≥4 submissions per year

How These Activities Are Funded

	USER FEES AND CHARGES	GENERAL RATE	TARGETED RATE	CIVIC AMENITIES RATE	OTHER INCOME
Community Representation Strategy	-	-	-	100%	-
Investments and Finance	-	100%	-	-	-
Central Administration	100%	-	-	-	-

Projects Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Chief Executive - Motor Vehicle	-	-	32	-
Corporate Services - Vehicle Replacements (pool car)	-	-	-	143
Corporate Services - Cleaners Vehicle	-	-	-	93
Corporate Services - Furniture & Fittings	10	15	16	124
Corporate Services - Computers / Hardware	15	15	16	124
Corporate Services - Elected member devices	4	-	-	22
Corporate Services - Servers	90	-	-	103
Corporate Services - Telephone/PABX Upgrade	-	-	16	18
Corporate Services - UPS	15	-	-	17
Corporate Services - Public security cameras	-	2	37	46
Corporate Services - Magiq Upgrades	10	10	53	128
Corporate Services - Aerial Imagery	45	-	-	101
District Planning and Regulatory Services - Motor Vehicle	20	-	-	71
Utilities - Sundry Plant Renewals	7	5	5	58
Utilities - Digger / excavator replacement	-	-	-	112
Utilities - Replacement Tablets for Staff (AssetFinda)	-	10	-	24
Utilities - Data Loggers	-	6	-	-
Utilities - Equipment renewals	6	-	-	26
Utilities - Vehicle replacements	67	48	-	425

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024	2025 - 2031
	\$000	\$000	\$000	\$000
Roading - Vehicle replacements	40	41	-	234
Asset Management - SCADA	21	10	5	26
Parks - Plant and Machinery	5	-	5	33
Parks - Walker Mower Replacement	-	-	26	36
Parks - John Deere mower replacement	65	-	-	82
Parks - Vehicle Replacement	-	-	-	36
Parks - Vehicle Replacement	-	-	-	37
Asset Manager - Pool vehicles	30	-	-	106
Governance - AV Conferencing System for Council Chambers	-	21	-	-
Governance - Elections	12	41	-	155
Investment - Gorge Road Premises	4	-	85	-
Forestry - Land access	-	-	45	-
Forestry - Planting Waihao Forest	-	-	-	288
Forestry - Planting Reserves	3	10	2	93

Organisation and Governance Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	(48)	121	214	624	612	684	708	580	529	526	538
Targeted rates	908	1,006	1,068	1,085	1,121	1,140	1,165	1,190	1,208	1,240	1,278
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	2	2	2	2	2	2	2	2	2	2
Interest and dividends from investments	411	187	187	187	187	187	187	187	187	187	187
Internal charges and overheads recovered	4,000	3,936	4,314	4,371	4,426	4,493	4,579	4,648	4,691	4,784	4,941
Local authority fuel tax, fines, infringements fees other	233	221	255	244	2,139	295	225	206	252	213	216
Total operating funding	5,505	5,471	6,039	6,512	8,487	6,800	6,865	6,812	6,868	6,951	7,161
Applications of operating funding											
Payments to staff and suppliers	4,303	4,631	4,412	4,522	4,527	4,748	4,798	4,812	4,924	5,095	5,166
Finance costs	239	228	406	391	309	286	248	212	199	175	149
Internal charges and overheads applied	1,065	1,088	1,200	1,216	1,247	1,261	1,286	1,315	1,334	1,356	1,407
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	5,608	5,947	6,017	6,129	6,083	6,295	6,332	6,340	6,457	6,627	6,722
Surplus / (deficit) of operating funding	(103)	(475)	22	382	2,404	505	533	472	411	325	440
Sources of capital funding											
Subsidies and grants for capital expenditure	-	680	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	7,479	8,430	930	(423)	(2,813)	(828)	(1,310)	(1,276)	(476)	(875)	(918)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	7,479	9,110	930	(423)	(2,813)	(828)	(1,310)	(1,276)	(476)	(875)	(918)
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	3	21	59	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	185	409	174	284	250	659	434	317	165	218	462
Increase/(decrease) in reserves	7,191	8,223	757	(384)	(660)	(982)	(1,211)	(1,121)	(229)	(768)	(940)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	7,376	8,635	952	(41)	(409)	(323)	(777)	(804)	(65)	(550)	(478)
Surplus/(deficit) of Capital Funding	103	475	(22)	(382)	(2,404)	(505)	(533)	(472)	(411)	(325)	(440)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



DISTRICT PLANNING AND REGULATORY SERVICES GROUP

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 amenity.

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 maintain 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 work 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 issues including food safety, noise control, containment of any infections, diseases, hazardous substances and health nuisances, liquor licensing, gambling control and offensive trades. Environmental Services also encompass a number of activities in the community that require rules to safeguard public health and safety. These range from premises such as hairdressers, beauty salons, tattooists and 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.

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. Council has recently initiated the review of its current operative District Plan.

Why We Provide It

Our District Planning and Regulatory Services Group is in the business of safeguarding residents in every-day community life. This means residents don't 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 hasn't 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 a number of 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 are 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

ANIMAL MANAGEMENT



SAFE & HEALTHY PEOPLE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES
OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

BUILDING CONTROL



THRIVING COMMUNITIES

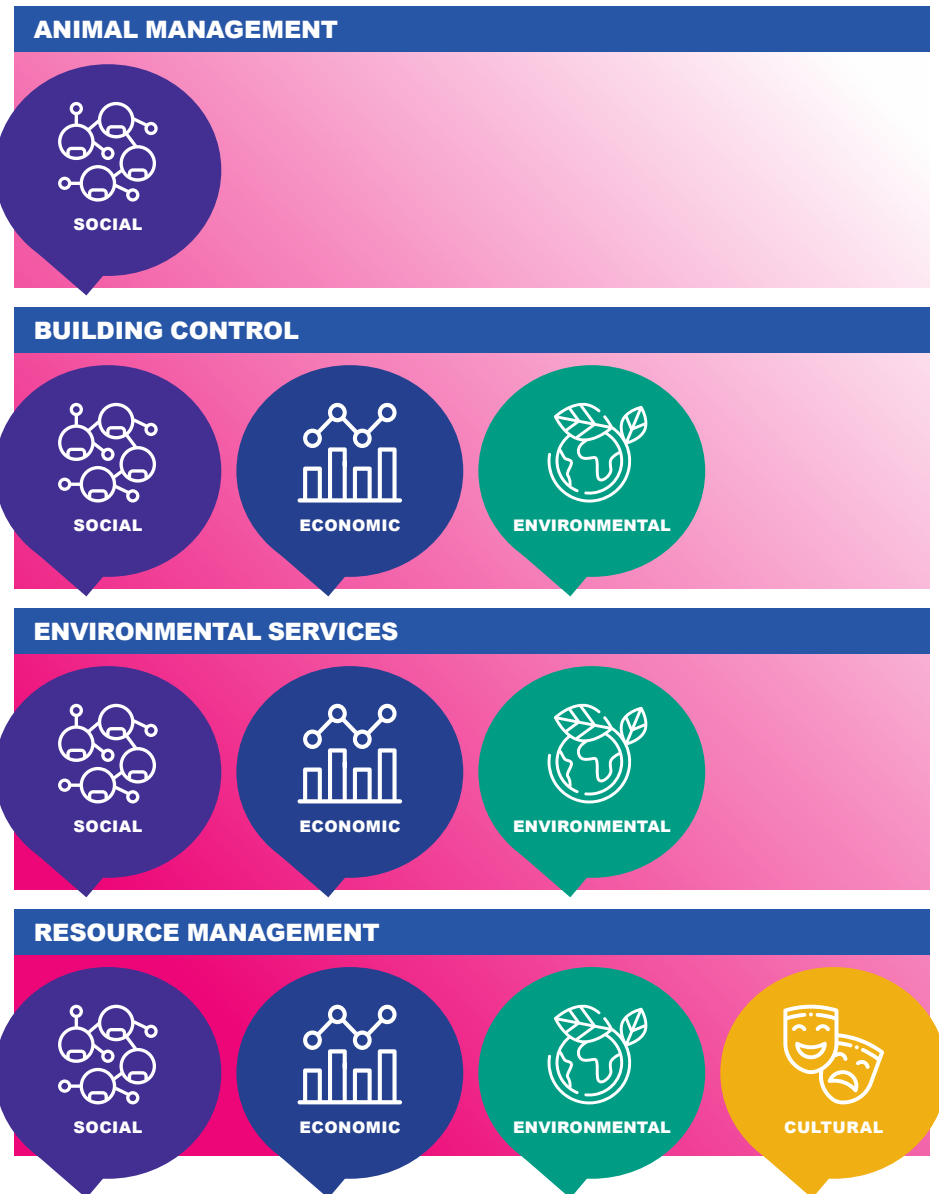
A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES
OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE



SAFE & HEALTHY PEOPLE

Community Wellbeings



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	<p>The activity involves people and their emotional connection with their dogs and animals. In situations of financial hardship where an enforcement action may be required or people have to carry out a requirement of the law at a cost to them, such as registering their dogs, emotions can cloud people's ability to reason.</p> <p>This can lead to challenging situations for Council staff and managers, such as, after following due process, seizing a dog for non-registration from a person experiencing financial hardship. The law requires prescribed actions, where the circumstances might benefit from a more empathetic solution.</p> <p>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. Also, explore where there might be opportunities to build in alternative solutions within the existing regulatory framework (e.g. payment options).</p>
Building Control	Conflict over consenting and regulation outcomes	We provide education and information on legislative requirements, building code requirements, bylaws and District Plan rules and policies.
Resource Management	Enforcement of district planning requirements	<p>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.</p> <p>Council continues to monitor that the cost of consent does not significantly increase by comparison to the value of work required. It's 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.</p>

Our Challenges

MANAGING PUBLIC EXPECTATION

Managing public expectation around animal management is an ongoing challenge, with many people in the community expecting issues to be resolved through enforcement action - 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 stock. In the absence of prescribed actions toward enforcement, the Council follows its Enforcement Policy, which dictates a graduated response. We need to improve our community's understanding of what Council does in the activity 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 to improve community understanding through further means of education, including the possibility of school visits.

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. Modern Methods of Construction (MMC) and new building products). In the near future, it is also acknowledged that 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 resource 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, in light of 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 have to address a perceived lack of community preparedness to ensure the impacts this may have on land use and infrastructure, through increased frequency and severity of weather events, is somewhat reduced.

Council will continue to brief Elected Members and the community on what this means for the Waimate District, outlining the real cost of investing, or not investing, in relation to climate change risks.

Performance Measures

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. PERFORM STATUTORY FUNCTIONS AS REQUIRED

HOW WE DO IT

- Administer legislative requirements under District Planning and Regulatory Services related legislation
- Meet requirements to remain accredited as a Building Consent Authority
- Review District Plan, bylaws and related policies
- Monitor ongoing legislative and regulatory changes

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Retain accreditation as Building Consent Authority	Associated audit processes ensure accreditation retained	Associated audit processes ensure accreditation retained
District Plan and bylaws reviewed within statutory timeframe	100% reviewed and adopted within statutory timeframe	100% reviewed and adopted within statutory timeframe

2. DELIVER TIMELY, EFFICIENT PROCESSING OF CONSENTS AND RELATED 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 (eg notices to fix)
- Process Resource Management Act requirements (eg alterations to designations)

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Building consent processing within statutory timeframes and average processing time	100% of building consents granted within 20 working days	100% of building consents 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)

3. 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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

4. 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Percentage of implemented Resource Consents monitored	100% of implemented subdivision consents and notified land use consents monitored annually	100% of implemented subdivision consents and notified land use consents monitored annually
	50% of implemented non- notified land use consents monitored annually	50% of implemented non- notified land use consents monitored annually

5. 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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 stock	Initial contact with all complainants within 2 hours of attack notified	Initial contact with all complainants within 2 hours of attack notified
Percentage of known dogs in the District registered by 1 December	≥95% of all known dogs registered	≥95% of all known dogs registered

6. 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
User satisfaction with building services	≥44%	≥60%
User satisfaction with resource consent services	≥44%	≥60%

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

Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Animal Management - Vehicle replacement	-	-	-	81
Building Control - Vehicle replacements	64	-	-	73
Regulatory - District Plan Review	200	204	104	376

District Planning & Regulatory Services Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	484	570	633	608	648	648	676	690	698	720	741
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	451	540	551	562	573	583	593	603	614	624	634
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	16	7	4	-	(2)	(4)	(4)	(4)	(4)	(4)	(5)
Local authority fuel tax, fines, infringements fees other	10	11	12	12	12	12	13	13	13	13	13
Total operating funding	961	1,128	1,199	1,182	1,231	1,239	1,278	1,303	1,321	1,353	1,384
Applications of operating funding											
Payments to staff and suppliers	785	942	970	777	785	763	751	794	782	828	817
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	395	463	480	487	497	501	514	527	534	543	559
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,180	1,405	1,451	1,263	1,282	1,264	1,264	1,321	1,316	1,371	1,377
Surplus / (deficit) of operating funding	(219)	(278)	(251)	(82)	(51)	(24)	14	(18)	5	(18)	7
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	20	20	21	21	22	22	22	23	23	24	24
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	20	20	21	21	22	22	22	23	23	24	24
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	64	-	-	38	-	73	-	-	43	-
Increase/(decrease) in reserves	(199)	(321)	(230)	(60)	(68)	(2)	(37)	4	28	(38)	31
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	(199)	(257)	(230)	(60)	(30)	(2)	36	4	28	6	31
Surplus/(deficit) of Capital Funding	219	278	251	82	51	24	(14)	18	(5)	18	(7)
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**
- **LIBRARY SERVICES**
- **EMERGENCY MANAGEMENT**

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.

ECONOMIC DEVELOPMENT AND PROMOTIONS

This activity delivers initiatives that enable economic growth and improve quality of life. Council's economic development priorities

are set out in the Waimate District Economic Development Strategy Action Plans, adopted in February 2019.

An Economic Development Steering Group, made up of community members and Elected Members, was established in early 2019 to oversee, provide direction and to assist with the implementation of the Action Plans. It is envisaged this group will continue into the future. In addition, a marketing and promotions role was created in September 2019 with the purpose of promoting the Waimate District as a tourist, visitor and event destination.

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 digitised 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).

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).

The Council meets its emergency management obligations through Local Emergency Management Plans, which are consistent with national and group civil defence emergency management plans.



Why We Provide It

The activities within the Community Services Group aim to enhance the every-day 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
- Civil Defence Emergency Management is provided 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 will continue to implement the 21 action items identified in the Waimate District Economic Development Strategy Action Plans throughout the term of this Long Term Plan (LTP), with regular

progress reports provided to Council. A review of the Action Plans will coincide with the LTP process to ensure the actions remain relevant and new opportunities are identified.

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

COMMUNITY SUPPORT

SAFE & HEALTHY PEOPLE

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

SUSTAINABLE DISTRICT & ENVIRONMENT

OUR HERITAGE IS VALUED AND PROTECTED

ACTIVE, DIVERSE, SUPPORTIVE COMMUNITY

DISTRICT ASSETS PROVIDE RECREATION AND LEISURE CHOICE
WE CELEBRATE AND SUPPORT THE GOOD THINGS ABOUT OUR COMMUNITY

ECONOMIC DEVELOPMENT AND PROMOTIONS

THRIVING COMMUNITIES

A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY

A DISTRICT THAT ENCOURAGES DEVELOPMENT

A DISTRICT THAT ACTIVELY PROMOTES ITSELF AND ITS BUSINESSES

SAFE & HEALTHY PEOPLE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK, AND PUBLIC SPACES

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

SUSTAINABLE DISTRICT & 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, SUPPORTIVE COMMUNITY

ALL PEOPLE ARE ENCOURAGED TO PARTICIPATE IN OUR DEMOCRATIC PROCESS

DISTRICT ASSETS PROVIDE RECREATION AND LEISURE CHOICE

WE CELEBRATE AND SUPPORT THE GOOD THINGS ABOUT OUR COMMUNITY

LIBRARY SERVICES

THRIVING COMMUNITIES

A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY

SAFE & HEALTHY PEOPLE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

ACTIVE, DIVERSE, SUPPORTIVE COMMUNITY

DISTRICT ASSETS PROVIDE RECREATION AND LEISURE CHOICE

WE CELEBRATE AND SUPPORT THE GOOD THINGS ABOUT OUR COMMUNITY

EMERGENCY MANAGEMENT

SAFE & HEALTHY PEOPLE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

Community Wellbeings

COMMUNITY SUPPORT



ECONOMIC DEVELOPMENT AND PROMOTIONS



LIBRARY SERVICES



EMERGENCY 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
Emergency Management	Increased level of risk	<p>The activity involves people and their emotional connection. 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.</p> <p>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.</p>

Our Challenges

RECOVERING FROM COVID-19

Much like other areas, the Waimate District has felt visitor numbers drop significantly in the face of the COVID-19 pandemic. Concerns around visitor numbers not recovering from this pandemic are valid, and to address this ongoing challenge, Council will continue to place focus and emphasis on attracting and growing domestic visitor numbers.

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 utilise 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.

Performance Measures

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. PROVIDE QUALITY COMMUNITY SERVICES THAT MEET THE EXPECTATIONS OF THE COMMUNITY

HOW WE DO IT

- Provide high quality library services to community and visitors

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
User satisfaction with library services	≥91%	≥91%

2. IMPROVE INDIVIDUAL, COMMUNITY AND BUSINESS AWARENESS OF THE RISKS FROM HAZARDS AND ASSIST THEM TO BUILD RESILIENCE TO EMERGENCY EVENTS

HOW WE DO IT

- Educate and inform the public and businesses about the risks to their communities from hazards via presentations, media campaigns and printed material in order to improve community resilience
- Review Civil Defence Plan
- Identify hazards that require research for risk reduction and assist in the delivery of results from research as part of ongoing community education
- Provide training for volunteers and staff so they can respond to emergency events in a manner that supports our communities
- Monitor hazard information and events as they progress

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Percentage of residents who feel Council has provided them with enough information to be able to cope when there is an emergency	≥66%	≥66%
Number of emergency management community engagement activities	6 per year	6 per year

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Annual Group exercise	1 annually	1 annually
Civil Defence Emergency Management personnel within the EOC offered training	2 training opportunities per year	2 training opportunities per year

4. MANAGE AND ALLOCATE COMMUNITY FUNDING SCHEME GRANTS

HOW WE DO IT

- Administration, promotion and management of Council's community funding schemes, Creative Communities Scheme and Sport NZ Rural Travel Fund
- Grant accountability forms collected to ensure appropriate use of funds
- Promote the availability of all Council funding opportunities

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
All grants administered by Council are fully subscribed.	All grants fully subscribed	All grants fully subscribed

5. 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Annual progress of economic development strategy economic indicators	Year on year increase	Year on year increase
Positive perception of living in Waimate District*.	≥93%	≥93%

6. 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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Provide educational programmes at the library	≥4 programmes provided annually	≥4 programmes provided annually
Visitors to Explore Waimate website	Number of visitors increases annually	Number of visitors increases annually

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%	-

Projects Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Promotions - District signage	77	-	-	-
Library - Books	65	67	69	554

Community Services Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	312	320	406	379	385	385	393	395	404	408	420
Targeted rates	499	557	589	596	609	619	634	651	665	682	706
Subsidies and grants for operating purposes	21	427	30	30	31	32	32	33	33	34	34
Fees and charges	13	9	9	9	9	9	9	9	10	10	10
Interest and dividends from investments	1	1	1	1	1	1	1	1	1	1	1
Internal charges and overheads recovered	10	7	7	7	7	7	7	6	6	7	7
Local authority fuel tax, fines, infringements fees other	10	17	11	18	12	19	12	19	13	20	13
Total operating funding	865	1,337	1,052	1,040	1,053	1,071	1,088	1,115	1,132	1,160	1,191
Applications of operating funding											
Payments to staff and suppliers	610	963	651	640	648	664	674	691	702	721	733
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	293	361	387	392	401	405	412	421	425	432	446
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	903	1,324	1,038	1,032	1,049	1,069	1,086	1,112	1,127	1,152	1,179
Surplus / (deficit) of operating funding	(38)	12	13	8	4	2	2	3	5	8	12
Sources of capital funding											
Subsidies and grants for capital expenditure	-	41	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	41	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	77	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	63	65	67	69	70	72	78	80	82	84	87
Increase/(decrease) in reserves	(100)	(89)	(53)	(61)	(66)	(70)	(76)	(77)	(77)	(77)	(75)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	(38)	53	13	8	4	2	2	3	5	8	12
Surplus/(deficit) of Capital Funding	38	(12)	(13)	(8)	(4)	(2)	(2)	(3)	(5)	(8)	(12)
Funding balance	-	-	-	-	-	-	-	-	-	-	-





COMMUNITY FACILITIES GROUP

COMMUNITY FACILITIES GROUP

What We Do

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

- **CAMPING**
- **CEMETERIES**
- **EVENT CENTRE**
- **PARKS 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 (powered and non-powered) at Victoria Park, and camp sites (powered and non-powered) at the 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. Through an appointed Camp Supervisor, Council manages the camping sites to ensure residents and visitors alike 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

Opened in December 2016, the Waimate Event Centre is a modern facility offering a mix of spaces for indoor recreation, meetings and events. The Event Centre also hosts a number of tenants including the Information Centre, providing a dual service to both residents and visitors to the district.

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

The Event Centre is available for bookings seven days a week. Council work together with community, sport and school groups to co-ordinate a range of events to cater for the recreational and social needs of our community.

PARKS AND PUBLIC SPACES

Council provide and manage over 100 hectares of parks, reserves, sportsgrounds, playgrounds and gardens throughout the district. These vary in both size and use. 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 neighbourhood 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 some local swimming and fishing spots. We also maintain a number of heritage monuments and plaques including the 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.

Why We Provide It

Parks, 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.

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.

Our aim is to provide quality community facilities that meet the expectations of the community.

Looking Ahead

From a strategic standpoint, the parks and reserves services aim 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).

To achieve this, Council ensure 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

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



EVENT CENTRE



THRIVING COMMUNITIES

A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY

A DISTRICT THAT ACTIVELY PROMOTES ITSELF AND ITS BUSINESSES

A DISTRICT THAT IS ENHANCED THROUGH SUSTAINABLE AND DIVERSE DEVELOPMENT



SUSTAINABLE DISTRICT & ENVIRONMENT



ACTIVE, DIVERSE, SUPPORTIVE COMMUNITY

DISTRICT ASSETS PROVIDE RECREATION AND LEISURE CHOICE

PARKS AND PUBLIC SPACES



SAFE & HEALTHY PEOPLE

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES

WE VALUE THE NATURAL ENVIRONMENT, BIODIVERSITY AND LANDSCAPES



SUSTAINABLE DISTRICT & ENVIRONMENT



ACTIVE, DIVERSE, SUPPORTIVE COMMUNITY

DISTRICT ASSETS PROVIDE RECREATION AND LEISURE CHOICE

PROPERTY



THRIVING COMMUNITIES

A DISTRICT THAT PROVIDES INFRASTRUCTURE FOR ECONOMIC ACTIVITY

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE

A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES



SAFE & HEALTHY PEOPLE

SWIMMING POOL



SAFE & HEALTHY PEOPLE

OUR SERVICES, INFRASTRUCTURE AND ENVIRONMENT ENHANCE QUALITY OF LIFE























A PLACE WHERE PEOPLE ARE SAFE IN THEIR HOMES, WORK AND PUBLIC SPACES

DISTRICT ASSETS PROVIDE RECREATION AND LEISURE CHOICE



ACTIVE, DIVERSE, SUPPORTIVE COMMUNITY

Community Wellbeings

CAMPING	CEMETERIES	EVENT CENTRE	PARKS AND PUBLIC SPACES	PROPERTY	SWIMMING POOL
 SOCIAL	 SOCIAL	 SOCIAL	 SOCIAL	 SOCIAL	 SOCIAL
 ECONOMIC	 ECONOMIC	 ECONOMIC	 ECONOMIC	 ECONOMIC	 ECONOMIC
 ENVIRONMENTAL	 ENVIRONMENTAL	 CULTURAL	 ENVIRONMENTAL	 CULTURAL	 ENVIRONMENTAL
 CULTURAL	 CULTURAL		 CULTURAL		 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
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

IDENTIFIED ISSUES THAT WILL IMPACT ON THE ACTIVITIES WITHIN THE COMMUNITY FACILITIES GROUP

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.

Performance Measures

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Resident satisfaction with public toilets	≥55%	≥55%
User satisfaction with camping facilities	≥75%	≥75%
Resident satisfaction with cemetery facilities and services	≥76%	≥76%
Resident satisfaction with parks and public spaces	≥89%	≥89%
User satisfaction with swimming pool facilities	≥83%	≥83%
User satisfaction with Event Centre facilities	75%	75%
Camping facilities are well maintained and tidy	Less than 5 complaints per year	Less than 5 complaints per year
Cemeteries are well maintained	Less than 5 complaints per year	Less than 5 complaints per year

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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
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 and documented for maintenance every two months	2 monthly inspections	2 monthly inspections
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

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Occupancy rate of Community Housing units	90% or greater occupancy	90% or greater occupancy
Rent charge for Community Housing units is equal to, or less than market rental	Equal to, or less than market rental	Equal to, or less than market rental

4. PROVIDE ACCESSIBLE AND ACCURATE CEMETERY RECORDS

HOW WE DO IT

- Maintain and update electronic cemetery database

PERFORMANCE MEASURES	YEARS 1—3 TARGET	YEARS 4—10 TARGET
Cemetery records updated to reflect new internments	100% of cemetery records are updated within a month	100% of cemetery records are updated within a month

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 Here's what Council have planned in the next 10 years

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Waimate Lakes Camping - Concrete pad for refuse shelters	20	21	-	-
Waimate Lakes Camping - Boat ramp upgrade	-	-	16	-
Waimate Lakes Camping - Public toilet dry vault system	128	-	-	-
Waimate Lakes Camping - Pipe renewals	10	10	11	82
Victoria Park Camping - General building capital	-	8	-	-
Victoria Park Camping - Upgrade Tennant St cabins	19	5	5	-
Victoria Park Camping - General capital	2	2	2	12
Knottingley Park Camping - General building capital	1	-	-	-
Knottingley Park Camping - Terraflake toilet block floor	20	-	-	-
Knottingley Park Camping - BBQ and roofed area	-	15	-	-
Knottingley Park Camping - Fountain upgrade	-	5	-	-
Cemetery - Reseal driveway	-	7	-	-
Cemetery - Extension	-	-	-	85
Cemetery - Ash and burial berms	20	-	-	-
Cemetery - Toilet facility upgrade	-	-	61	-
Cemetery - Fencing	5	-	-	-
Cemetery - Walker Mower replacement	-	43	-	49
Cemetery - Water line renewal	15	-	-	-
Cemetery - Tipper truck replacement	-	-	-	69
Cemetery - Signage upgrade	-	8	2	-
Event Centre - Furniture & fittings	5	-	-	-
Victoria Park - Sundry plant	5	5	5	41
Victoria Park - New learn to ride area	50	-	-	-
Victoria Park - Repaint the cycle track	-	-	-	13
Victoria Park - Pergola replacement	-	21	-	-
Victoria Park - Irrigation system	10	-	-	-
Land - Boland Park swimming pool walkway resealing	-	12	-	-

NAME OF PROJECT	SHORT TERM			MEDIUM TERM
	30 JUNE 2022 \$000	30 JUNE 2023 \$000	30 JUNE 2024 \$000	2025 - 2031 \$000
Property - Washdown concrete pad and interceptor	15	-	-	-
Property - General building capital	6	-	-	-
Property - Furniture and fittings	3	-	-	-
Property - Tennant St building capital	9	7	4	4
Property - Paint Tennant Street dwelling	5	5	5	-
Local Govt Centre - Library / LGC Extension	960	-	-	-
Local Govt Centre - Security Cameras / alarm system	5	-	5	6
Local Govt Centre - Sundry Purchases	5	5	5	41
Local Govt Centre - Heatpumps	-	10	11	-
Community Housing - Boundary fence	5	-	-	-
Community Housing - Replacement Stoves	-	3	-	7
Community Housing - Hot Water Cylinders & other Furn&Fitting	6	6	12	58
Community Housing - Heatpumps	3	6	3	38
Community Housing - Bathroom heaters and extractor fans	34	-	-	-
Public toilets - Public toilet strategy	20	-	-	-
Public toilets - Waimate Town (New Toilets)	-	185	-	-
Public toilets - Waihao Box	133	-	-	-
Swimming Pool - Replace Pool Covers	-	-	-	31
Swimming Pool - Shade Sails	5	-	-	-

Community Facilities Group Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates and rates penalties	320	316	326	309	313	317	344	329	335	341	349
Targeted rates	1,360	1,616	1,636	1,640	1,654	1,658	1,699	1,734	1,753	1,760	1,794
Subsidies and grants for operating purposes	-	12	-	-	-	-	-	-	-	-	-
Fees and charges	391	483	492	502	512	521	530	539	548	558	567
Interest and dividends from investments	4	4	4	5	5	5	5	5	5	5	5
Internal charges and overheads recovered	394	405	451	454	471	475	478	494	495	501	526
Local authority fuel tax, fines, infringements fees other	359	356	372	387	404	422	441	460	480	502	524
Total operating funding	2,828	3,192	3,281	3,298	3,359	3,398	3,497	3,561	3,616	3,668	3,765
Applications of operating funding											
Payments to staff and suppliers	1,711	1,949	1,972	1,994	2,026	2,059	2,136	2,138	2,184	2,233	2,267
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	843	718	765	766	760	765	774	794	804	813	828
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	2,554	2,667	2,737	2,760	2,786	2,823	2,910	2,932	2,988	3,046	3,095
Surplus / (deficit) of operating funding	274	525	544	538	573	575	587	629	629	622	670
Sources of capital funding											
Subsidies and grants for capital expenditure	-	134	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	134	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	20	-	-	-	-	-	-	14	34	37
Capital expenditure - to improve the level of service	174	471	261	51	1	1	1	1	1	1	1
Capital expenditure - to replace existing assets	156	1,010	130	96	52	36	148	83	42	43	41
Increase/(decrease) in reserves	(56)	(843)	154	390	520	538	439	545	571	544	591
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	274	659	544	538	573	575	587	629	629	622	670
Surplus/(deficit) of Capital Funding	(274)	(525)	(544)	(538)	(573)	(575)	(587)	(629)	(629)	(622)	(670)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



LONG TERM PLAN

2021-2031

PART TWO



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 4.38% between 2020-2030. It is assumed that this increase will generate a relative impact on population-related metrics, such as the quantity of rateable properties.	Rationale	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	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 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						
Due to the instability of the international petroleum market (as caused by the effects of the COVID-19 pandemic), fuel prices are likely to fluctuate for a period of time. However, it is assumed the time period will be relatively short, as the petroleum market has historically demonstrated a tendency to stabilise rapidly, where possible.	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						
<p>The effects of climate change are expected to manifest in three categories:</p> <p>a) gradual change in meteorological conditions (for example, change in temperature, more severe weather conditions and events, rising of sea level, coastal and inland erosion, among others), and</p> <p>b) general socio-economic consequences of such changes, and</p> <p>c) socio-economic consequences of policies/ measures designed to curb the adverse effects of climate change.</p>	WDC	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 will monitor the operational and socio-economic effects of environmental changes and adapt its response where required, if possible.	All activity groups
<p>The Emissions Trading Scheme (ETS) became law in September 2008, resulting in minor cost increases. As the ETS grows, Council anticipates that the introduction of new areas will continue to have increases and that those increases are recognised in Council's inflation figures.</p>	Ministry for the Environment	There is a risk of legislative change, which could result in costs being higher or lower than assumed.	Moderate	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.	Property, Roading and Footpaths, Rural Water Supply, Urban Water Supply

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
WAKA KOTAHI NEW ZEALAND TRANSPORT AGENCY (NZTA) 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). It is further assumed that the funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is set at 64% for 2020/21 onwards.	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
GRANTS AND SUBSIDIES						
It is assumed that all projects funded, or partially funded, from grants and subsidies will be available in the year the expenditure is planned. If the funding is not received, it is most likely that the project will not proceed in that year. Examples of projects where funding is assumed are roading maintenance and improvements, and bridge renewals.	WDC	Subsidies are not received and projects do not go ahead.	Moderate	Some projects have a more significant impact than others if they do not proceed in the planned year. The roading projects where Council rely on NZTA funding may result in reduced level of service.	Build robust business cases and regular liaison with the relevant funding bodies to ensure projects (with a high likelihood of receiving funding) are included in the Long Term Plan.	Roading and Footpaths, Property

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
NEW ZEALAND DRINKING WATER STANDARDS & SERVICE DELIVERY						
While it is assumed that that there will be change to the ownership and delivery of Three Waters in the next ten years, Council is not able to predict with absolute certainty what those changes will be. It is unlikely that details will be known earlier than mid-to-late 2021. This LTP has been developed on a business-as-usual basis for the delivery of Three Waters; but the change is very likely to occur over the mid-term (3-5 years).	WDC Central Government	Legislation changes under urgency in Parliament that must be implemented immediately.	Moderate	Changes are required to be implemented more quickly than anticipated, and/or changes are mandatory rather than voluntary.	Council closely monitors any and all developments, and responds accordingly.	Rural Water Supply, Urban Water Supply
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 IRRIGATION SCHEMES						
Council does not expect major irrigation schemes to be introduced into the district over the period of the Long Term Plan.	WDC	New major schemes are introduced.	Low	The introduction of a major irrigation scheme is likely to produce minimal impact on Council, but a more considerable impact on the district's agricultural sector.	Council will monitor the environment in regard to any potential development, and seeks to remain involved in discussions/proposals.	Roading and Footpaths, Rural Water Supply, Sewerage

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	Inability to recover or continue business following a major event.	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
DEVELOPMENT CONTRIBUTIONS						
With the Resource Management Act 1991 able to revoke Council's ability to levy financial contributions (effective 18 April 2022), it is expected that Council will still be able to recover development contributions from that date onwards. It is further assumed that the level of funding recoverable under each system will be broadly similar.	WDC	There is a risk this change will result in significantly different funding levels.	Low	If the available funding levels change, this will have an impact on the rates required to address any shortfall/surplus.	Council will review its funding requirements prior to 18 April 2022 and ensure funding requirements match to demand.	All activity groups

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
DISTRICT ECONOMY						
Despite the major impact of the COVID-19 crisis on the national economy, the Waimate District's economy is comparatively less negatively impacted, due to its specific characteristics as an area reliant on essential services and production.	WDC	Any significant reduction in income stream for any sector poses a risk.	Moderate	Drop in commodity prices - disposable spending cut back, loss of employment, closure of business. Increase in commodity prices- the reverse of the above occurs.	Council will consider the state of the district's economy when reviewing its Annual Plan and how this compares to the position assumed in the Long Term Plan.	All activity groups
USEFUL LIVES OF SIGNIFICANT ASSETS AND DEPRECIATION						
It is assumed reassessments of the useful lives of significant assets during the ten year period covered by this Long Term Plan will continue every three years. The detail of useful lives for each asset category is covered in the Statement of Accounting Policies.	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: +10% 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						
<p>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 centres 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.</p> <p>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'.</p>	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 returns will be in line with the company's FY2022-2024 Statement of Corporate Intent which includes a Dividend Policy of 6c per share, through to 31 March 2024. Thereafter it is assumed the dividend will remain at 6c.	WDC (in conjunction with its respective advisors)	There is a risk that returns on investments will be higher or lower than forecasted.	Low	Council is aware of the factors contributing to the changing nature of Alpine Energy's overall profit. If revenues are depressed for a sustained period, the company will be unlikely to maintain dividends at the proposed level.	Council plans to reduce its reliance on any dividend income that presently supports core operational activity.	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	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	Additional resourcing (1.5 FTE) has been engaged to ensure the timely delivery of proposed LTP and Stimulus Fund projects. All capital works have been scheduled for 2020/21 and 2021/22 and local contractors have been made aware of the timing. Council is aware of material sourcing and	Water Supply & all other activities

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
				<p>and depreciation expense impacts.</p> <p>There could also be an increase in required budget to complete the project if delayed.</p>	<p>has addressed this issue by sourcing materials early and maintaining stock levels.</p> <p>Procurement is now completed through the Government Electronic Tenders System (GETS), notifying the wider contracting / consulting market of upcoming projects.</p> <p>In anticipation of a large capital programme in Year 1 (2022), a portion of these projects are likely to be tendered by 30 June 2021, or very early in the 2021/22 financial year.</p> <p>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.</p>	

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
RETURN ON INVESTMENTS – OTHER						
<p>It is assumed that Council's cash investments will generate a 1% return based on the current economic climate.</p> <p>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.</p>	WDC (in conjunction with its advisors)	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.	<p>Council sets and maintains its internal interest to provide certainty to internal capital reserves. Council will manage its external investments to optimise returns (as described in the Council's Investment Policy).</p> <p>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.</p>	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY																																																																																								
INFLATION																																																																																														
<p>Council, along with many other New Zealand Councils, calculates and applies inflation factors to its 10-year budget forecast, using predictions of future inflation levels from New Zealand [economic research company] Business and Economic Research Ltd (BERL).</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Roading %</th> <th>Property and Parks %</th> <th>Water %</th> <th>Staff %</th> <th>Other %</th> <th>Wastewater %</th> <th>Capital Expenditure %</th> </tr> </thead> <tbody> <tr><td>June 2022</td><td>3.3</td><td>1.7</td><td>7.2</td><td>4.8</td><td>1.7</td><td>7.2</td><td>4.0</td></tr> <tr><td>June 2023</td><td>3.1</td><td>2.0</td><td>3.4</td><td>2.4</td><td>2.0</td><td>3.4</td><td>3.0</td></tr> <tr><td>June 2024</td><td>3.0</td><td>2.0</td><td>2.1</td><td>1.5</td><td>2.0</td><td>2.1</td><td>2.6</td></tr> <tr><td>June 2025</td><td>2.9</td><td>1.9</td><td>2.3</td><td>1.7</td><td>1.9</td><td>2.3</td><td>2.6</td></tr> <tr><td>June 2026</td><td>2.9</td><td>1.8</td><td>2.6</td><td>2.0</td><td>1.8</td><td>2.6</td><td>2.7</td></tr> <tr><td>June 2027</td><td>2.9</td><td>1.8</td><td>2.3</td><td>2.2</td><td>1.8</td><td>2.3</td><td>2.6</td></tr> <tr><td>June 2028</td><td>2.9</td><td>1.7</td><td>3.0</td><td>2.3</td><td>1.7</td><td>3.0</td><td>2.8</td></tr> <tr><td>June 2029</td><td>2.9</td><td>1.7</td><td>3.3</td><td>2.4</td><td>1.7</td><td>3.3</td><td>2.8</td></tr> <tr><td>June 2030</td><td>2.9</td><td>1.7</td><td>3.3</td><td>2.6</td><td>1.7</td><td>3.3</td><td>2.9</td></tr> <tr><td>June 2031</td><td>2.9</td><td>1.6</td><td>2.7</td><td>2.7</td><td>1.6</td><td>2.7</td><td>2.7</td></tr> </tbody> </table>	Year	Roading %	Property and Parks %	Water %	Staff %	Other %	Wastewater %	Capital Expenditure %	June 2022	3.3	1.7	7.2	4.8	1.7	7.2	4.0	June 2023	3.1	2.0	3.4	2.4	2.0	3.4	3.0	June 2024	3.0	2.0	2.1	1.5	2.0	2.1	2.6	June 2025	2.9	1.9	2.3	1.7	1.9	2.3	2.6	June 2026	2.9	1.8	2.6	2.0	1.8	2.6	2.7	June 2027	2.9	1.8	2.3	2.2	1.8	2.3	2.6	June 2028	2.9	1.7	3.0	2.3	1.7	3.0	2.8	June 2029	2.9	1.7	3.3	2.4	1.7	3.3	2.8	June 2030	2.9	1.7	3.3	2.6	1.7	3.3	2.9	June 2031	2.9	1.6	2.7	2.7	1.6	2.7	2.7	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.	<p>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.</p> <p>In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan.</p>	All activity groups
Year	Roading %	Property and Parks %	Water %	Staff %	Other %	Wastewater %	Capital Expenditure %																																																																																							
June 2022	3.3	1.7	7.2	4.8	1.7	7.2	4.0																																																																																							
June 2023	3.1	2.0	3.4	2.4	2.0	3.4	3.0																																																																																							
June 2024	3.0	2.0	2.1	1.5	2.0	2.1	2.6																																																																																							
June 2025	2.9	1.9	2.3	1.7	1.9	2.3	2.6																																																																																							
June 2026	2.9	1.8	2.6	2.0	1.8	2.6	2.7																																																																																							
June 2027	2.9	1.8	2.3	2.2	1.8	2.3	2.6																																																																																							
June 2028	2.9	1.7	3.0	2.3	1.7	3.0	2.8																																																																																							
June 2029	2.9	1.7	3.3	2.4	1.7	3.3	2.8																																																																																							
June 2030	2.9	1.7	3.3	2.6	1.7	3.3	2.9																																																																																							
June 2031	2.9	1.6	2.7	2.7	1.6	2.7	2.7																																																																																							
BORROWING COSTS																																																																																														
Interest costs are estimated to be 3%. This refers to the internal cost of borrowing, along with the expected external cost of debt facilities (for example, Waimate Event Centre public debt) where costs are not known, and are required to be projected.	WDC (in conjunction with its financial advisors)	Interest rates will differ significantly from those estimated.	Low	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 are lower than they would otherwise have been.	Council will monitor its applicable rate and adjust it through the Annual Plan process to reflect a level best aligned to its external borrowing rate and ability to generate returns on internal debt.	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.	N/A

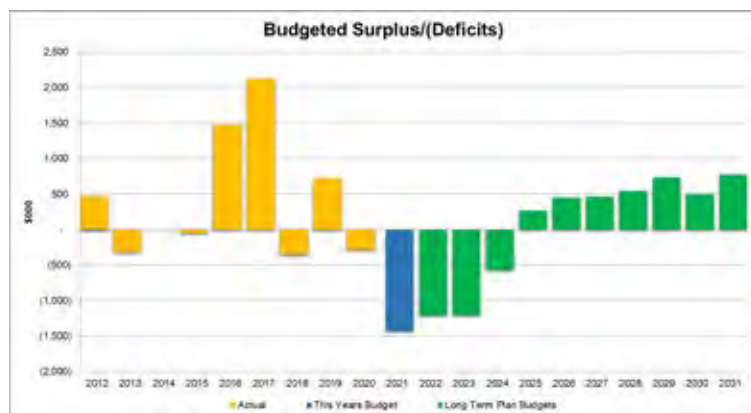
STATEMENT CONCERNING BALANCING OF BUDGET

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.

Waimate District Council has budgeted for deficits over past years and this trend is projected to occur in the future.



Council has previously decided not to fully fund the depreciation cost of specific assets. This may be for a number of different reasons including:

- 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.

COUNCIL ASSETS WHERE DEPRECIATION IS NOT FUNDED

ASSET DESCRIPTION	REASON
Roading and Footpaths	Council fund capital expenditure
Bridges	Council fund capital expenditure
Rural Water Supply	Due to large capital expenditure, Council has planned to smooth the funding of depreciation over a number of years
Waimate Event Centre	Council fund the loan interest and principal
Victoria Park Aviary	Council will not replace the asset
Victoria Park Scout Hall	Council will not replace the asset
Victoria Park Netball / Tennis Courts	Council will not replace the asset
Victoria Park Iron Shelters	Council will not replace the asset
Waimate Aeroclub Clubrooms	Council will not replace the asset
John Street Tennis Courts	Council will not replace the asset
Southburn Hall	Council will not replace the asset
Bluecliffs Picnic Shelter	Council will not replace the asset
Hook Hall	Council will not replace the asset
Cattle Creek Hall	Council will not replace the asset
Waimate Community Housing	Council recognises that rental income only partially funds depreciation

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. Short term debt funding will cover funding shortfalls in early years with recovery planned in the later years of the plan and beyond; 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.

Additionally, an unbalanced budget has occurred as Council smooths the impact of significant capital works, the dividend income reduction and increased Resource Recovery Park operation contract costs over the term of the plan using increased debt.

FORECAST FINANCIAL INFORMATION

These prospective financial statements were authorised for issue by Waimate District Council on 27 August 2021.

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. This is Waimate District Council's Long Term Plan for the period 2021-2031 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 2020 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 is a territorial local body governed by the Local Government Act 2002 (LGA) and is domiciled in New Zealand. The Downlands Rural Water Scheme is a joint committee domiciled in New Zealand and established under the Local Government 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.

Basis of preparation

The prospective financial statements of the Waimate District Council have been prepared on the going concern basis and the accounting policies have been applied consistently throughout.

Statement of compliance

The financial statements of the Council have been prepared in accordance with the requirements of the LGA, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

These financial statements have been prepared in accordance with Tier 2 PBE accounting standards, as Total Expenditure is below the \$30 million threshold.

Measurement base

The 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 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.

Changes in accounting policies

PBE IPSAS 41 Financial Instruments becomes effective for the year ending 30 June 2023. Council has decided to adopt this standard early with an effective date of 1 July 2021. This change has minimal impact on the prospective statements.

There have been no other changes in accounting policies.

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.

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.

Government grants

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

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.

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.

Sale of goods

Revenue from the sale of goods is recognised when a product is sold to the customer.

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.

Interest and dividends

Interest revenue is recognised using the effective interest method.

Dividends are recognised when the right to receive payment has been established. Dividends are recorded net of imputation credits.

Development & Financial contributions

Development and Financial contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contributions were charged. Otherwise development and financial contributions are recognised as liabilities until such time as the Council provides, or is able to provide, the service.

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.

Income tax

Income tax expense is the aggregate of current period movements in relation to both current and deferred tax.

Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Council expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting surplus nor taxable surplus.

Current and deferred tax is recognised against the operating surplus/(deficit) for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive revenue or expenditure or directly in equity.

Leases**Finance leases**

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the operating surplus/(deficit) over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

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.

Bank overdrafts are shown within trade and other payables in current liabilities in the Statement of Financial Position.

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Derivative financial instruments and hedge accounting

Derivative financial instruments are used to manage exposure to foreign exchange and interest rate risks arising from financing activities. In accordance with its treasury policy, the Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at each balance date. The associated gains or losses of derivatives that are not hedge accounted are recognised in the operating surplus/(deficit).

Other financial assets

Financial assets are initially recognised at fair value plus transaction costs unless they are carried at fair value through the operating surplus/(deficit) in which case the transaction costs are recognised in the operating surplus/(deficit).

Purchases and sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

Financial assets are classified into the following categories for the purpose of measurement:

- Fair value through the operating surplus/(deficit)
- Loans and receivables
- Held to maturity investments
- Fair value through other comprehensive revenue and expenditure

The classification of a financial asset depends on the purpose for which the instrument was acquired.

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%.

Financial assets at fair value through the operating surplus/(deficit)

Financial assets at fair value through the operating surplus/(deficit) include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading.

Financial assets acquired principally for the purpose of selling in the short-term or part of a portfolio classified as held for trading are classified as a current asset. Derivatives designated as hedging instruments are classified as current; those not formally held for hedging purposes are classified as current if they are realised/settled within 12 months of balance date otherwise they are non-current.

After initial recognition, financial assets in this category are measured at their fair values with gains or losses on remeasurement recognised in the operating surplus/(deficit).

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the operating surplus/(deficit).

Loans to community organisations made at nil or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar financial instrument. The loans are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of the expected future cash flows of the loan is recognised in the operating surplus/(deficit) as a grant.

Council's loans and receivables comprise debtors and other receivables, community and related party loans. Loans and receivables are classified as "trade and other receivables" in the Statement of Financial Position.

Held to maturity investments

Held to maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets.

After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the operating surplus/(deficit).

Council's investments in this category includes bank term deposits.

Available for sale

Financial assets available for sale are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of the share investment within 12 months of balance date or if the debt instrument is not expected to be realised within 12 months of balance date.

Council includes in this category:

- Investments that it intends to hold long-term but which may be realised before maturity
- Shareholdings that it holds for strategic purposes

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expenditure, except for impairment losses, which are recognised in the operating surplus/(deficit).

On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expenditure is reclassified from equity to the operating surplus/(deficit).

Investments in equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured are recorded at cost.

Impairment of financial assets

Financial assets are assessed for objective evidence of impairment at each balance date. Impairment losses are recognised in the operating surplus/(deficit).

Loans and other receivables

Impairment is established when there is objective evidence that the Council will not be able to collect amounts due according to the original terms of the debt. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are considered indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For trade and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the operating surplus/(deficit). When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government stock, and community loans, are recognised directly against the instruments carrying amount.

Financial assets at fair value through other comprehensive revenue and expenditure

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are considered objective indicators that the asset is impaired.

If impairment evidence exists for the investments at fair value through other comprehensive revenue and expenditure, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the operating surplus/(deficit)) recognised in other comprehensive revenue and expenditure is reclassified from equity to the operating surplus/(deficit).

Equity instrument impairment losses recognised in the operating surplus/(deficit) are not reversed through the operating surplus/(deficit).

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the operating surplus/(deficit).

Inventory

Inventory held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at the lower of cost, adjusted when applicable, for any loss of service potential. Where inventory is acquired at no cost or for nominal consideration, the cost is the current replacement cost at the date of acquisition.

Inventories held for use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value. The cost of purchased inventory is determined using the first-in first-out (FIFO) method.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the operating surplus/(deficit) in the period of the write-down.

When land held for development and future resale is transferred from investment property, plant and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant and equipment.

Non-current assets held for sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of assets held for sale are recognised in the operating surplus/(deficit).

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have previously been recognised.

Non-current assets held for sale (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

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.

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.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the operating surplus/(deficit). When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Depreciation

Depreciation is provided on a straight-line 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	5.56% - 20.00%	
	Pavement Unsealed	Not depreciable		
	Pavement Base-course	100	1.00%	
	Pavement Sub-base	Not depreciable		
	Drainage	20 - 100	1.00% - 5.00%	
	Surface Water Channel	80	1.25%	
	Footpaths	25 - 50	2.00% - 4.00%	
	Sign	14 - 30	3.33% - 7.14%	
	Street Lighting	30 - 50	2.00% - 3.33%	
	Traffic Facilities	15 - 50	2.00% - 6.67%	
	Bridges	70 - 100	1.00% - 1.43%	
	Culvert Bridges	100	1.00%	
	Drain Fords	40	2.50%	
	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%	
Laterals		80	1.25%	
Manholes		150	0.67%	
Wastewater	Mains Reticulation	25 - 150	0.67% - 4.00%	
	Ponds (inc outlets)	33 - 150	0.67% - 3.03%	
	Other Assets	10 - 100	1.0% - 10.0%	
	Solid Waste Assets	2 - 100	1.00% - 34.00%	
	Pipes	80 - 150	0.67% - 1.25%	
Sanitation	Open Drains	Not depreciable		
	Nodes	120	0.83%	
Stormwater	Elephant Hill drainage	40	3.90% - 4.00%	
Operational assets		Depreciable life (years)	Depreciable rate (SL% or DV%)	
	Buildings	5 - 67	1.50% - 20.00% SL	
	Furniture and fittings	5 - 20	10.00% - 40.00% DV	
	Office equipment	5 - 10	20.00% - 40.00% DV	
	Plant and machinery	5 - 20	10.00% - 40.00% DV	
	Motor vehicles	5 - 10	20.00% - 40.00% DV	
	Library books	20	10.00% DV	
	Computer hardware	3 - 10	20.00% - 67.00% DV	

Because of the unique nature of the Waimate Event Centre (WEC), specific depreciation rates have been applied to the components of this asset:

WEC - Structure / External Fabric	64.5	1.56% SL
WEC - Services (inc Stormwater Services)	44.5	2.27% SL
WEC - Internal Fit out	24.5	4.17% SL

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

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.

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Subsequent staff training costs are recognised in the operating surplus/(deficit) when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Easements

Easements are recognised at cost, being the costs directly attributable in bringing the asset to its intended use. Easements have an indefinite life and are not amortised, but are instead tested for impairment annually.

Amortisation

ETS Carbon credits do not attract amortisation as they have an indefinite life. The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when an asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the operating surplus/(deficit).

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

	Useful life (years)	Amortisation rate (DV%)
Computer software	8	20%

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).

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.

Investment property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at cost, including transaction costs.

After initial recognition, all investment property is measured at fair value as determined annually by an independent valuer.

Gains and losses arising from a change in the fair value of investment property are recognised in the operating surplus/(deficit).

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.

Borrowings

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.

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.

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.

Long-term employee entitlements

Long service leave

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actual entitlement basis at current rates of pay accrued on the number of years service. Entitlements have not been calculated on an actual basis as this would not be significantly different from the method used. The calculations are based on likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information.

Presentation of employee entitlements

Sick leave, annual leave, vested long service leave, and non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date, are classified as a current liability. All other employee entitlements are classified as a non-current liability.

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. Further information on this scheme is disclosed in the Contingencies Note.

Defined contribution scheme

Obligations for contributions KiwiSaver, SuperEasy, and other National Provident Fund schemes are accounted for as defined contribution superannuation schemes and are recognised as an expense in the operating surplus/(deficit) when incurred.

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. The increase in the provision due to the passage of time is recognised as an interest expense and is included in "finance costs".

Financial guarantee contracts

A financial guarantee contract is a contract that requires the Council to make specified payments to reimburse the holder of the contract for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value, even if a payment under the guarantee is not considered probable. If a financial guarantee contract was issued in a standalone arms length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received, a liability is recognised based on the probability that the Council will be required to reimburse a holder for a loss incurred discounted to present value. The portion of the guarantee that remains unrecognised, prior to discounting to fair value, is disclosed as a contingent liability.

Financial guarantees are subsequently measured at the initial recognition amount less any amortisation. However, if it is probable that expenditure will be required to settle a guarantee, then the provision for the guarantee is measured at the present value for the future expenditure.

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

Asset revaluation reserves

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

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.

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.

Goods and services tax (GST)

All items in the 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 or Long Term Plan. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these 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.

Statement of cash flows

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which Council invests as part of its day-to-day cash management. GST is disclosed net as disclosing gross amounts does not provide any further meaningful information.

Operating activities include cash received from all revenue sources and cash payments made for the supply of goods and services. Agency transactions are recognised as receipts and payments in the Statement of Cash Flows because they flow through the Council's main bank account.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in equity and debt structure of the Council.

Critical accounting estimates and assumptions

In preparing these 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 next financial year are discussed below:

Landfill aftercare provision

Refer above for information about the estimates and assumptions applied in determining the landfill aftercare provision.

Fair Value of Property, Plant and Equipment

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

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.

Forecast Statement of Comprehensive Revenue and Expenditure for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Revenue											
Rates (net of remissions)	10,549	11,598	12,487	13,343	13,737	14,092	14,585	14,786	15,064	15,463	15,903
Rates (Downlands Rural Water Scheme 14% share)	-	324	395	401	381	382	400	397	399	414	444
Development and financial contributions	63	63	65	66	67	69	71	72	74	76	78
Subsidies and grants	3,387	4,819	3,621	3,689	4,323	4,445	4,574	4,708	4,842	4,983	5,124
Fees and charges	1,057	1,181	1,206	1,230	1,254	1,277	1,300	1,324	1,347	1,372	1,395
Other revenue	1,492	1,105	1,155	1,171	3,084	1,270	1,218	1,233	1,300	1,303	1,344
Other revenue (Downlands Rural Water Scheme 14% share)	-	11	12	12	12	13	13	13	14	14	14
Total revenue	16,547	19,102	18,940	19,913	22,858	21,548	22,161	22,533	23,041	23,625	24,304
Expenditure											
Employment benefit expenses	4,693	5,434	5,375	5,292	5,382	5,490	5,610	5,739	5,877	6,030	6,193
Depreciation and amortisation	5,435	5,755	5,784	6,046	6,113	6,128	6,501	6,601	6,595	6,948	7,096
Depreciation and amortisation (Downlands Rural Water Scheme 14% share)	-	114	138	142	144	144	156	156	156	168	168
Finance costs	239	228	406	391	309	286	248	212	199	175	149
Finance costs (Downlands Rural Water Scheme 14% share)	-	17	60	60	62	60	58	57	55	53	52
Other expenses	7,614	8,632	8,251	8,413	10,444	8,848	8,976	9,071	9,268	9,587	9,709
Other expenses (Downlands Rural Water Scheme 14% share)	-	129	132	135	139	142	146	150	154	158	162
Total expenditure	17,980	20,309	20,145	20,480	22,592	21,098	21,695	21,984	22,305	23,119	23,529
Surplus/(Deficit) before tax	(1,433)	(1,208)	(1,205)	(566)	265	450	466	549	736	506	775
Increase / (decrease) in restricted reserves	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in revaluation reserves	2,272	-	25,171	2,753	-	26,813	2,828	-	28,498	2,853	-
Increase / (decrease) in revaluation reserves (Downlands 14% share)	-	-	210	-	-	581	-	-	636	-	-
Financial assets at fair value through other comprehensive income	797	624	649	674	700	728	756	786	816	848	881
Total other comprehensive revenue and expenditure	3,069	624	26,030	3,427	700	28,122	3,584	786	29,951	3,701	881
Total Comprehensive Revenue and Expenditure	1,637	(583)	24,825	2,860	966	28,572	4,050	1,335	30,687	4,207	1,656

Forecast Statement of Changes in Equity for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Equity at start of year	454,646	450,466	449,882	474,707	477,567	478,533	507,105	511,155	512,490	543,177	547,384
Total comprehensive income	1,637	(583)	24,825	2,860	966	28,572	4,050	1,335	30,687	4,207	1,656
Equity at end of year	456,283	449,882	474,707	477,567	478,533	507,105	511,155	512,490	543,177	547,384	549,040
Components of equity											
Retained earnings at start of year	84,965	89,576	98,594	98,930	97,971	95,544	95,313	94,599	93,977	94,373	94,125
Surplus / (deficit) after tax	(1,433)	(1,208)	(1,205)	(566)	265	450	466	549	736	506	775
Transfers (to) / from restricted / council created reserves	7,712	10,225	1,542	(393)	(2,693)	(680)	(1,180)	(1,171)	(340)	(755)	(794)
Transfers (to) / from revaluation reserves	-	-	-	-	-	-	-	-	-	-	-
Retained earnings at end of year	91,244	98,594	98,930	97,971	95,544	95,313	94,599	93,977	94,373	94,125	94,106
Revaluation reserves at start of year	365,074	353,966	353,966	379,347	382,100	382,100	409,494	412,322	412,322	441,457	444,310
Revaluation gains / (losses)	2,272	-	25,381	2,753	-	27,394	2,828	-	29,134	2,853	-
Retained earnings at end of year	367,346	353,966	379,347	382,100	382,100	409,494	412,322	412,322	441,457	444,310	444,310
Restricted / Council created reserves at start of year	(1,874)	(168)	(10,393)	(11,935)	(11,543)	(8,850)	(8,170)	(6,989)	(5,818)	(5,478)	(4,724)
Transfers (to) / from reserves	(7,712)	(10,225)	(1,542)	393	2,693	680	1,180	1,171	340	755	794
Restricted / Council created reserves at end of year	(9,586)	(10,393)	(11,935)	(11,543)	(8,850)	(8,170)	(6,989)	(5,818)	(5,478)	(4,724)	(3,930)
Fair value through comprehensive revenue reserve at start of year	6,481	7,091	7,716	8,365	9,039	9,739	10,467	11,223	12,009	12,825	13,673
Transfers (to) / from reserves	797	624	649	674	700	728	756	786	816	848	881
Fair value through comprehensive revenue reserve at start of year	7,278	7,716	8,365	9,039	9,739	10,467	11,223	12,009	12,825	13,673	14,554
Equity at end of year	456,283	449,882	474,707	477,567	478,533	507,105	511,155	512,490	543,177	547,384	549,040

Forecast Statement of Financial Position for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Assets											
Current assets											
Cash and cash equivalents	4,267	2,205	1,621	1,542	1,472	1,434	1,348	1,357	1,332	1,324	1,252
Trade and other receivables	1,593	1,651	1,695	1,741	1,776	1,810	1,847	1,876	1,908	1,943	1,977
Inventories	103	103	103	103	103	103	103	103	103	103	103
Other financial assets	11	10	8	7	5	3	1	-	-	-	-
Total current assets	5,973	3,969	3,427	3,393	3,356	3,350	3,299	3,337	3,343	3,369	3,332
Non-current assets											
Property, plant and equipment	440,891	436,518	461,851	463,509	462,891	489,114	491,033	490,237	518,987	521,444	521,234
Property, plant and equipment - Downlands (14% Share)	-	7,242	7,506	7,636	7,649	8,185	8,208	8,159	8,746	8,688	8,701
Forestry assets	2,226	2,263	2,374	2,426	593	922	1,038	1,177	1,281	1,384	1,499
Intangible assets	193	185	160	155	117	87	100	75	56	47	57
Other financial assets	16,265	16,672	17,321	17,995	18,695	19,423	20,179	20,965	21,781	22,629	23,510
Other financial assets - Downlands (14% Share)	2,717	-	-	-	-	-	-	-	-	-	-
Total non-current assets	462,293	462,879	489,212	491,721	489,946	517,731	520,558	520,612	550,852	554,192	555,002
Total assets	468,266	466,848	492,639	495,114	493,302	521,081	523,857	523,949	554,195	557,562	558,334
Liabilities											
Current liabilities											
Trade and other payables	1,463	1,817	1,853	1,890	1,926	1,961	1,996	2,030	2,065	2,100	2,133
Borrowings	71	87	99	102	105	108	112	115	118	122	126
Provisions	6	6	6	6	6	6	6	6	6	6	6
Derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-
Employment benefit liabilities	380	536	536	536	536	536	536	536	536	536	536
Total current liabilities	1,920	2,445	2,494	2,534	2,573	2,611	2,649	2,687	2,725	2,763	2,801
Non-current liabilities											
Provisions	61	61	61	61	61	61	61	61	61	61	61
Borrowings	10,003	12,350	13,289	12,785	10,026	9,265	8,000	6,782	6,360	5,534	4,655
Borrowings - Downlands Rural Water Scheme (14% Share)	-	2,108	2,088	2,166	2,108	2,039	1,991	1,929	1,872	1,819	1,777
Total non-current liabilities	10,064	14,520	15,438	15,012	12,196	11,365	10,052	8,773	8,293	7,414	6,493
Equity											
Public Equity	88,527	95,728	95,988	94,978	92,479	92,224	91,440	90,805	91,193	90,949	90,876
Public Equity - Downlands (14% Share)	2,717	2,866	2,942	2,993	3,064	3,089	3,159	3,171	3,180	3,175	3,230
Other reserves	365,038	349,022	373,300	377,119	380,513	408,734	413,498	415,455	445,109	449,565	451,240
Other reserves - Downlands Asset Revaluation Reserve (14% Share)	-	2,267	2,477	2,477	2,477	3,058	3,058	3,058	3,694	3,694	3,694
Total equity	456,282	449,882	474,707	477,567	478,533	507,105	511,155	512,490	543,177	547,384	549,040
Total liabilities and equity	468,266	466,848	492,639	495,114	493,302	521,081	523,857	523,949	554,195	557,562	558,334

Forecast Statement of Cash Flows for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Cash flows from operating activities											
Cash was received from:											
Receipts from rates revenue	11,875	11,967	12,916	13,778	14,162	14,520	15,028	15,234	15,513	15,925	16,396
Interest received	3	14	15	15	15	16	16	16	17	17	17
Dividends received	420	196	196	197	197	197	197	197	198	198	198
Receipts from other revenue	4,584	6,944	5,668	5,725	6,404	6,626	6,760	6,954	7,177	7,340	7,531
	16,882	19,122	18,795	19,715	20,778	21,359	22,001	22,401	22,904	23,480	24,142
Cash was applied to:											
Payments to suppliers and employees	12,306	15,729	13,721	13,751	13,984	14,390	14,674	14,925	15,264	15,739	16,030
Interest paid	239	245	466	451	370	346	306	269	254	228	201
	12,545	15,974	14,187	14,202	14,355	14,736	14,981	15,194	15,519	15,968	16,230
Net cash flow from operating activities	4,337	3,148	4,608	5,513	6,423	6,623	7,020	7,207	7,386	7,512	7,912
Cash flows from investing activities											
Cash was received from:											
Proceeds from sale of harvested forests	-	-	-	52	1,944	55	22	-	-	-	-
	-	-	-	52	1,944	55	22	-	-	-	-
Cash was applied to:											
Purchase of property, plant and equipment	7,702	16,276	6,079	5,166	5,604	5,596	5,725	5,872	6,921	6,632	7,040
Purchase of intangible assets	30	10	35	53	11	11	57	12	12	12	13
Purchase of silviculture capital expenditure	-	3	10	2	9	282	37	37	2	1	13
Acquisition of investments	-	-	-	-	-	-	-	-	-	-	-
	7,732	16,290	6,123	5,221	5,624	5,889	5,819	5,921	6,935	6,645	7,066
Net cash flow from investing activities	(7,732)	(16,290)	(6,123)	(5,169)	(3,680)	(5,833)	(5,797)	(5,921)	(6,935)	(6,645)	(7,066)
Cash flows from financing activities											
Cash was received from:											
Proceeds from borrowings	7,550	10,000	1,050	-	-	-	-	-	-	-	-
Proceeds from borrowings - Downlands	-	1,517	-	78	-	-	-	-	-	-	-
	7,550	11,517	1,050	78	-	-	-	-	-	-	-
Cash was applied to:											
Repayment of borrowings	71	87	99	502	2,755	758	1,262	1,215	418	822	876
Repayment of borrowings - Downlands	-	-	21	-	58	69	48	62	57	53	42
	71	87	120	502	2,813	828	1,310	1,276	476	875	918
Net cash flow from financing activities	7,479	11,430	930	(423)	(2,813)	(828)	(1,310)	(1,276)	(476)	(875)	(918)
Net increase / (decrease) in cash held	4,084	(1,712)	(585)	(79)	(70)	(38)	(86)	10	(25)	(8)	(72)
Add cash at start of year (1 July)	183	3,917	2,205	1,621	1,542	1,472	1,434	1,348	1,357	1,332	1,324
Balance at end of year (30 June)	4,267	2,205	1,621	1,542	1,472	1,434	1,348	1,357	1,332	1,324	1,252
Represented by:											
Cash, cash equivalents and bank overdrafts	4,267	2,205	1,621	1,542	1,472	1,434	1,348	1,357	1,332	1,324	1,252
	4,267	2,205	1,621	1,542	1,472	1,434	1,348	1,357	1,332	1,324	1,252

Forecast Reconciliation of Net Surplus to Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Operating surplus / (deficit) from Group Statements											
Water Supply	(342)	(249)	(232)	(121)	(40)	63	121	201	289	277	359
Waste Management	(15)	(131)	24	170	41	10	11	11	12	12	13
Stormwater	-	-	-	-	-	-	-	-	-	-	-
Sewerage	16	(18)	70	72	73	76	77	80	82	84	87
Roading and Footpaths	(6)	(204)	(191)	(329)	408	496	385	482	579	460	562
Organisation and Governance	(199)	(6)	(161)	166	298	265	301	262	221	145	230
District Planning & Regulatory Services	(230)	(288)	(253)	(79)	(52)	(19)	8	(19)	8	(20)	9
Community Services	(123)	(43)	(77)	(78)	(80)	(81)	(82)	(84)	(85)	(87)	(88)
Community Facilities	(534)	(269)	(386)	(366)	(383)	(361)	(355)	(383)	(370)	(366)	(396)
Surplus / (deficit) per Statement of Comprehensive Income	(1,433)	(1,208)	(1,206)	(566)	265	450	466	549	736	506	775
Less donated assets and interest on internal borrowing not included in the FIS	-	-	-	-	-	-	-	-	-	-	-
Surplus / (deficit) before vested assets and internal interest	(1,433)	(1,208)	(1,206)	(566)	265	450	466	549	736	506	775
Less Capital grants, subsidies and donations	(1,640)	(2,859)	(2,039)	(2,076)	(2,614)	(2,688)	(2,767)	(2,849)	(2,930)	(3,016)	(3,102)
Less Development and financial contributions	(63)	(63)	(65)	(66)	(67)	(69)	(71)	(72)	(74)	(76)	(78)
Less Revaluation (Gains) / losses not included in the FIS	(166)	(102)	(102)	(102)	(102)	(102)	(102)	(102)	(102)	(102)	(102)
Add loss on sale and bad debts not included in the FIS	-	-	-	-	-	-	-	-	-	-	-
Add other non-cash items not included in the FIS	-	-	-	52	1,944	55	22	(2)	(3)	(9)	(25)
Plus Depreciation not included in the FIS	5,435	5,869	5,922	6,189	6,258	6,272	6,656	6,756	6,751	7,116	7,265
	3,565	2,845	3,716	3,997	5,418	3,468	3,739	3,731	3,642	3,913	3,957
Surplus / (deficit) of operating funding	2,133	1,638	2,510	3,430	5,683	3,918	4,205	4,280	4,379	4,419	4,732
Surplus / (deficit) of operating funding as per FIS	2,133	1,638	2,510	3,430	5,683	3,918	4,205	4,280	4,379	4,419	4,732

Forecast Statement of General and Targeted Rates for the years ended 30 June 2021 to 2031

	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
Year ended 30 June	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
General and Targeted Rates											
General Rates	1,147	1,388	1,646	1,990	2,027	2,104	2,195	2,067	2,038	2,072	2,125
Targeted Rates	9,450	10,584	11,286	11,805	12,142	12,423	12,843	13,171	13,481	13,861	14,280
Remissions	(49)	(50)	(51)	(51)	(52)	(53)	(53)	(54)	(55)	(56)	(57)
	10,549	11,922	12,882	13,744	14,117	14,474	14,984	15,183	15,464	15,877	16,348
General and Targeted Rates by Activity											
Community Facilities Group											
Cemeteries	60	90	101	97	97	95	108	118	115	112	112
Event Centre - General Rates	320	316	326	309	313	317	344	329	335	341	349
Event Centre - Targeted Rates	171	171	171	171	171	171	171	171	171	171	171
Parks and Public Spaces	708	888	900	913	916	926	939	960	973	985	1,000
Property	148	127	120	124	127	129	131	136	138	140	145
Swimming Pool	254	321	325	317	324	318	331	331	337	334	347
Community Services Group											
Community Support	116	100	139	116	119	121	123	125	128	130	133
Economic Development and Promotions	175	203	252	251	256	255	262	262	269	271	281
Emergency Management	162	180	189	188	190	193	195	199	202	206	213
Library	357	393	413	420	429	435	446	459	468	481	499
District Planning & Regulatory Services Group											
Animal Management	35	93	97	97	105	102	104	106	107	118	120
Building Control	169	186	227	184	185	184	203	206	206	209	216
Environmental Services	128	147	151	153	157	159	162	167	169	173	178
Resource Management	152	144	158	174	201	203	207	212	216	221	226
Organisation and Governance Group											
Community Representation	859	957	1,018	1,034	1,069	1,087	1,111	1,135	1,152	1,183	1,220
Investments and Finance - General Rates	(643)	(564)	(566)	(156)	(183)	(127)	(121)	(266)	(332)	(354)	(367)
Investments and Finance - Targeted Rates	49	49	50	51	52	53	54	55	56	57	58
Strategy	539	607	701	699	713	727	744	759	773	791	814
Roading and Footpaths Group											
Roading and Footpaths	2,844	2,752	2,809	2,877	3,125	3,209	3,296	3,389	3,482	3,578	3,684
Sewerage Group											
Sewerage	563	607	645	670	676	686	720	729	736	783	812
Stormwater Group											
Stormwater	118	121	127	132	132	133	138	139	139	145	146
Waste Management Group											
Waste Management	1,101	1,313	1,525	1,685	1,577	1,572	1,603	1,629	1,656	1,688	1,720
Water Supply Group											
Rural Water Supply	1,358	1,832	2,043	2,204	2,305	2,438	2,596	2,694	2,801	2,925	3,062
Urban Water Supply	808	889	960	1,037	1,063	1,089	1,116	1,141	1,167	1,190	1,208
Total General and Targeted Rates by Activity	10,549	11,922	12,882	13,744	14,117	14,474	14,984	15,183	15,464	15,877	16,348
Rateable Rating Units	4,073	4,110	4,128	4,146	4,164	4,182	4,201	4,219	4,238	4,256	4,275
Non-Rateable Rating Units	271	238	239	240	241	242	243	244	245	247	248
	4,344	4,348	4,367	4,386	4,405	4,425	4,444	4,463	4,483	4,503	4,522

Forecast Statement of Depreciation and Amortisation for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Depreciation and Amortisation by Activity											
Water Supply Group											
Rural Water Supply	484	643	692	741	742	742	801	801	801	864	864
Urban Water Supply	286	281	303	333	332	331	357	364	372	402	401
Waste Management Group	73	100	100	102	101	100	103	102	102	105	105
Stormwater Group	41	56	56	61	61	61	66	66	66	71	71
Sewerage Group	253	258	258	278	278	278	300	300	300	324	324
Roading and Footpaths Group	3,110	3,163	3,185	3,398	3,418	3,437	3,664	3,685	3,707	3,951	3,974
Organisation and Governance Group											
Central Administration	253	297	266	249	246	270	296	299	280	276	322
Community Representation	1	1	5	4	3	3	2	2	1	1	1
Investments and Finance	8	15	13	14	15	14	13	14	14	14	15
Strategy	-	-	-	-	-	-	-	-	-	-	-
District Planning and Regulatory Services Group											
Animal Management	10	8	7	6	13	9	7	7	6	14	12
Building Control	22	22	15	12	10	8	21	17	14	12	10
Environmental Services	-	-	-	-	-	-	-	-	-	-	-
Resource Management	-	-	-	-	-	-	-	-	-	-	-
Community Services Group											
Economic Development and Promotions	4	19	15	12	10	8	6	5	4	3	3
Emergency Management	16	14	11	9	7	6	5	4	3	3	2
Library	65	64	64	65	67	69	73	78	83	89	95
Community Facilities Group											
Camping	117	149	145	140	147	144	142	152	150	150	162
Cemeteries	26	28	36	30	29	26	38	45	41	37	36
Event Centre	127	146	144	142	155	154	153	167	167	166	182
Parks and Public Spaces	173	180	167	158	162	155	149	154	150	147	156
Property	301	340	361	362	393	391	392	426	426	426	466
Swimming Pool	64	86	78	72	71	66	69	69	65	62	64
Total Depreciation and Amortisation	5,435	5,869	5,922	6,189	6,258	6,272	6,656	6,756	6,751	7,116	7,265

Forecast Statement of Debt for the years ended 30 June 2021 to 2031

Council's definition of total debt for the purpose of setting debt limits includes both internal and external debt, (except where internal debt is defined as internal but is funded specifically from external sources).

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Internal Debt											
Waimate Event Centre *Note	2,524	2,437	2,338	2,237	2,132	2,023	1,912	1,797	1,679	1,557	1,431
Roading and Bridge Replacements Loan	496	496	476	456	436	416	396	376	356	336	316
Urban Water Scheme *Note	3,822	3,902	4,712	5,072	5,232	5,192	5,252	5,612	6,272	6,632	6,992
Waste Management - Disposal	505	483	461	439	417	395	373	351	329	307	285
Sewerage *Note	896	1,558	1,520	1,482	1,444	1,406	1,368	1,530	1,992	2,504	3,016
Stormwater *Note	400	490	470	450	430	410	390	370	350	330	310
Rural Water Schemes - Drinking Water Standards upgrades *Note	5,300	4,800	4,704	4,608	4,512	4,416	4,320	4,224	4,128	4,032	3,936
Library / Local Government Centre Extension *Note	-	900	872	844	816	788	760	732	704	676	648
Total Internal Loans	13,943	15,066	15,553	15,588	15,419	15,046	14,771	14,992	15,810	16,374	16,934
External Debt	10,074	14,546	15,476	15,053	12,240	11,412	10,102	8,826	8,350	7,475	6,557
Total Debt	24,017	29,612	31,029	30,640	27,658	26,458	24,873	23,818	24,160	23,849	23,491
Total Debt (excluding items as noted)	12,167	19,197	19,409	19,284	16,569	15,639	14,328	13,349	13,472	12,895	12,275

* Note - The above loans, while classified as Internal Loans, may be fully or partially funded from specific External Debt so are effectively double counted in the "Total Debt" values. The "Total Debt (excluding items as noted)" summaries the net total debt.

Forecast Statement of Capital Expenditure for the years ended 30 June 2021 to 2031

	Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Water Supply Group															
Rural Water															
Cannington - Renewals		5	5	5	5	5	7	6	6	6	6	6			100%
Cannington - Eliminate AC Pipes (Stimulus Fund project)		-	58	-	-	-	-	-	-	-	-	-			100%
Cannington - Pratts Pumphouse - New Board and Telemetry		-	23	-	-	-	-	-	-	-	-	-			100%
Cannington - Pratts Pumphouse - Pump 1 Renewal		-	-	-	-	-	-	5	-	-	-	-			100%
Cannington - Pratts Chlorine Analyser		-	16	-	-	-	-	-	-	-	-	-			100%
Cannington - Renewal Maintenance of weir		-	-	-	14	-	-	-	-	-	-	-			100%
Cannington - Pratts pumphouse power supply		-	-	-	-	20	-	-	-	-	-	-			100%
Cannington - Line renewal PE 80mm Slip Line		-	-	34	-	-	-	-	-	-	-	-			100%
Hook / Waituna - Renewals		-	10	21	11	11	11	11	23	12	12	26			100%
Hook / Waituna - Drinking Water Intake/Plant Compliance Upgrade		251	570	-	-	-	-	-	-	-	-	-			100%
Hook / Waituna - Intake Upgrade (Stimulus Fund project)		-	103	-	-	-	-	-	-	-	-	-			100%
Hook / Waituna - O'Donnells Pumphouse Panel and Telemetry		23	-	-	-	-	-	-	-	-	-	-			100%
Hook / Waituna - Simmons Pumphouse Pump 1 Renewal		-	-	-	-	-	-	5	-	-	-	-			100%
Hook / Waituna - Flow Meter Replacement		-	4	-	-	6	7	-	-	-	-	-		1	100%
Hook / Waituna - Dual check augmentation		-	18	-	-	-	-	-	-	-	-	-			100%
Hook / Waituna - Line renewal Intake to O'Donnells		-	-	-	-	-	-	-	-	48	50	-			100%
Hook / Waituna - Line renewal investigation Garlands to Studholme		-	8	-	-	-	-	-	-	-	-	-		50%	50%
Hook / Waituna - Line renewal upper Nortons Reserve Rd		-	-	-	-	-	42	43	-	-	-	-			100%
Hook / Waituna - Line renewal Manchesters and Molloys Rd		-	-	-	22	39	-	-	-	-	-	-			100%
Lower Waihao - Renewals		5	5	5	5	5	-	6	6	6	6	6			100%
Lower Waihao - Renewal of reservoir (Stimulus Fund project)		-	25	-	-	-	-	-	-	-	-	-			100%
Lower Waihao - Drinking Water Intake/Plant Compliance Upgrade		921	797	-	-	-	-	-	-	-	-	-			100%
Lower Waihao - Glenavy Township Mains Renewal		-	-	-	-	-	78	-	-	125	-	-			100%
Lower Waihao - Glenavy Township Restrictor Renewal		-	-	-	-	-	11	-	-	20	-	-			100%
Lower Waihao - Glenavy Chlorine Monitoring Station		-	-	-	57	-	-	-	-	-	-	-			100%
Lower Waihao - Lower Waihao Boost Pump 3 Renewal		-	-	-	-	-	6	-	-	-	-	-			100%
Lower Waihao - Telemetry - Lower Waihao Boost Renewal		-	-	-	-	9	-	-	-	-	-	-			100%
Lower Waihao - Flow Meter Renewal		-	-	-	6	-	7	-	-	-	-	-		1	100%
Lower Waihao - Old Ferry Rd 150mm AC Renewal		43	-	-	-	-	-	-	-	-	-	-			100%
Lower Waihao - Glenavy line renewal		-	-	-	-	157	-	-	-	-	-	-			100%
Otaio / Makikihi - Renewals		-	2	-	2	-	-	2	-	-	2	-			100%
Otaio / Makikihi - Eliminate AC Pipes (Stimulus Fund project)		-	46	-	-	-	-	-	-	-	-	-			100%
Otaio / Makikihi - New Bore Redundancy		-	-	127	-	-	-	-	-	-	-	-			100%
Otaio / Makikihi - Wilton - 2500m 80mm PVC + 400m 32 OD		29	-	-	-	-	-	-	-	-	-	-			100%
Otaio / Makikihi - Makikihi Township Mains Renewal		-	-	-	-	76	-	-	-	105	-	-			100%
Otaio / Makikihi - Makikihi Township Restrictor Renewal		-	-	-	-	11	-	-	-	13	-	-			100%
Otaio / Makikihi - Flow Meter Replacement		-	-	-	-	5	2	-	-	-	-	-			100%

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Otaio / Makikihi - Line renewal Makikihi 100mm PVC	-	-	31	32	-	-	-	-	-	-	-	-	-	100%
Otaio / Makikihi - Consent Volume Review	-	-	-	-	-	17	-	-	-	-	-	-	-	100%
Otaio / Makikihi - Renewal Marshalls Road	-	10	-	-	-	-	-	-	-	-	-	-	-	100%
Waihaorunga - Renewals	-	5	-	-	5	-	-	6	-	-	-	-	6	100%
Waihaorunga - Eliminate AC Pipes (Stimulus Fund project)	-	49	-	-	-	-	-	-	-	-	-	-	-	100%
Waihaorunga - Renewal of reservoir (Stimulus Fund project)	-	55	-	-	-	-	-	-	-	-	-	-	-	100%
Waihaorunga - Drink Water Intake/Plant Compliance Upgrade	527	-	470	-	-	-	-	-	-	-	-	-	-	100%
Waihaorunga - Takitu Pumphouse - New Board and Telemetry	-	-	23	-	-	-	-	-	-	-	-	-	-	100%
Waikakahi - Renewals	5	5	5	5	5	6	6	6	6	6	6	6	-	100%
Waikakahi - Eliminate AC Pipes (Stimulus Fund project)	-	95	-	-	-	-	-	-	-	-	-	-	-	100%
Waikakahi - Renewal of reservoir (Stimulus Fund project)	-	75	-	-	-	-	-	-	-	-	-	-	-	100%
Waikakahi - Drinking Water Intake/Plant Compliance Upgrade	1,474	1,439	-	-	-	-	-	-	-	-	-	-	-	100%
Waikakahi - Mehrtens/Cameron 700m 32 OD	-	-	4	-	-	-	-	-	-	-	-	-	-	100%
Waikakahi - Harrison B/T 1.5km 63 OD	-	-	11	-	-	-	-	-	-	-	-	-	-	100%
Waikakahi - McKay/ Francis 1.3km 40 OD	-	-	-	12	-	-	-	-	-	-	-	-	-	100%
Waikakahi - LW WK Booster PH - Pump 4	-	-	-	-	-	14	-	-	-	-	-	-	-	100%
Waikakahi - Dog Kennel Road PH - Pump 1	-	-	-	-	-	-	20	-	-	-	-	-	-	100%
Waikakahi - Telemetry - Waikakahi Reservoir	-	-	-	-	-	-	-	9	-	-	-	-	-	100%
Waikakahi - Flow meter renewals	-	2	-	-	-	2	-	-	-	-	-	-	-	100%
Downlands - Capital at 14% Share	-	1,707	193	272	157	99	178	106	107	110	181	-	-	100%
Rural Water Total	3,283	5,131	931	443	512	310	279	165	448	194	242			
Urban Water														
Urban Water - General plant and equipment	-	6	-	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - Bond Street Subdivision	-	75	-	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - Lateral Renewals	63	96	62	63	65	66	68	70	128	132	136	-	-	100%
Urban Water - AC Water Main Renewals	116	110	114	116	119	122	125	128	191	197	203	-	-	100%
Urban Water - Eliminate AC Pipes (Stimulus Fund)	-	101	-	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - CI Water Main Renewals	168	160	165	169	173	177	181	187	388	401	411	-	-	100%
Urban Water - Timaru Road pump renewals	-	68	26	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - Waimate Reservoir Wash Down Pump	4	-	-	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - Telemetry - Timaru Rd Plant	-	-	-	-	9	-	-	-	-	-	-	-	-	100%
Urban Water - Telemetry - Manchesters Bore	-	-	-	-	8	-	-	-	-	-	-	-	-	100%
Urban Water - Waimate Reservoir Cover Replacement	-	-	-	-	108	-	-	-	-	-	-	-	-	100%
Urban Water - Main line valve renewals	-	28	29	30	30	31	32	33	34	35	36	-	-	100%
Urban Water - Booster Bakers/Court/Hunts/Fitzmaurice Roads	-	20	-	296	-	-	-	-	-	-	-	-	-	100%
Urban Water - Extension Bakers/Court/Hunts/Fitzmaurice Roads	-	-	-	-	-	-	-	327	338	-	-	-	-	100%
Urban Water - Booster Manchesters Standby Pump 2	-	-	30	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - Water Meters (Stimulus Fund project)	-	472	-	-	-	-	-	-	-	-	-	-	-	100%
Urban Water - Te Kiteroa Main, Booster and Reservoir	-	83	686	30	-	-	-	-	-	-	-	-	-	100%
Urban Water - Meter reader software	-	-	24	-	-	-	-	-	-	-	-	-	-	100%
Urban Water Total	351	1,219	1,136	704	511	397	406	745	1,078	765	786			

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Water Supply Group Total	3,634	6,350	2,067	1,147	1,024	707	685	909	1,526	959	1,027			
Waste Management Group														
Waste Management - Fencing	-	4	-	-	-	-	-	-	-	-	-			100%
Waste Management - Miscellaneous plant and equipment	-	3	-	-	-	-	-	-	-	-	-			100%
Waste Management - Wheelie Bin Replacements	3	2	2	2	2	2	2	2	2	2	3			100%
Waste Management - Public place refuse and recycling facilities	-	5	5	2	-	-	-	-	-	-	-			100%
Waste Management - Miscellaneous Capital	-	-	1	1	1	1	1	1	1	1	1			100%
Waste Management - Seal and shingle RRP entrance	-	-	76	76	18	37	-	-	-	-	-			100%
Waste Management - Reuse shop upgrade	-	10	-	-	-	-	-	-	-	-	-			100%
Waste Management - Weighbridge	120	-	-	-	-	-	-	-	-	-	-			100%
Waste Management Group Total	123	23	84	81	21	41	3	4	4	4	4			
Stormwater Group														
Stormwater - Queen Street Upgrade (Stimulus Fund project)	-	450	-	-	-	-	-	-	-	-	-			50% 50%
Stormwater - SW Manhole SW171 Replacement	-	-	-	-	5	6	-	-	-	-	-			100%
Stormwater - CCTV Assessment of Mains	5	5	5	-	5	-	6	-	-	-	-			100%
Stormwater - Belt Street main renewal	-	12	-	-	-	-	-	-	-	-	-			100%
Stormwater - Manse Street crossing renewal	-	-	-	40	-	-	-	-	-	-	-			100%
Stormwater Group Total	5	468	5	40	11	6	6	-	-	-	-			

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Sewerage Group														
Sewer - Waimate Urban Renewals	306	224	315	333	339	360	357	379	835	863	886			100%
Sewer - Edward Street Upgrade (Stimulus Fund project)	-	616	-	-	-	-	-	-	-	-	-			100%
Sewer - WWTP Electric Winch for Sewer Pumps	2	-	-	-	-	-	-	-	-	-	-			100%
Sewer - WWTP Submersible Pump 1 Renewal	21	-	-	-	-	-	-	-	-	-	-			100%
Sewer - WWTP Submersible Pump 2 Renewal	-	-	21	-	-	-	-	-	-	-	-			100%
Sewer - WWTP Electrics General 240, 24 Volts	-	-	-	-	12	-	-	-	-	-	-			100%
Sewer - WWTP In flow Meter Renewal	-	9	-	-	-	-	-	-	-	-	-			100%
Sewer - WWTP Out flow Meter Renewal	-	-	-	-	-	-	6	-	-	-	-			100%
Sewer - WWTP Alarming/Monitoring of Out flow Meter	-	4	-	-	-	-	-	-	-	-	-			100%
Sewer - Pond Bypass Valves Renewal	13	-	-	-	-	-	-	-	-	-	-			100%
Sewer - Telemetry - Milford	-	-	-	8	-	-	-	-	-	-	-			100%
Sewer - Milford - Flygt Controller (PLC)	-	-	-	3	-	-	-	-	-	-	-			100%
Sewer - Milford Pump Renewal	-	-	-	-	-	-	-	-	-	5	5			100%
Sewer - WWTP Electrical/control Renewal	-	-	-	-	-	83	-	-	-	-	-			100%
Sewer - WWTP various equipment	-	12	4	-	-	9	-	-	-	-	-			100%
Sewer - Queen Street upgrade (Stimulus Fund project)	-	171	-	-	-	-	-	-	-	-	-		50%	50%
Sewer - Septic Waste Receiving Unit (Stimulus Fund project)	-	81	-	-	-	-	-	-	-	-	-			100%
Sewer - Te Kiteroa Line	-	312	-	-	-	-	-	-	-	-	-		100%	
Sewerage Group Total	342	1,430	340	344	351	453	363	379	835	868	891			
Roading and Footpaths Group														
Roading - Resealing	1,306	1,065	1,086	1,108	1,246	1,282	1,319	1,358	1,397	1,438	1,479			100%
Roading - Drainage construction	229	256	261	266	335	344	354	365	375	386	397			100%
Roading - Culvert replacement	136	204	208	212	215	221	227	234	241	248	255			100%
Roading - Kerb and channel renewal	178	110	112	114	197	202	208	214	221	227	233			100%
Roading - Concrete ford renewal	47	-	-	-	49	51	52	54	55	57	58			100%
Roading - Pavement rehabilitation	315	303	309	315	738	758	781	804	827	851	875			100%
Roading - Structures component rep.	158	171	175	178	194	200	206	212	218	224	230			100%
Roading - Sign renewal	61	53	54	55	67	68	70	73	75	77	79			100%
Roading - Minor improvements	350	330	330	330	361	371	382	393	404	416	428		100%	
Roading - Footpath renewal	157	173	177	182	235	242	249	257	264	272	279			100%
Roading - Minor improvements (non-subsidised)	26	45	46	48	49	51	52	54	55	57	58		100%	
Roading - Seal extensions	52	60	62	64	66	67	69	71	74	76	78			100%
Roading - Development	35	50	52	53	55	56	58	60	61	63	65			100%
Roading - Emergency renewals	-	79	102	124	-	-	-	-	-	-	-			100%
Roading and Footpaths Group Total	3,050	2,900	2,974	3,050	3,806	3,914	4,029	4,147	4,266	4,391	4,516			
Organisation and Governance Group														
Central Administration														
Chief Executive - Motor Vehicle	-	-	-	32	-	-	-	-	-	-	-			100%
Corporate Services - Vehicle Replacements (pool car)	-	-	-	-	-	67	-	-	-	-	77			100%

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Corporate Services - Cleaners Vehicle	-	-	-	-	43	-	-	-	-	-	50	-	-	100%
Corporate Services - Furniture & Fittings	16	10	15	16	16	17	17	18	18	19	19	-	-	100%
Corporate Services - Computers / Hardware	16	15	15	16	16	17	17	18	18	19	19	-	-	100%
Corporate Services - Elected member devices	-	4	-	-	18	-	-	5	-	-	-	-	-	100%
Corporate Services - Servers	-	90	-	-	-	-	103	-	-	-	-	-	-	100%
Corporate Services - Telephone/PABX Upgrade	-	-	-	16	-	-	-	-	18	-	-	-	-	100%
Corporate Services - UPS	-	15	-	-	-	-	17	-	-	-	-	-	-	100%
Corporate Services - Public security cameras	-	-	2	37	-	-	2	-	-	43	-	-	-	100%
Corporate Services - Magiq Upgrades	30	10	10	53	11	11	57	12	12	12	13	-	-	100%
District Planning and Regulatory Services - Motor Vehicle	-	20	-	-	22	-	-	23	-	-	26	-	-	100%
Utilities - Sundry Plant Renewals	5	7	5	5	5	7	6	12	6	6	16	-	-	100%
Utilities - Digger / excavator replacement	45	-	-	-	-	48	-	-	-	-	64	-	-	100%
Utilities - Replacement Tablets for Staff (AssetFinda)	-	-	10	-	-	-	11	-	-	-	13	-	-	100%
Utilities - Data Loggers	-	-	6	-	-	-	-	-	-	-	-	-	-	100%
Utilities - Equipment renewals	-	6	-	-	-	7	13	3	-	4	-	-	-	100%
Utilities - Vehicle replacements	33	67	48	-	51	86	77	55	-	58	98	-	-	100%
Roading - Vehicle replacements	-	40	41	-	43	45	-	47	48	-	51	-	-	100%
Roading - Office equipment	5	-	-	-	-	-	-	-	-	-	-	-	-	100%
Asset Management - SCADA	4	21	10	5	-	-	6	-	6	-	15	-	-	100%
Parks - Plant and Machinery	8	5	-	5	15	6	-	6	-	6	-	-	-	100%
Parks - Walker Mower Replacement	-	-	-	26	-	-	-	-	36	-	-	-	-	100%
Parks - John Deere mower replacement	-	65	-	-	-	-	-	82	-	-	-	-	-	100%
Parks - Vehicle Replacement	-	-	-	-	-	36	-	-	-	-	-	-	-	100%
Parks - Vehicle Replacement	-	-	-	-	-	-	37	-	-	-	-	-	-	100%
Parks - Gator Vehicle	20	-	-	-	-	-	-	-	-	-	-	-	-	100%
Asset Manager - Pool vehicles	-	30	-	-	-	33	34	-	-	-	38	-	-	100%
Central Administration Total	182	405	165	211	241	378	397	280	163	217	449			
Community Representation														
Governance - AV Conferencing System for Council Chambers	-	-	21	-	-	-	-	-	-	-	-	-	-	100%
Governance - Furniture and fittings	3	-	-	-	-	-	-	-	-	-	-	-	-	100%
Community Representation Total	3	-	21	-	-	-	-	-	-	-	-			

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Investments and Finance														
Investment - Gorge Road Premises	-	4	-	85	-	-	-	-	-	-	-	-	70%	30%
Forestry - Land access	-	-	-	45	-	-	-	-	-	-	-	-	-	100%
Forestry - Planting Waihao Forest	-	-	-	-	-	241	25	22	-	-	-	-	-	100%
Forestry - Planting Reserves	-	3	10	2	9	41	12	15	2	1	13	-	-	100%
Investments and Finance Total	-	7	10	132	9	282	37	37	2	1	13			
Organisation and Governance Group Total	185	412	195	343	250	659	434	317	165	218	462			
District Planning and Regulatory Services Group														
Animal Management														
Animal Management - Vehicle replacement	-	-	-	-	38	-	-	-	-	43	-	-	-	100%
Animal Management Total	-	-	-	-	38	-	-	-	-	43	-	-	-	
Building Control														
Building Control - Vehicle replacements	-	64	-	-	-	-	73	-	-	-	-	-	-	100%
Building Control Total	-	64	-	-	-	-	73	-	-	-	-	-	-	
District Planning and Regulatory Services Group Total	-	64	-	-	38	-	73	-	-	43	-	-	-	
Community Services Group														
Economic Development and Promotions														
Promotions - District signage	-	77	-	-	-	-	-	-	-	-	-	-	-	100%
Economic Development and Promotions Total	-	77	-	-	-	-	-	-	-	-	-	-	-	
Library														
Library - Books	63	65	67	69	70	72	78	80	82	84	87	-	-	100%
Library Total	63	65	67	69	70	72	78	80	82	84	87	-	-	
Community Services Group Total	63	142	67	69	70	72	78	80	82	84	87			
Community Facilities Group														
Camping														
Waimate Lakes Camping - Landscaping, fencing and plantings	25	-	-	-	-	-	-	-	-	-	-	-	-	100%
Waimate Lakes Camping - Concrete pad for refuse shelters	10	20	21	-	-	-	-	-	-	-	-	-	-	100%
Waimate Lakes Camping - Boat ramp upgrade	-	-	-	16	-	-	-	-	-	-	-	-	-	100%
Waimate Lakes Camping - Public toilet dry vault system	-	128	-	-	-	-	-	-	-	-	-	-	-	100%
Waimate Lakes Camping - Terraflake toilet floors	30	-	-	-	-	-	-	-	-	-	-	-	-	100%
Waimate Lakes Camping - Pipe renewals	10	10	10	11	11	11	11	12	12	12	13	10%	90%	
Waimate Lakes Camping - Chlorine dosing Te Aka & Waitangi	31	-	-	-	-	-	-	-	-	-	-	-	-	100%
Victoria Park Camping - Driveway reseal	8	-	-	-	-	-	-	-	-	-	-	-	-	100%
Victoria Park Camping - General building capital	-	-	8	-	-	-	-	-	-	-	-	-	-	100%
Victoria Park Camping - Terraflake shower floor	14	-	-	-	-	-	-	-	-	-	-	-	-	100%
Victoria Park Camping - Upgrade Tennant St cabins	-	19	5	5	-	-	-	-	-	-	-	-	-	100%
Victoria Park Camping - Appliances	6	-	-	-	-	-	-	-	-	-	-	-	-	100%

Year ended 30 June	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	AD*	LOS**	REP***
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Victoria Park Camping - General capital	-	2	2	2	2	2	2	2	2	2	2			100%
Knottingley Park Camping - General building capital	-	1	-	-	-	-	-	-	-	-	-			100%
Knottingley Park Camping - Terraflake shower floor	20	-	-	-	-	-	-	-	-	-	-			100%
Knottingley Park Camping - Terraflake toilet block floor	-	20	-	-	-	-	-	-	-	-	-			100%
Knottingley Park Camping - BBQ and roofed area	-	-	15	-	-	-	-	-	-	-	-			100%
Knottingley Park Camping - Fountain upgrade	-	-	5	-	-	-	-	-	-	-	-			70% 30%
St Andrews Camping - Terraflake shower and toilet floors	7	-	-	-	-	-	-	-	-	-	-			100%
Camping Total	162	199	66	33	12	13	13	14	14	14	15			
Cemeteries														
Cemetery - Reseal driveway	-	-	7	-	-	-	-	-	-	-	-			50% 50%
Cemetery - Extension	-	-	-	-	-	-	-	-	14	34	37			100%
Cemetery - Ash and burial berms	-	20	-	-	-	-	-	-	-	-	-			100%
Cemetery - Toilet facility upgrade	-	-	-	61	-	-	-	-	-	-	-			70% 30%
Cemetery - Fencing	-	5	-	-	-	-	-	-	-	-	-			100%
Cemetery - Walker Mower replacement	-	-	43	-	-	-	-	49	-	-	-			100%
Cemetery - Rubbish Bins & Seating	8	-	-	-	-	-	-	-	-	-	-			100%
Cemetery - Water line renewal	-	15	-	-	-	-	-	-	-	-	-			100%
Cemetery - Tipper truck replacement	-	-	-	-	-	-	69	-	-	-	-			100%
Cemetery - Signage upgrade	-	-	8	2	-	-	-	-	-	-	-			100%
Cemeteries Total	8	40	58	63	-	-	69	49	14	34	37			
Event Centre														
Event Centre - Furniture & fittings	-	5	-	-	-	-	-	-	-	-	-			100%
Event Centre Total	-	5	-	-	-	-	-	-	-	-	-			
Parks and Public Spaces														
Victoria Park - Sundry plant	7	5	5	5	5	6	6	6	6	6	6			100%
Victoria Park - New learn to ride area	-	50	-	-	-	-	-	-	-	-	-			100%
Victoria Park - Repaint the cycle track	-	-	-	-	13	-	-	-	-	-	-			100%
Victoria Park - Pergola replacement	-	-	21	-	-	-	-	-	-	-	-			50% 50%
Victoria Park - Irrigation system	-	10	-	-	-	-	-	-	-	-	-			100%
Land - Boland Park swimming pool walkway resealing	-	-	12	-	-	-	-	-	-	-	-			100%
Parks and Public Spaces Total	7	65	38	5	18	6	6	6	6	6	6			
Property														
Property - Washdown concrete pad and interceptor	-	15	-	-	-	-	-	-	-	-	-			100%
Property - General building capital	-	6	-	-	-	-	-	-	-	-	-			100%
Property - Furniture and fittings	-	3	-	-	-	-	-	-	-	-	-			100%
Property - Tennant St building capital	-	9	7	4	4	-	-	-	-	-	-			100%
Property - Paint Tennant Street dwelling	9	5	5	5	-	-	-	-	-	-	-			100%
Local Govt Centre - Library / LGC Extension	-	960	-	-	-	-	-	-	-	-	-			10% 90%
Local Govt Centre - Library / LGC Extension Scoping and Plan	100	-	-	-	-	-	-	-	-	-	-			100%
Local Govt Centre - Security Cameras / alarm system	-	5	-	5	-	-	6	-	-	-	-			100%

	Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000	AD*	LOS**	REP***
Local Govt Centre - Sundry Purchases		5	5	5	5	5	6	6	6	6	6	6			100%
Local Govt Centre - Heatpumps		-	-	10	11	-	-	-	-	-	-	-			100%
Community Housing - Boundary fence		-	5	-	-	-	-	-	-	-	-	-			100%
Community Housing - Replacement Stoves		-	-	3	-	-	3	-	-	4	-	-			100%
Community Housing - Hot Water Cylinders & other Furn&Fitting		10	6	6	12	6	6	13	6	7	14	7			100%
Community Housing - Heatpumps		8	3	6	3	6	3	7	3	7	4	7			100%
Community Housing - Bathroom heaters and extractor fans		-	34	-	-	-	-	-	-	-	-	-			100%
Public toilets - Waimate Town (New Toilets)		-	-	185	-	-	-	-	-	-	-	-			100%
Public toilets - Waihao Box		-	133	-	-	-	-	-	-	-	-	-			100%
Property Total		132	1,187	228	45	22	18	31	16	23	23	21			
Swimming															
Swimming Pool - Replace Pool Covers		-	-	-	-	-	-	31	-	-	-	-			100%
Swimming Pool - Shade Sails		20	5	-	-	-	-	-	-	-	-	-			100%
Swimming Total		20	5	-	-	-	-	31	-	-	-	-			
Community Facilities Group Total		330	1,501	390	147	53	37	149	84	58	78	79			
Total Capital Expenditure		7,732	13,290	6,123	5,221	5,624	5,889	5,819	5,921	6,935	6,645	7,066			

* Additional Demand

** Levels of Service

*** Replacement

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

RESTRICTED RESERVES	OPENING BALANCE 1 JULY 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
Discretionary				
Perpetual Graves	104	10	-	115
Esplanade	51	5	-	56
Subdivision Contribution	457	222	(544)	135
Waste Minimisation	160	-	-	160
Mayors Welfare Relief Fund	1	-	-	1
Restricted				
Endowment Land	255	25	-	280
Te Aka Road Grant - Rockfall Protection	69	7	-	76
Te Aka Road Grant - Recreational	94	9	-	103
Waimate Event Centre	145	15	-	160
Heritage Fund	8	1	-	9
Creative New Zealand Grant	5	1	-	6
NZ Sport and Recreation Grant	7	1	-	8
Waimate Community Halls	30	3	-	33
Track Development	7	1	-	7
Trusts				
Library Bequests	227	23	-	249
Non-Cash				
Downlands Asset Replacement Reserve	955	-	-	955
Downlands Capital Contributions	14	-	-	14
Total Restricted Reserves	2,590	322	(544)	2,368

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 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
General Reserves	2,105	1,023	(1,354)	1,773
Property Reserve	73	708	(83)	697
Community Housing	(213)	0	0	(213)
Forestry Reserve	(61)	1,017	-	956
Camping	492	-	(1,661)	(1,170)
Rates Smoothing Reserve	528	0	(714)	(186)
Total Council Created General Reserves	2,923	2,748	(3,812)	1,858

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 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
Council Created Civic Amenities Rate Reserve	830	72	(560)	342

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 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
Urban Water Scheme	(20)	92	0	72
Sewerage	220	-	(217)	3
Waste Management - Collection	8	162	0	170
Rural Water Scheme Operating Reserves				
Cannington / Motukaika	117	94	0	210
Cattle Creek	(16)	0	0	(16)
Hook / Waituna	(155)	137	0	(18)
Lower Waihao	93	0	(219)	(126)
Otaio / Makikihi	87	102	0	189
Waihaorunga	(91)	194	0	102
Waikakahi	(177)	189	0	12
Total Council Created Targeted Rate Reserves	65	970	(436)	598

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 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
Library extension / Local Government Centre	-	252	(900)	(648)
Waimate Event Centre	(2,524)	1,093	0	(1,431)
Roading and Footpaths	(516)	199	0	(316)
Urban Water Scheme	(3,272)	400	(4,120)	(6,992)
Waste Management - Disposal RRP	(505)	220	0	(285)
Sewerage	(896)	380	(2,500)	(3,016)
Stormwater	(310)	200	(200)	(310)
Rural Water Scheme upgrades	-	864	(4,800)	(3,936)
Total Council Created Internal Loan Reserves	(8,023)	3,609	(12,520)	(16,934)

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 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
General Asset Renewal Reserves				
General Asset Renewal Reserves	79	6,469	(6,333)	216
Property Reserve	290	4,072	(2,999)	1,362
Community Housing	620	988	(180)	1,429
Forestry Reserve	(85)	-	85	-
Camping	77	818	(393)	502
Stormwater	(305)	635	(535)	(206)
Civic Amenities Rate Asset Renewal Reserves				
Civic Amenities Rate Asset Renewal Reserves	(417)	3,412	(1,864)	1,131
Targeted Rate Asset Renewal Reserves				
Sewerage	70	6,366	(6,254)	182
Waste Management - Collection	225	596	(40)	781
Roading Reserve	40	38,032	(37,992)	80
Urban Water Scheme	126	7,447	(7,747)	(174)
Rural Water Schemes				
Cannington	48	190	(229)	9
Cattle Creek	11	12	-	23
Hook / Waituna	423	1,470	(1,350)	543
Lower Waihao	(173)	2,633	(2,240)	220
Otaio / Makikihi	(132)	1,035	(491)	412
Waihaorunga	18	609	(619)	8
Waikakahi	531	4,003	(3,214)	1,320
Total Asset Renewal Reserves	1,447	78,787	(72,396)	7,837
Total Restricted and Council Created Reserves	(168)	86,507	(90,269)	(3,930)

Fair Value through other comprehensive income reserve

Reserve	OPENING BALANCE 1 JULY 2021 \$000	DEPOSITS \$000	WITHDRAWALS \$000	CLOSING BALANCE 30 JUNE 2031 \$000
Fair value through other comprehensive income	7,091	7,471	-	14,563

For each reserve the below specifies the purpose of that Reserve/Fund, and the Council Activity to which it relates.

Restricted Reserves	Purpose	Council Activity
Discretionary		
Perpetual Graves	Future development of cemeteries in the District	Cemeteries
Esplanade	To purchase/develop esplanade strips or reserves	Parks and Public Spaces
Subdivision Contribution	Development of recreational reserves in the Waimate district	Parks and Public Spaces
Waste Minimisation	Waste Levy revenue received to fund waste minimisation initiatives	Waste Management
Mayors Welfare Relief Fund	Mayoral reserve for district welfare claims	Community Representation
Restricted		
Endowment Land	Purchase of endowment land	Property
Te Aka Road Grant - Rock fall Protection	Rock fall protection at Te Akatarawa Road	Roading
Te Aka Road Grant - Recreational	Development of public recreational areas adjoining Te Akatarawa Road	Camping
Waimate Event Centre	Investigation and/or refurbishment of the Waimate Event Centre	Property
Heritage Fund	Funding of district heritage related funds	Community Support
Creative New Zealand Grant	Funds allocated for distribution in the coming year	Community Support
NZ Sport & Recreation Grants -	Funds allocated for distribution in the coming year	Community Support
Community Grant Reserve	Funds allocated or to be allocated for distribution in the coming year	Community Support
Waimate Community Halls	To be determined - surplus funds from old Stadium Committee	TBD
Trusts		
Friends of Knottingley Park	Beautification of Knottingley Park	Parks and Public Spaces
Library Bequests	Purchase of Library Books	Library
Non-cash		
Downlands Asset Replacement	Asset Replacement for Downlands Water Scheme	Water Supply
Downlands Capital Contributions	Capital Contributions for Downlands Water Scheme	Water Supply

Council Created General Reserves

General Reserves	General funds accumulated/borrowed over time	Investments and Finance, Building Control, Emergency Management, Regulatory Services, Dog and Animal Control, Community Representation, Strategy, Managing Services, Economic Development and Promotions, Community Support, Roading, and Stormwater
Property Reserve	Funds accumulated over time for Council property, including Rental Property, Local Government Centre, Waimate Airport, Waimate Event Centre and Queen Street	Property
Community Housing	Funds accumulated/borrowed over time for Community Housing	Property
Forestry Reserve	Funds accumulated/borrowed over time for Forestry	Forestry
Camping	Funds accumulated over time for Camping facilities at Waitaki Lakes, Victoria Camp, Knottingley Park Camp and St Andrews Recreational Reserve Camp	Camping
Rates Smoothing Reserve	To spread the funding of specific expenditure items over a number of years to smooth the rates impact, e.g. District Plan revenue and expenditure	Resource Management

Civic Amenities Rate Reserve

Civic Amenities Rate Reserve	Civic Amenities rates accumulated funds over time for activities subject to the Civic Amenities Rate	Property, Library, Cemeteries, Parks and Public Spaces, Swimming, and Waste Management
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Targeted Rate Reserves

Urban Water Scheme	General funds accumulated/borrowed for operation of the Waimate Urban Water Supply	Water Supply
Sewerage	General funds accumulated/borrowed for operation of the Waimate Urban Sewerage Network	Sewerage and Sewage
Waste Management - Collection	General funds accumulated for the operation of Waste Management	Waste Management

Rural Water Scheme Operating Reserves

Cannington/Motukaika	Funds accumulated for operation of the water supply scheme	Water Supply
Cattle Creek	Funds accumulated for operation of the water supply scheme	Water Supply
Hook/Waituna	Funds accumulated for operation of the water supply scheme	Water Supply
Lower Waihao	Funds accumulated for operation of the water supply scheme	Water Supply
Otaio/Makikihi	Funds accumulated for operation of the water supply scheme	Water Supply
Waihaorunga	Funds accumulated for operation of the water supply scheme	Water Supply
Waikakahi	Funds accumulated for operation of the water supply scheme	Water Supply

Internal Loan Reserves

Urban Water Scheme of the service	Internally borrowed funds for future repayment by the users	Water Supply
Sewerage of the service	Internally borrowed funds for future repayment by the users	Sewerage and Sewage
Roading Renewals / Bridge Renewals of the service	Internally borrowed funds for future repayment by the users	Roading
Waste Management - Disposal of the service	Internally borrowed funds for future repayment by the users	Waste Management
Waimate District Community Complex of the service	Internally borrowed funds for future repayment by the users	Property
Library / Local Government Centre Extension of the service	Internally borrowed funds for future repayment by the users	Property
WEC Build - Additional Spend of the service	Internally borrowed funds for future repayment by the users	Property

Asset Renewal Reserves

General Asset Renewal Reserves

General Reserves	Funds accumulated for future asset replacement	Investments and Finance, Building Control, Resource Management, Emergency Management, Regulatory Services, Dog and Animal Control, Community Representation, Strategy, Managing Services, Economic Development and Promotions, and Community Support
Property Reserve	Funds accumulated for future asset replacement	Property
Community Housing	Funds accumulated for future asset replacement	Property
Forestry Reserve	Funds accumulated for future asset replacement	Forestry
Camping	Funds accumulated for future asset replacement for Camping facilities at Waitaki Lakes, Victoria Camp, Knottingley Park Camp and St Andrews Recreational Reserve Camp	Camping
Stormwater	Funds accumulated for future asset replacement	Stormwater Drainage

Civic Amenities Rate Asset Renewal Reserve

Civic Amenities Rate Asset Renewal Reserve	Funds accumulated for future asset replacement for activities subject to the Civic Amenities Rate	Property, Library, Cemeteries, Parks and Public Spaces, Swimming, and Waste Management
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Targeted Rate Asset Renewal Reserves

Sewerage	Funds accumulated for future asset replacement	Sewerage and Sewage
Waste Management - Collection	Funds accumulated for future asset replacement	Waste Management
Roading Reserve	Funds accumulated for future asset replacement	Roading
Urban Water Scheme	Funds accumulated for future asset replacement	Water Supply

Rural Water Schemes

Cannington/Motukaika	Funds accumulated for future asset replacement of the Cannington/Motukaika water supply	Water Supply
Cattle Creek	Funds accumulated for future asset replacement of the Cattle Creek water supply	Water Supply
Hook/Waituna	Funds accumulated for future asset replacement of the Hook/Waituna water supply	Water Supply
Lower Waihao	Funds accumulated for future asset replacement of the Lower Waihao water supply	Water Supply
Otaio/Makikihi	Funds accumulated for future asset replacement of the Otaio/Makikihi water supply	Water Supply
Waihaorunga	Funds accumulated for future asset replacement of the Waihaorunga water supply	Water Supply
Waikakahi	Funds accumulated for future asset replacement of the Waikakahi water supply	Water Supply

Fair Value through other Comprehensive Revenue and Expenditure Reserve

Fair Value through other Comprehensive Revenue and Expenditure	Financial assets revaluation gains/(losses), at fair value, through Other Comprehensive Revenue and Expenditure	Investments and Finance
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DISCLOSURE STATEMENTS

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 revenues, expenditure, 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.

Benchmark name	Measure	Planned	Met	
Rates affordability benchmark				
- income	Rates income no more than \$14.8M and for Year 10 \$18.6M	2021/22 \$11.9M 2030/31 \$16.3M	Yes	
- increases	Rates increase no more than 10.0% for the first 3 years, and no more than 8.0% for the remaining 7 years	9.9%, 7.6%, 6.8% 2.5% average for remaining 7 years	Yes	
Debt affordability benchmark	Debt level no more than \$22.2M and for Year 10 \$26.4M	2021/22 \$14.5M 2030/31 \$6.6M	Yes	
Balanced budget benchmark		100%	91% - 103%	No
Essential services benchmark		100%	95% - 253%	No
Debt servicing benchmark		10%	0.8% - 2.5%	Yes

Notes

Rates affordability benchmark

For this benchmark:

- Council's planned rates income for the year is compared with a quantified limit on rates income contained in the Financial Strategy section of the Long Term Plan; and
- Council's planned rates increases for the year are compared with a quantified limit on rates increases contained in the Financial Strategy section of the Long Term Plan.

Council meets the Rates affordability benchmark if:

- planned rates income for the year is equal to or is less than each quantified limit on rates income; and
- and
- planned rates increases for the year are equal to or are less than each quantified limit on rates increases.

Debt affordability benchmark

For this benchmark:

- Council's planned borrowing or debt is compared with a quantified limit on borrowing contained in the Financial Strategy section of the Long Term Plan.

Council meets the Debt affordability benchmark if:

- planned borrowing is equal to or is less than each quantified limit on borrowing.

Balanced budget benchmark

For this benchmark:

- Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant, or equipment) is presented 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.

Essential services benchmark

For this benchmark:

- Council's planned capital expenditure on network services (infrastructure related to: water supply; sewerage and treatment and disposal of sewage; stormwater drainage; flood protection and control works; and provision of roads and footpaths) is presented as a proportion of expected depreciation on those network services.

Council meets the Essential services benchmark if:

- planned capital expenditure on network services is equal to or is greater than expected depreciation on those network services.

Debt servicing benchmark

For this benchmark:

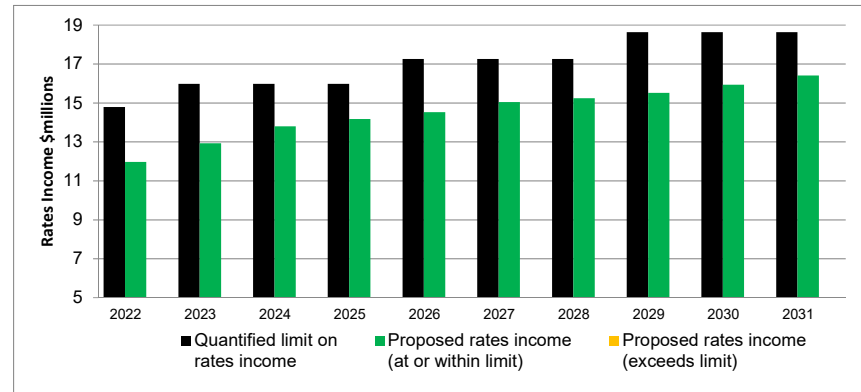
- Council's planned borrowing costs are presented as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant, or equipment).

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:

- planned borrowing costs are equal to or are less than 10% of planned revenue.

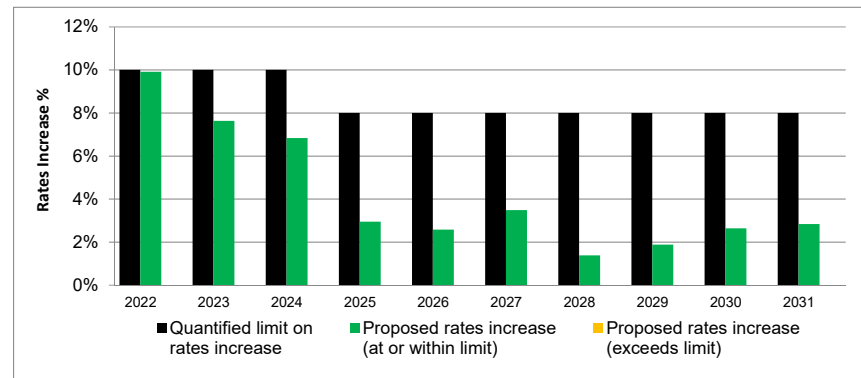
Rates (income) affordability

The following graph compares Council's planned rates income with the quantified limit on rates income contained in the Financial Strategy section within this Long Term Plan.



Rates (increases) affordability

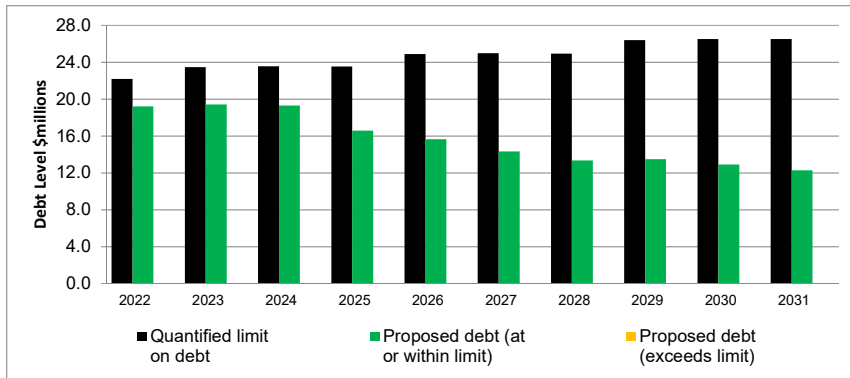
The following graph compares Council's planned rates increases with the quantified limit on rates increases contained in the Financial Strategy section in this Long Term Plan. The quantified limit is 10.0% for the first 3 years and 8.0% for the remaining 7 years.



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 borrowing with the quantified limit on borrowing contained in the Financial Strategy section in this Long Term Plan.

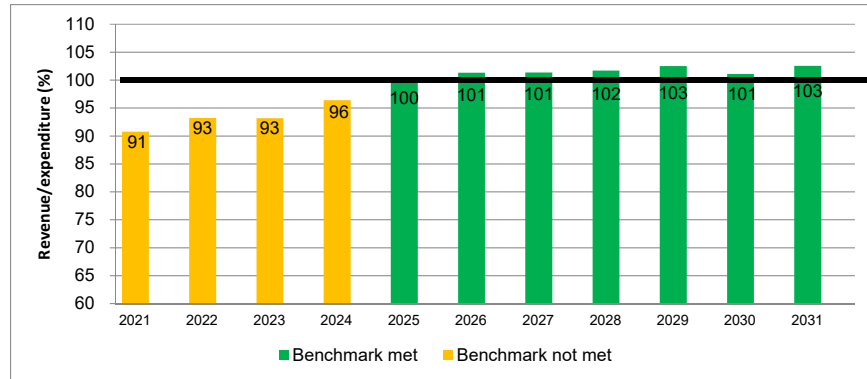


The quantified limit on debt that has been used is 5% of Property, Plant and Equipment as per the Prospective Statement of Financial Position.

Balanced budget benchmark

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

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):



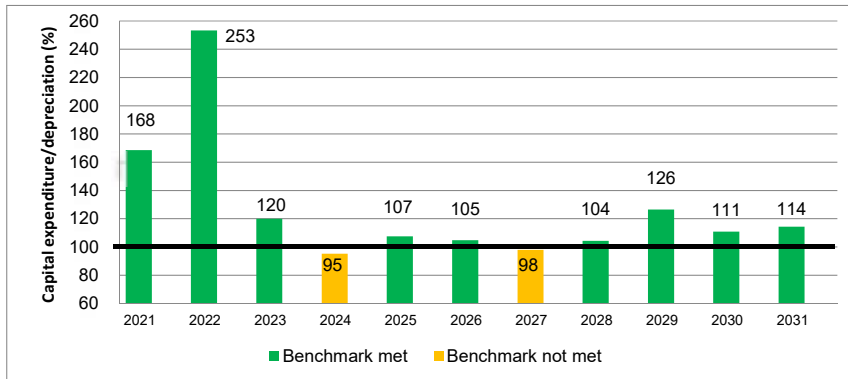
Council has previously decided not to fully fund the depreciation cost of specific assets. This may be for a number of different reasons: that Council has resolved not to replace the asset; that it is unfair to existing ratepayers to pay for a new asset and its replacement; that annual maintenance will 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

Council meets the essential services benchmark if planned capital expenditure on network services (infrastructure related to: water supply; sewerage and treatment and disposal of sewage; stormwater drainage; flood protection and control works; and provision of roads and footpaths) is equal to or is greater than depreciation on those network services.

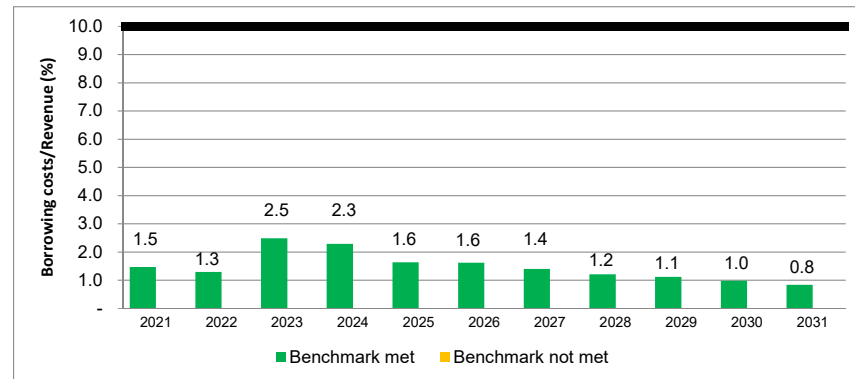
The following graph displays Council's planned capital expenditure on network services as a proportion of expected depreciation on those network services:



Debt servicing benchmark

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 planned borrowing costs are equal to or are less than 10% of planned revenue.

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):



RATES

Forecast Funding Impact Statement for the years ended 30 June 2021 to 2031

Year ended 30 June	Annual Plan 2021 \$000	LTP 2022 \$000	LTP 2023 \$000	LTP 2024 \$000	LTP 2025 \$000	LTP 2026 \$000	LTP 2027 \$000	LTP 2028 \$000	LTP 2029 \$000	LTP 2030 \$000	LTP 2031 \$000
Sources of operating funding											
General rates, uniform annual general charges and rates penalties	1,187	1,448	1,708	2,053	2,091	2,168	2,261	2,134	2,106	2,141	2,195
Targeted rates	9,450	10,584	11,286	11,805	12,142	12,423	12,843	13,171	13,481	13,861	14,280
Subsidies and grants for operating purposes	1,746	1,960	1,582	1,614	1,708	1,756	1,807	1,859	1,912	1,967	2,022
Fees and charges	1,057	1,181	1,206	1,230	1,254	1,277	1,300	1,324	1,347	1,372	1,395
Interest and dividends from investments	423	210	211	211	212	213	213	214	214	215	215
Local authority fuel tax, fines, infringements fees and other receipts	863	744	792	808	2,718	903	850	861	927	922	946
Total operating funding	14,727	16,128	16,785	17,721	20,126	18,741	19,274	19,563	19,987	20,477	21,053
Applications of operating funding											
Payments to staff and suppliers	12,355	14,246	13,808	13,839	14,072	14,477	14,763	15,013	15,354	15,830	16,120
Finance costs	239	245	466	451	370	346	306	269	254	228	201
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	12,594	14,490	14,274	14,290	14,443	14,823	15,069	15,282	15,608	16,059	16,320
Surplus / (deficit) of operating funding	2,133	1,638	2,510	3,430	5,683	3,918	4,205	4,280	4,379	4,419	4,732
Sources of capital funding											
Subsidies and grants for capital expenditure	1,640	2,859	2,039	2,076	2,614	2,688	2,767	2,849	2,930	3,016	3,102
Development and financial contributions	63	63	65	66	67	69	71	72	74	76	78
Increase / (decrease) in debt	7,479	8,430	930	(423)	(2,813)	(828)	(1,310)	(1,276)	(476)	(875)	(918)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	9,182	11,352	3,034	1,719	(131)	1,930	1,528	1,645	2,529	2,217	2,263
Applications of capital funding											
Capital expenditure - to meet additional demand	-	510	716	326	-	-	-	327	352	34	37
Capital expenditure - to improve the level of service	4,013	4,683	1,479	740	554	584	568	579	595	613	630
Capital expenditure - to replace existing assets	3,719	8,097	3,927	4,155	5,070	5,305	5,251	5,015	5,988	5,999	6,399
Increase/(decrease) in reserves	3,583	(301)	(578)	(72)	(72)	(41)	(86)	4	(28)	(9)	(71)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	11,315	12,989	5,544	5,149	5,552	5,847	5,733	5,925	6,907	6,636	6,995
Surplus/(deficit) of Capital Funding	(2,133)	(1,638)	(2,510)	(3,430)	(5,683)	(3,918)	(4,205)	(4,280)	(4,379)	(4,419)	(4,732)
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 2021/22

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
- . Rooding 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.

Differential

The General 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 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.

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 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Urban	1.00	\$ 0.0009005	\$ 526,242
Rural 1	0.31	\$ 0.0002809	\$ 937,211
Rural 2	0.29	\$ 0.0002575	\$ 152,116
Total Revenue			\$ 1,615,569

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 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Urban (On SUIP)	1.00	\$ 923.50	\$ 1,629,972
Rural 1 (On SUIP)	0.96	\$ 889.90	\$ 1,527,968
Rural 2 (On SUIP)	0.90	\$ 834.80	\$ 237,915
Business 1 and Business 2 (On per rating unit)	0.29	\$ 264.50	\$ 21,956
Electricity generators and other transmission providers (On capital value)	0.0000003	\$ 0.0002488	\$ 92,415
Large Industrials (On capital value)	0.0000001	\$ 0.0001285	\$ 12,102
Forestry operators and forest blocks (On capital value)	0.0000001	\$ 0.0001278	\$ 2,200
Total Revenue			\$ 3,524,529

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.

TARGETED RATE	DIFFERENTIAL FACTOR	TARGETED RATE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Urban	1.00	\$ 0.0005347	\$ 312,455
Rural 1	1.11	\$ 0.0005961	\$ 1,988,608
Rural 2	1.02	\$ 0.0005445	\$ 321,654
Electricity generators and other transmission providers	1.88	\$ 0.0010036	\$ 372,797
Forestry operators and forest blocks	17.09	\$ 0.0091394	\$ 157,388
Total Revenue			\$ 3,152,902

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.

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 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.

TARGETED RATE	DIFFERENTIAL FACTOR	TARGETED RATE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Urban	1.00	\$ 0.0000336	\$ 19,642
Rural 1	1.12	\$ 0.0000376	\$ 125,596
Rural 2	1.03	\$ 0.0000345	\$ 20,360
Electricity generators and other transmission providers	1.86	\$ 0.0000626	\$ 23,268
Total Revenue			\$ 188,866

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:

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

SEWER RATE	CATEGORY	DIFFERENTIAL FACTOR	SEWER CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Sewer Served	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	\$ 344.70	\$ 600,521
Sewer Unserviced	b) Unserviced - Rating units not connected to the Waimate sewer scheme but where the service is available/provided	0.50	\$ 172.40	\$ 18,788
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	\$ 275.80	\$ 45,780
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	\$ 206.80	\$ 29,578
Total Revenue				\$ 694,667

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:

RATE	CATEGORY	SEWER CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
St Andrews Sewer	Extent of provision of service	\$ 186.40	\$ 10,627
Total Revenue			\$ 10,627

Waste Collection

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:

- 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.
- 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.

RATE	CATEGORY	DIFFERENTIAL FACTOR	REFUSE COLLECTION FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Waste Collection - Standard	a) Serviced Rating Units	1.00	\$ 404.10	\$ 1,088,241
Waste Collection - Large	b) Serviced Rating Units	1.17	\$ 474.10	\$ 20,386
Additional Organic Bin (240 lt)	Upon request to serviced rating units	0.20	\$ 82.00	\$ 246
Additional Recycling Bin (240 lt)	Upon request to serviced rating units	0.14	\$ 55.00	\$ 1,375
Additional Rubbish Bin (140 lt)	Upon request to serviced rating units	0.32	\$ 130.00	\$ 520
Additional Glass Recycling Crate (45 lt)	Upon request to serviced rating units	0.06	\$ 24.00	\$ 48
Additional Rubbish Bin (240 lt)	Upon request to serviced rating units	0.49	\$ 200.00	\$ 8,200
Glass Recycling Bin (240 lt)	Upon request to serviced rating units	0.14	\$ 55.00	\$ 495
Total Revenue			\$ 1,119,512	

Recycling Drop-off Service

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.

RATE	CATEGORY	DIFFERENTIAL FACTOR	RECYCLING CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Recycling Drop-off Service	SUIP not receiving a Waste Collection Service but provided with a recycling drop off point.	1.00	\$ 54.80	\$ 65,924
Total Revenue			\$ 65,924	

Rural Water

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

RURAL WATER SCHEME	WATER SUPPLY PER LITRE CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Cannington-Motukaika	\$ 0.2393	\$ 94,175
Lower Waihao normal supply	\$ 0.3546	\$ 337,458
Otaio-Makikihi	\$ 0.3102	\$ 311,415
Waihaorunga	\$ 0.4950	\$ 159,503
Waikakahi	\$ 0.3823	\$ 434,070
Hook-Waituna domestic supply	\$ 0.2510	\$ 389,030
Hook-Waituna irrigation supply (55%)	\$ 0.1381	\$ 6,817
Total Revenue		\$ 1,732,467

Urban Water

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

RATE	CATEGORY	DIFFERENTIAL FACTOR	WATER SUPPLY CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Water Scheme Urban	Serviced - The number of connections (within each a) rating unit) to the Council's urban water reticulation system	1.00	\$ 507.00	\$ 1,004,465
Water Scheme Urban Vacant	Unserviced - Rating units not connected to the Waimate urban water scheme but where the urban water reticulation is available for connection b)	0.50	\$ 253.50	\$ 18,000
Total Revenue				\$ 1,022,465

Downlands Rural Water Supply

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:

RATE	WATER SUPPLY CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Domestic	\$ 774.00	\$ 54,180
Unit/Point	\$ 221.00	\$ 184,425
Service	\$ 553.00	\$ 147,651
Total Revenue		\$ 386,256

Waimate Event Centre

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:

RATE	CATEGORY	RATE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
Waimate Event Centre	Charged per separately used or inhabited parts of a rating unit	\$ 58.00	\$ 218,500
Total Revenue			\$ 218,500

NOTE: Refer to Council's Rates Remission Policy, Remission 11 as published in the Long Term Plan 2021-31 for remissions applicable to the Waimate Event Centre targeted rate.

Community Halls

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	HALL CHARGE FOR 2021/22 (GST INCLUSIVE)	REVENUE 2021/22 (GST INCLUSIVE)
St Andrews Hall	\$ 29.00	\$ 4,611
Ikawai Memorial Hall	\$ 40.30	\$ 4,272
Arno Hall	\$ 28.80	\$ 3,139
Waihaorunga Hall	\$ 51.10	\$ 2,964
Glenavy Hall	\$ 34.50	\$ 7,935
Hunter Hall	\$ 40.00	\$ 3,000
Southburn Hall	\$ 50.00	\$ 3,950
Studholme Hall	\$ 28.80	\$ 1,901
Hook Hall	\$ 57.50	\$ 3,565
Kurow Memorial Hall	\$ 25.00	\$ 2,950
Willowbridge Hall	\$ 34.50	\$ 2,001
Waituna Creek Hall	\$ 35.00	\$ 4,585
Makikihi Hall	\$ 40.00	\$ 2,200
Otaio Hall	\$ 42.68	\$ 3,116
Lyalldale Hall	\$ 23.00	\$ 759
Bluecliffs Hall	\$ 46.00	\$ 2,438
Maungati Hall	\$ 45.00	\$ 2,835
Cattle Creek Hall	\$ 50.00	\$ 2,300
Total Revenue		\$ 58,520

Rating Base

Number of rating units at end of preceding year	4,344
Total capital value of rating units at end of preceding year	\$ 4,948,044,950
Total land value of rating units at end of preceding year	\$ 3,206,531,250

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 2020/21 year to 2021/22. 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	2020/21 TOTAL RATES	2021/22 PROPOSED TOTAL RATES	PROPOSED ANNUAL CHANGE	PROPOSED WEEKLY CHANGE	% INCREASE (DECREASE)
Waimate Residential	Urban	\$ 160,000	\$ 2,002	\$ 2,472	\$ 471	\$ 9.05	23.52%
Waimate Residential	Urban	\$ 240,000	\$ 2,311	\$ 2,590	\$ 279	\$ 5.37	12.08%
Waimate Residential	Urban	\$ 330,000	\$ 2,432	\$ 2,722	\$ 290	\$ 5.58	11.93%
Waimate Residential	Urban	\$ 600,000	\$ 2,437	\$ 2,723	\$ 286	\$ 5.51	11.75%
Waimate Commercial	Urban	\$ 77,000	\$ 1,933	\$ 2,103	\$ 170	\$ 3.27	8.81%
Rural Commercial (+ Dwg)	Rural 1	\$ 355,000	\$ 2,083	\$ 2,336	\$ 254	\$ 4.88	12.17%
St Andrews Residential	Rural 1	\$ 285,000	\$ 2,422	\$ 2,588	\$ 165	\$ 3.17	6.81%
Pareora Farm	Rural 1	\$ 3,530,000	\$ 6,823	\$ 7,030	\$ 206	\$ 3.97	3.02%
Hook Farm	Rural 1	\$ 3,850,000	\$ 4,820	\$ 5,051	\$ 231	\$ 4.45	4.80%
Hook Lifestyle Block	Rural 1	\$ 520,000	\$ 1,747	\$ 1,880	\$ 133	\$ 2.57	7.64%
Makikihi Residential	Rural 1	\$ 210,000	\$ 1,652	\$ 2,134	\$ 482	\$ 9.27	29.19%
Makikihi Farm	Rural 1	\$ 3,130,000	\$ 5,125	\$ 5,397	\$ 272	\$ 5.23	5.31%
Morven Farm	Rural 1	\$ 2,210,000	\$ 5,241	\$ 5,548	\$ 308	\$ 5.91	5.87%
Glenavy Residential	Rural 1	\$ 200,000	\$ 1,392	\$ 1,877	\$ 485	\$ 9.34	34.88%
Glenavy Farm	Rural 1	\$ 5,940,000	\$ 6,198	\$ 6,455	\$ 258	\$ 4.95	4.16%
Ikawai Farm	Rural 1	\$ 6,800,000	\$ 13,668	\$ 14,878	\$ 1,210	\$ 23.26	8.85%
Hakataramea Residential	Rural 2	\$ 165,000	\$ 1,017	\$ 1,111	\$ 94	\$ 1.81	9.25%
Hakataramea Farm	Rural 2	\$ 5,810,000	\$ 7,366	\$ 7,778	\$ 412	\$ 7.93	5.60%
Hakataramea Valley Farm	Rural 2	\$ 3,960,000	\$ 5,863	\$ 6,230	\$ 367	\$ 7.06	6.26%
Electricity Generator	EGOTP*	\$ 44,000,000	\$ 57,376	\$ 57,860	\$ 484	\$ 9.31	0.84%
Large Industrial	LI**	\$ 18,650,000	\$ 19,242	\$ 19,858	\$ 616	\$ 11.85	3.20%
Forestry Operator	FOFB***	\$ 1,700,000	\$ 16,232	\$ 15,754	\$ (478)	\$ (9.19)	(2.94%)

RATES

* EGOTP = Electricity generators and other transmission providers

**LI = Large industrials

***FOFB = Forestry operators and forest blocks



POLICIES

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.

¹ Includes, but not limited to.

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.

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) that the WDC expects to incur to meet the increased demand for community facilities resulting from growth.
- 5.7 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.
- 5.8 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.
- 5.9 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.²

² Waimate District Council, *Waimate District Plan*, <<https://www.waimatedc.govt.nz/council/publications/district-plan>>

6.0 Capital Expenditure for Growth

- 6.1 The following table lists the capital expenditure for growth, for each Activity Group. The table also shows the funding sources for these assets which Council has budgeted in the Long Term Plan 2021-31.

ACTIVITY	DESCRIPTION	2021-31 TOTAL AMOUNT	FUNDING SOURCE
Cemeteries	Extension	\$105,000	Rates
Sewerage	Extension – Point Bush Road	\$312,000	Capital Contributions, Debt and Rates
Urban Water Supply	Extension – Point Bush Road	\$800,000	Capital Contributions, Debt and Rates
Urban Water Supply	Extension Bakers/Court/Hunts/Fitzmaurice Roads	\$980,000	Capital Contributions, Debt and Rates
Urban Water Supply	Booster Manchesters Pump	\$30,000	Capital Contributions, Debt and Rates
Urban Water Supply	Extension – Bond Street	\$75,000	Capital Contributions, Debt and Rates

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

FUNDING NEEDS ANALYSIS

- 6.3 These projects have been funded in accordance with Council's Revenue & Financing Policy, as contained in the Long Term Plan 2021-31.
- 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. District assets that provide recreation and leisure choice
 - b. Our services, infrastructure and environment maintains quality of life
 - c. A District that provides infrastructure for economic activity.

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 on going 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 upgrading stormwater services 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. Loans Advances
 - b. Equity Investments
 - c. Property Investments
 - d. Forestry Investments
 - e. 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 Chief Executive may approve such cash investments with approved counterparties up to a value of \$2,000,000 for a term of six months. Beyond this, Council resolution 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.

- 7.2 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.
- 7.3 Council reviews the performance of its investment properties at least annually.
- 7.4 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. 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. The Environment Services and Finance Committee reviews financial investment performance through standard monthly reporting.

10.0 Objectives for Management of Financial Investments

- 10.1 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.

- 10.2 Council approves investment strategy, as recommended by the Treasury Management Team (as defined in the Liability Management Policy), 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.
- 10.3 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.

11.0 Procedures

PROCEDURES TO MANAGE INVESTMENTS AND REPORT TO COUNCIL

Cash Management

- 11.1 From time to time, Council has daily cashflow surpluses and borrowing requirements due to the mismatch of daily receipts and payments. All cash inflows and expenses pass through bank accounts controlled by the finance function.
- 11.2 Any excess cash not expected to be needed in the short term is transferred to Council's Call Account, to ensure interest is earned at the most advantageous rate.
- 11.3 Cash management activities must be undertaken within the following parameters:
- a. Cash management instruments are limited to:
 - Call deposits and registered banks.
 - Negotiable instruments issued by banks with a maturity less than three months.
 - Term deposits with registered banks for an appropriate term which optimizes the return on investment, giving consideration to forecasted cashflow requirements. Not recommended if early break penalties are enforced.
 - Cash may only be invested with approved counterparties.
 - An optimal balance of \$100,000 is targeted for in Council's main bank account.
 - Interest rate risk management on cash management balances is not permitted.

PROCEDURES TO ASSESS AND MANAGE RISKS ASSOCIATED WITH INVESTMENT

Interest Rate Risk Management (for Investments)

- 11.4 Where Council's investments give rise to a direct exposure to a change in interest rates, impacting the return and capital value of its fixed rate investments, investment interest rate risk management is required.
- 11.5 The Treasury Management Team recommends interest rate risk management strategy by monitoring the interest rate markets on a regular basis, and after taking appropriate advice, evaluates the outlook and determines the interest rate profile to adopt for investments.
- 11.6 Finance staff implement interest rate risk management strategy by reviewing rolling cashflow forecasts and using risk management instruments to protect investment returns, and/or to change interest rate and maturity profile, within the strategy determined by the Treasury Management Team.
- 11.7 The following interest rate risk management instruments may be used for interest rate risk management activity, after formal prior approval of the Treasury Management Team:
- a. Forward rate agreements.
 - b. Interest rate swaps.
 - c. Purchase of interest rate options products including floors, bond options and swaptions.
 - d. Interest rate collar type strategies.
- 11.8 Selling interest rate options for the purpose of generating premium income is not permitted.

12.0 Counterparty Exposure Limits

- 12.1 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.
- 12.2 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.

12.3 The following table summarises credit requirements and limits:

INSTITUTION	MINIMUM S&P SHORT TERM CREDIT RATING 10	MINIMUM S&P LONG TERM CREDIT RATING 11	TOTAL EXPOSURE LIMIT FOR EACH COUNTERPARTY	PORTFOLIO LIMIT (% OF TOTAL PORTFOLIO)
Government	N.A.	N.A.	Unlimited	100%
Local Authorities	N.A.	N.A.	\$2 million	100%
Registered Banks	A-1	A-	\$12 million	100%
Strongly Rated Corporates and State Owned Enterprises	A-1	A-	\$2 million	40%

Note:

- Short-term refers to securities with a remaining maturity of 12 months or less.
- Long term refers to securities with a remaining maturity of more than 12 months.

12.4 If any counterparty's credit rating falls below the minimum specified in the above table, then immediate steps are taken to reduce the credit exposure to that counterparty to zero.

13.0 Glossary

- 13.1 **BKBM:** The Forward Rate Agreement, (FRA) settlement rate as determined at 10.45 am each business day on Reuters page BKBM.
- 13.2 **Bond Options:** Council when purchasing a bond option, has the right but not the obligation to buy or sell a specified Government stock maturity on an agreed date and time, and at an agreed rate.
- 13.3 **Forward Exchange Contract:** Council when entering into a Forward Exchange Contract agrees a rate today at which one currency is sold or bought against another for delivery on a specified future date.
- 13.4 **Forward Rate Agreement:** An agreement between Council and a counterparty (usually a bank) protecting Council against a future adverse interest rate movement. Council and the counterparty agree to a notional future principal amount, the future interest rate, the benchmark dates and the benchmark rate (usually BKBM).
- 13.5 **Interest Rate Collar Strategy:** The combined purchase (or sale) of a cap or floor with the sale (or purchase) of another floor or cap.
- 13.6 **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. Council and the counterparty agree to a notional future principal amount, the future interest rate, the benchmark dates and the benchmark rate (usually BKBM).

- 13.7 **Interest Rate Swap:** An Interest Rate Swap is an agreement between Council and a counterparty (usually a bank) whereby Council pays (or receives) a fixed interest rate and receives (or pays) a floating interest rate. The parties to the contract agree notional principal, start date of the contract, duration of the contract, fixed interest rate and the benchmark rates (usually BKBM).
- 13.8 **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.
- 13.9 **Swaption:** The purchase of a swaption (swap option) gives Council the right but not the obligation to enter into an interest rate swap, at a future date, at a specific interest rate.

LIABILITY MANAGEMENT POLICY

1.0 Purpose

- 1.1 To state Council's policies in respect of the prudent management of both borrowing and other liabilities.

2.0 Scope

- 2.1 This policy covers all borrowings by Council, except where for hire purchase, credit, or the period of indebtedness is less than 91 days, or the goods or services are obtained in the ordinary course of operations on normal terms for amounts not exceeding in aggregate a total of \$14,000,000.

3.0 Responsibility

- 3.1 The Chief Executive is responsible for implementing this policy.
- 3.2 The Chief Executive will be supported by a Treasury Management Team consisting of at least two of the following three positions:
- Corporate Services Group Manager
 - Accountant
 - Independent Treasury Advisor

4.0 Approved Borrowing Instruments

- 4.1 Council may borrow through a variety of market mechanisms, considered to be approved borrowing instruments. These primarily comprise:

BANK-SOURCED BORROWING

- 4.2 Bank overdraft facilities are seen as the most flexible facility for day-to-day short term borrowings, but inevitably at a higher interest cost than longer term facilities. Therefore, they are primarily to be used where the term of borrowing is expected to be less than three months.

REVOLVING CREDIT FACILITIES (FLEXIBLE RATE TERM LOAN FACILITY)

- 4.3 Revolving credit facilities (or a Flexible Rate Term Loan) are similar to bank sourced borrowing from a borrower's perspective, except interest is paid in arrears rather than upfront as in the case of bank bills. Revolving credit facilities are usually for a term of up to three years but may be for as long as five years and like bank bills drawings under the facility are priced off the bank bill buy rate. Most facilities allow for the borrowers to draw up to the facility amount in various tranches of debt and for various terms out to a maximum term of the maturity date of the facility. Like bank bills most borrowers use these facilities to borrow on a 90 day basis.
- 4.4 Within Council's variable amount term loan limit, borrowing amounts may be separately identified and "ring fenced" to a known term and known interest rate cap, in order to align with the term and known interest income of a Council long term project by the use of a hedging instrument.

Costs

- 4.5 The principal costs are the same as with bank bills, the lending bank's yield sets the base rate at the time of lending, an arrangement fee, an acceptance fee and a line fee (expressed in basis points or percentage per annum) and the margin. Acceptance fees, arranger fees, line fees and margins in aggregate normally range between 35-300 basis points (i.e. 0.35% - 3.00%), depending on the credit worthiness of the borrower.

SHORT TERM MONEY MARKET LINES

- 4.6 Short term money market loans or cash loans can be Committed or Uncommitted. A customer pays for a guarantee of the availability of the funds in a Committed Loan. In an Uncommitted Loan, funds are provided on a best endeavours basis and no line/commitment fee is payable. In addition to a line fee, a margin may be charged on any line usage.
- 4.7 The minimum amount for a cash loan is \$1,000,000. Smaller loans can be arranged, although the interest rate quoted will be a reflection of the size of the loan.
- 4.8 The main usage of cash loans is to cover day-to-day shortfalls in funds. The interest rate is governed by the term of the borrowing and the implied or implicit credit rating of the borrower. Cash loans are short term only and are normally drawn for a term of one (overnight) to seven days. Interest collection can be daily.

BANK BILL FACILITIES

- 4.9 Council has a committed bank overdraft. Overdraft facilities are utilised as little as practical, (i.e. call funds are utilised to meet day-to-day expenses where possible).
- 4.10 An unconditional order in writing, addressed by one person to another signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at fixed or determinable future time, a sum certain in money to, or to the order of a specified person, or to bearer.
- 4.11 Bank bill facilities are normally for a term of up to three years but may be for as long as five years. Bank bills are bills of exchange, drawn or issued usually by the original borrower and accepted or endorsed by a bank.

- 4.12 For a Bank Accepted Bill, the bank makes the payment of the face value of the bill on maturity. Most bank bills traded in the New Zealand market are Bank Accepted Bills.
- 4.13 Bank Endorsed Bills have been endorsed by a bank with another part as acceptor. In the event of default of the original acceptor, payment can be sought through the chain of endorsers to the bill.
- 4.14 An investor in bank bills can sell the bills prior to maturity date and receive the cash. Bank bills are a longer term borrowing instrument than cash loans. Bills are normally drawn for terms of 30, 60, or 90 days with a few being drawn for 180 days. The 90 day bank bill is the underlying traded benchmark instrument for the short end of the market.

Costs

- 4.15 The principal costs to the borrower are the discounting bank's yield at which it discounts the bill at the time of drawdown, an arrangement fee, an acceptance fee and a line fee (expressed in basis points or percentage per annum) and margin. Acceptance fees, arranger fees, line fees and margins in aggregate normally range between 35 – 300 basis points (i.e. 0.35% - 3.00%), depending on the credit worthiness of the borrower.

LOCAL AUTHORITY BONDS

- 4.16 Local Authority Bonds are issued by a variety of local governments by tender or private placement. The Bonds are registered securities. They are repayable on a fixed date, and are generally issued for terms ranging from one to fifteen years.
- 4.17 Local Authority Bonds are quoted on a semi-annual yield basis and priced on a discounted cashflow basis. A fixed coupon payment is made semi-annually to the holder of the security.

STRUCTURED AND PROJECT FINANCE

- 4.18 Project and structured financing matches up debt to suit the quantifiable income stream from the project. This type of financing is appropriate for the funding of standalone assets which are able to be ring-fenced and over which security can be taken. The sort of assets to which this usually applies are assets which are transferable, and for which an international equity market exists, e.g. infrastructural assets. The owner of the asset usually retains an equity interest in the asset.

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.

6.0 Policy

GENERAL MATTERS

- 6.1 Council will from time to time exercise its flexible and diversified borrowing powers within the terms of this policy, as provided for by the Local Government Act 2002 particularly the Principles of Good Financial Management as set out in the Local Government Act 2002 (Part 6, Subpart 3) in any borrowing decisions and aims to achieve the lowest possible net borrowing costs within these policy parameters.
- 6.2 Council raises borrowing for the primary purposes as set out in the Revenue and Financing Policy.
- 6.3 In evaluating any new or renewal borrowings (in relation to source, term, size and pricing) the following matters will be taken into account:
- The size and the economic life of the project.
 - The impact of the new debt on the borrowing limits.
 - Relevant margins under each borrowing source.
 - Council's overall debt maturity profile, to ensure concentration of debt is avoided at reissue/rollover time.
 - Prevailing interest rates relative to term for both stock issuance and bank borrowing and management's view of future interest rate movements.
 - Available term from bank and stock issuance.
 - Legal documentation and financial covenants.

FOREIGN EXCHANGE

- 6.4 From time to time Council has foreign exchange exposure through the occasional purchase of foreign exchange denominated goods and services.
- 6.5 Where possible, all supplier invoices are raised in New Zealand Dollars. Where this is not possible, all significant commitments 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.
- 6.6 Council does not borrow or enter into incidental arrangements within or outside New Zealand in currency other than NZ currency.

INTEREST RATE EXPOSURE/RISK MANAGEMENT

Interest Rate Risk Management (for Borrowings)

- 6.7 Council's borrowing gives rise to direct exposure to interest rate movements. Generally, given the long term nature of Council's assets, projects and intergenerational factors, and Council's preference to avoid an adverse impact on rates, there is a general tendency to have a high percentage of long term fixed rate, or hedged borrowing.

- 6.8 The following table provides guidelines for achieving a floating rate mix, together with the appropriate discretionary authority:

FOR DEBT EXCEEDING \$2,000,000		
Term of Exposure	Maximum Floating Rate Exposure	Revised Floating Rate Exposure Allowable Upon the Treasury Management Team Written Approval
0-1 year	55%	75%
1-3 years	10%	30%
3-5 years	N.A.	20%
5-7 years	N.A.	10%
7 years +	N.A.	N.A.

Note: Percentages in excess of these may be approved by Council. The table includes debt maturing in the current year, i.e. debt maturing in the current year is considered floating rate debt.

- 6.9 The Treasury Management Team recommends the interest rate risk management strategy by monitoring the interest rate markets on a regular basis and after undertaking appropriate research, evaluating the outlook for short term rates in comparison to the rates payable on its fixed rate borrowing.
- 6.10 Management then implements interest rate risk management strategy through the use of the following:
- Adjusting the average maturity of its borrowings, thereby managing interest rate risk within the confines of liquidity management.
 - Interest rate risk management products (refer note below) to convert fixed rate borrowing into floating rate, floating rate borrowing into fixed or hedged borrowing, and to manage maturity mismatches between its borrowings and investments.
 - The following interest rate risk management instruments (refer Section 4 for definitions) may be used for interest rate risk management activity, after seeking formal prior approval of Council:
 - Forward rate agreements
 - Interest rate swaps
 - Purchase of interest rate options products including caps, bond options and swaptions
 - Interest rate collar type option strategies.
- 6.11 Selling interest rate options for the primary purpose of generating premium income is not permitted because of its speculative nature.

LIQUIDITY

- 6.12 Council's ability to readily attract cost effective borrowing is largely driven by its ability to maintain a strong financial position as well as its ability to rate, manage its image in the market, and its relationship with its banker.
- 6.13 Council budgets to repay term debt payments as they fall due. Council's treasury management approach will ensure sufficient facilities are available to renew floating debt, at all times. The main tool for this is to ensure that funds are available through committed bank facilities. Furthermore, Council maintains a line of available credit in the form of a bank overdraft with its principal bankers of \$200,000.
- 6.14 With an active internal borrowing portfolio the Treasury Management Team need to ensure that the facilities are sufficient to cover the transfer of a portion of internal debt to external should a reserve be required to be used.
- 6.15 To minimise the risk of large concentrations of term debt maturing or being reissued in periods where credit margins are high for reasons within or beyond Council's control, Council ensures debt is spread over a band of maturities and ensures that:
 - a. No more than 33% of total term debt is subject to refinancing in the next financial year. Total term debt includes existing and forecast borrowings. For the purposes of determining this ratio, total term debt does not include Revolving Credit Facilities, as they are negotiated with the Bank every three to six years and in the last year are then fully subject to refinancing the next financial year, nor does it include Structured and Project Finance which is a specific funding of standalone assets.

LIQUIDITY PROFILE THROUGHOUT COUNCIL'S TYPICAL YEAR

Significant Monthly Outgoings

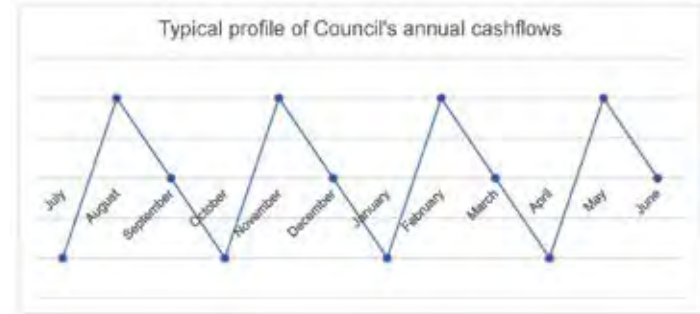
- 6.16 The most significant monthly outgoing for Council is accounts payable, in the form of sundry creditors. These are typically incurred at a relatively uniform rate for each month of the financial year with the exception that due to operational requirements for road construction and maintenance significant roading expenditures may be incurred in Council's last quarter (April/May/June). Furthermore, significant infrastructural project expenditure, such as Stimulus Funded projects, may also skew typical monthly outgoings.

Significant Monthly Incomings

- 6.17 Council's most significant income type is rates. Council rates are due to be paid in four instalments throughout the financial year, typically represented as follows:

FOR PERIOD	DUE
July/August/September	Last Friday in August
October/November/December	Last Friday in November
January/February/March	Last Friday in February
April/May/June	Last Friday in May

- 6.18 Note also that Council, in line with good Financial Management, promotes prompt payment and advance payments of its rating charges and typically achieves a very high proportion of rates instalments paid by month end in August, November, February and May.



- 6.19 Because of the patterns of cashflow incomings and outgoings above, Council typically operates with adequate liquidity from rates cashflow, to meet sundry creditors in the months of August, November, February and May. Any cashflow surplus to expenditure requirements in those months is deposited to a call account with Council's principle bankers, in order to maximise interest earned. In months where rates incoming cashflow is not sufficient to meet expenditure requirements, funding is drawn firstly from Council's interest bearing call account, and secondly, Council may draw on its bank overdraft facility.

Impact on Liquidity Ratio Requirement

- 6.20 For these reasons, the traditional measure of balance sheet solvency of current liabilities being matched by current assets on a 1:1 basis at all times is not appropriate or necessary in order for Council to meet its obligations to pay sundry creditors.
- 6.21 For the purposes of liquidity management, Council uses its line of credit in the form of unused bank overdraft with its principal bankers, to meet financial outgoings.

Credit Exposure

- 6.22 Council may be exposed to credit risk in circumstances where deterioration occurs, of the credit rating of an entity with whom Council has placed investments or has concluded financial derivate contracts or has concluded a major supply, construction or service contract.
- 6.23 In order to safeguard Council against such risk the following guidelines have been adopted:
 - a. Investments are only placed with parties that meet certain minimum credit ratings and only up to certain limits.

- b. Financial derivative contracts are only to be concluded with registered banks with certain minimum credit ratings.
- c. All parties with whom Council intends to conclude major contracts will be subject to formal credit approval.
- d. Tenders for contracts will note that unacceptable credit reviews of a tenderer will be grounds for discretionary rejection of a tender.

DEBT REPAYMENT

- 6.24 The term of debt repayment should be aligned with expected life of the intergenerational asset funded or the expected period of Council involvement in an economic development initiative.
- 6.25 Note that the funding will be so aligned but external borrowings may be repaid on a shorter term to minimise interest costs to the Council.
- 6.26 Council may repay borrowings from either asset sale proceeds or from general reserves, including accumulated depreciation reserves.

SPECIFIC BORROWING LIMITS

- 6.27 Council is required to set a limit on borrowing in its Financial Strategy every three years as part of the Long Term Plan. In that document Council sets its limits for the period of the plan, taking account of growth expectations, expenditure and funding needs as well as community views around acceptable debt levels. The limits below are limits that it is financially prudent to operate within. Council in setting its Long Term Plan should be guided by these upper limits.
- 6.28 In order to protect Council from a heavily debt weighted balance sheet, the following borrowing limits will be observed:
- 6.29 Limit will be the lowest after considering each of the following:
 - a. The gross annual interest expense of all borrowings will not exceed 10% of total annual rates income; or
 - b. Net cash inflow from operating activities exceed gross annual interest expense by two times; or
 - c. Debt to be no more than 5% of total reported value of property, plant and equipment.

THE GIVING OF SECURITIES AND GUARANTEES

Security

- 6.30 Council offers rates as security for its borrowing programmes. From time to time, with prior Council approval, security may be offered by providing a charge over one or more of Council's assets, or a charge over rates.

7.0 Glossary

- 7.1 **BKBM:** The Forward Rate Agreement (FRA) settlement rate as determined at 10.45 am each business day on Reuters page BKBM.
- 7.2 **Bond Options:** Council when purchasing a bond option, has the right but not the obligation to buy or sell a specified Government stock maturity on an agreed date and time, and at an agreed rate.
- 7.3 **Forward Exchange Contract:** Council when entering into a Forward Exchange Contract agrees a rate today at which one currency is sold or bought against another for delivery on a specified future date.
- 7.4 **Forward Rate Agreement:** An agreement between Council and a counterparty (usually a bank) protecting Council against a future adverse interest rate movement. Council and the counterparty agree to a notional future principal amount, the future interest rate, the benchmark dates and the benchmark rate (usually BKBM).
- 7.5 **Interest Rate Collar Strategy:** The combined purchase (or sale) of a cap or floor with the sale (or purchase) of another floor or cap.
- 7.6 **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. Council and the counterparty agree to a notional future principal amount, the future interest rate, the benchmark dates and the benchmark rate (usually BKBM).
- 7.7 **Interest Rate Swap:** An Interest Rate Swap is an agreement between Council and a counterparty (usually a bank) whereby Council pays (or receives) a fixed interest rate and receives (or pays) a floating interest rate. The parties to the contract agree notional principal, start date of the contract, duration of the contract, fixed interest rate and the benchmark rates (usually BKBM).
- 7.8 **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 principal bankers that is able to be called upon instantly, divided by current liabilities.
- 7.9 **Swaption:** The purchase of a swaption (swap option) gives Council the right but not the obligation to enter into an interest rate swap, at a future date, at a specific interest rate.

RATES REMISSION AND POSTPONEMENT POLICY

POLICY OVERVIEW

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.

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 Roading 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 Rooding and Footpaths Rural 1, Targeted Rate Rooding 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 Rooding 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 Roading 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 Roading and Footpaths Urban, Targeted Rate Civil Defence Urban, General Rate Rural 1, General Rate Rural 2, Targeted Rate Roading and Footpaths Rural 1, Targeted Rate Civil Defence Rural 1, Targeted Rate Roading 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 (GFCl) for the Glenavy Hall Rate, in recognition the CFCl 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 Community Housing – WDC

- 12.1 Objective: This remission provides relief to Community Housing recognising the special circumstances and uniqueness of this property within the District, and is provided to meet community outcomes.
- 12.2 Criteria & Conditions: WDC shall remit 50% of Civic Amenities Charges (per separately used or inhabitable part) at the Community Housing located at 8–16 Kennedy Crescent, Waimate. The level of remission will be reviewed at each Long Term Plan (LTP).
- 12.3 This remission will be funded from within the Civic Amenities Rate Urban.

13.0 Targeted Urban Sewerage Rate Remission – Bushtown Waimate Inc.

- 13.1 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.
- 13.2 Criteria & Conditions: WDC will remit 50% of the Targeted Urban Sewerage charge.
- 13.3 This remission will be reviewed when Bushtown Waimate Inc moves to its commercial stage.
- 13.4 This remission will be funded from within the Targeted Urban Sewerage Rate.

14.0 Rating Units Affected by Natural Calamity or Fire

- 14.1 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.
- 14.2 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.
- 14.3 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.
- 14.4 This remission will be funded from within the rate type where the remission is granted.

15.0 Rates Penalties

- 15.1 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.

- 15.2 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.
- 15.3 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:
- On compassionate grounds such as significant family disruption, illness or accident.
 - 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.
 - 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.
 - WDC error. Remission of penalties may be automatically applied, without application, if the penalty is the result of a WDC error.
- 15.4 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.

16.0 Rates Postponement

- 16.1 WDC does not allow postponements of rates for any reason.

17.0 Remission and Postponement of Rates on Maori Freehold Land

- 17.1 WDC does not provide for the remission or postponement of rates on Maori freehold land unless it qualifies under another remission provision contained in this policy.

18.0 Remission of Environment Canterbury Rates

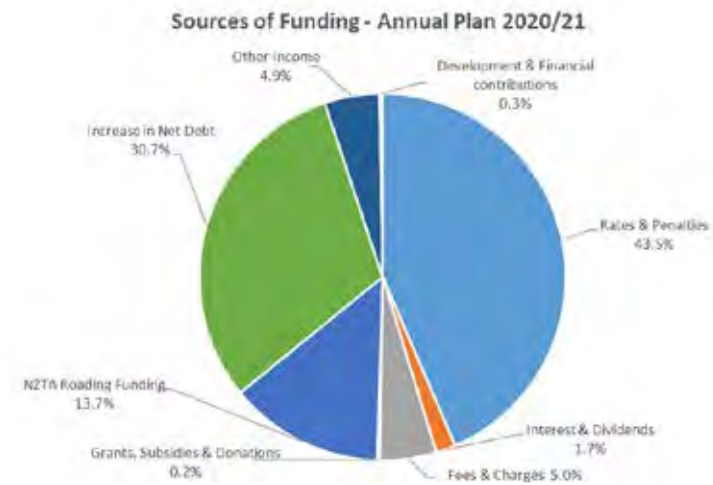
- 18.1 Where WDC has been appointed by Environment Canterbury to collect their rates on their behalf, WDC will apply remissions consistent with Timaru District Council, to ensure consistency with the application of the policy at the commencement of the collection arrangement from July 2015.

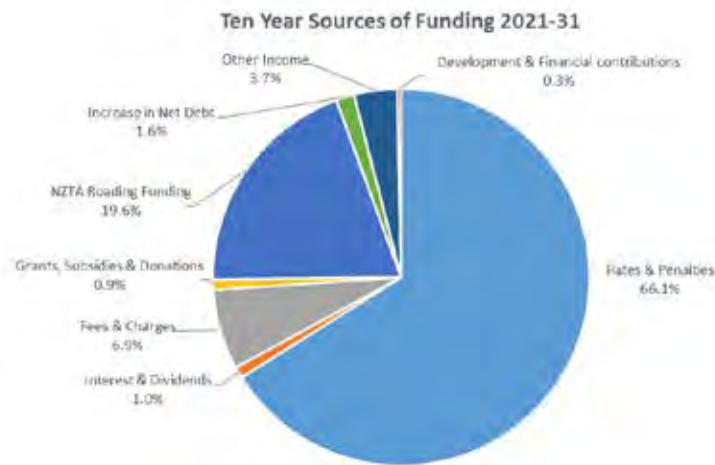
REVENUE AND FINANCING POLICY

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 Council's assessment, this policy represents the fairest and most equitable use of the funding sources available to meet operating expenses.
- 1.3 The charts in table 1 show the sources of funds for the year ended 30 June 2021 compared with all 10 years (2021/31) of this Long Term Plan (LTP). While Council's primary source of funding is rates, there remains a high and increasing reliance on subsidy. The comparison of the funding from the increase in debt does not represent any change in approach, but is representative of the one and ten 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:
- Each generation of ratepayers should pay for the services they receive,
 - Rates are the funding source of last resort,
 - Rates increases should be within the limits as set in the Waimate District Council Financial Strategy,
 - User charges are preferred whenever a private benefit can be identified and it is efficient to collect the revenue,
 - Subsidies, grants, and other income options are fully explored prior to rates being used, and
 - 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:
- The cost of providing the service,
 - The estimation of the users' private benefit from using the service,
 - The impact the cost has to encourage or discourage behaviours,
 - The impact the cost has on demand for the service,
 - Market pricing, including comparability with other local authorities,
 - The impact of rates subsidies if competing with local businesses,
 - The cost and efficiency of revenue collection mechanisms,
 - The impact of affordability on users, and
 - 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 2020 Council owns \$427 million worth of assets (Property, Plant & Equipment) and plans to spend \$68.5 million (between \$5.2 million and \$13.3 million each year) over the next 10 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 giving rise to the rates allocation by activity and differential is attached in the next table.

2021-31 Long Term Plan																								
	User Pays	Rate payer Funded	General Rate					Roading & Civil Defence - Targeted Rate					Civic Amenities Targeted Rate					Services Targeted Rate			Uniform Targeted Rate	total		
			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
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%														0%	100%		100%
Downlands Water Supply	100%	0%																			0%	100%		100%
Hakataramea Water Supply	0%	100%	0%	86.1%	13.9%	0.0%	0.0%														0%	100%		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).

CRITERIA	MEASURE
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.
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. Rooding 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

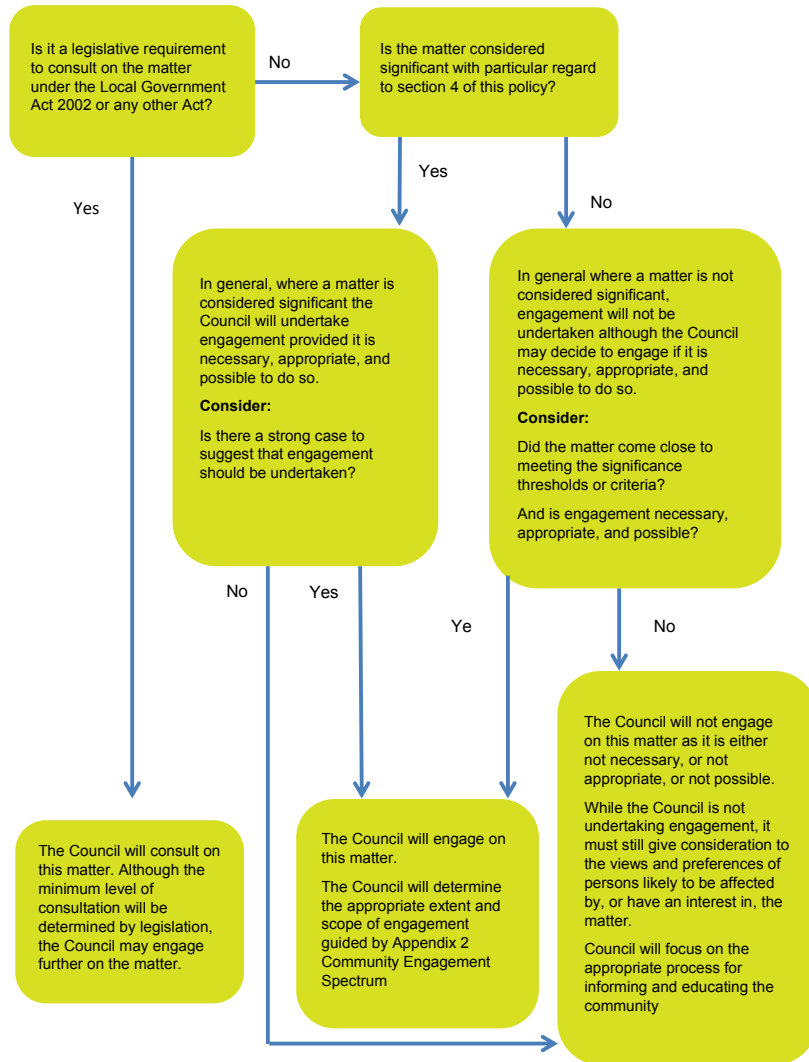
- 9.1 Information is always necessary for the decision-making process. However, there are times Council will not consult because the issue is routine, operational, or because there is an emergency. If Council chooses not to consult on a matter, this determination will be made in accordance with the criteria 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

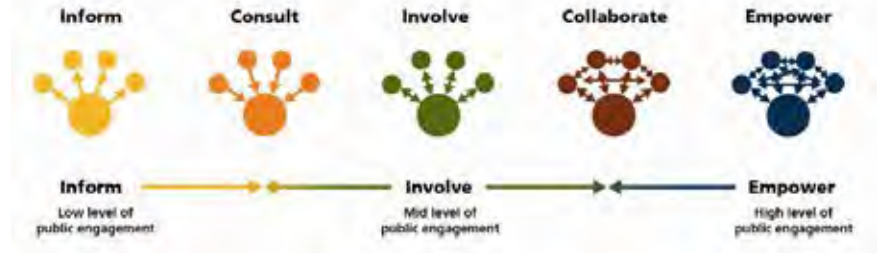
- 10.1 When Council makes a decision that is inconsistent with this policy, the steps identified in Section 80 of the Act will be undertaken. In such a situation, Council will clearly identify:
- a. the inconsistency; and
 - b. the reason for the inconsistency; and
 - c. any intention of Council to amend the policy or plan to accommodate the decision.

11.0 Appendix 1: Significance and Engagement Flowchart

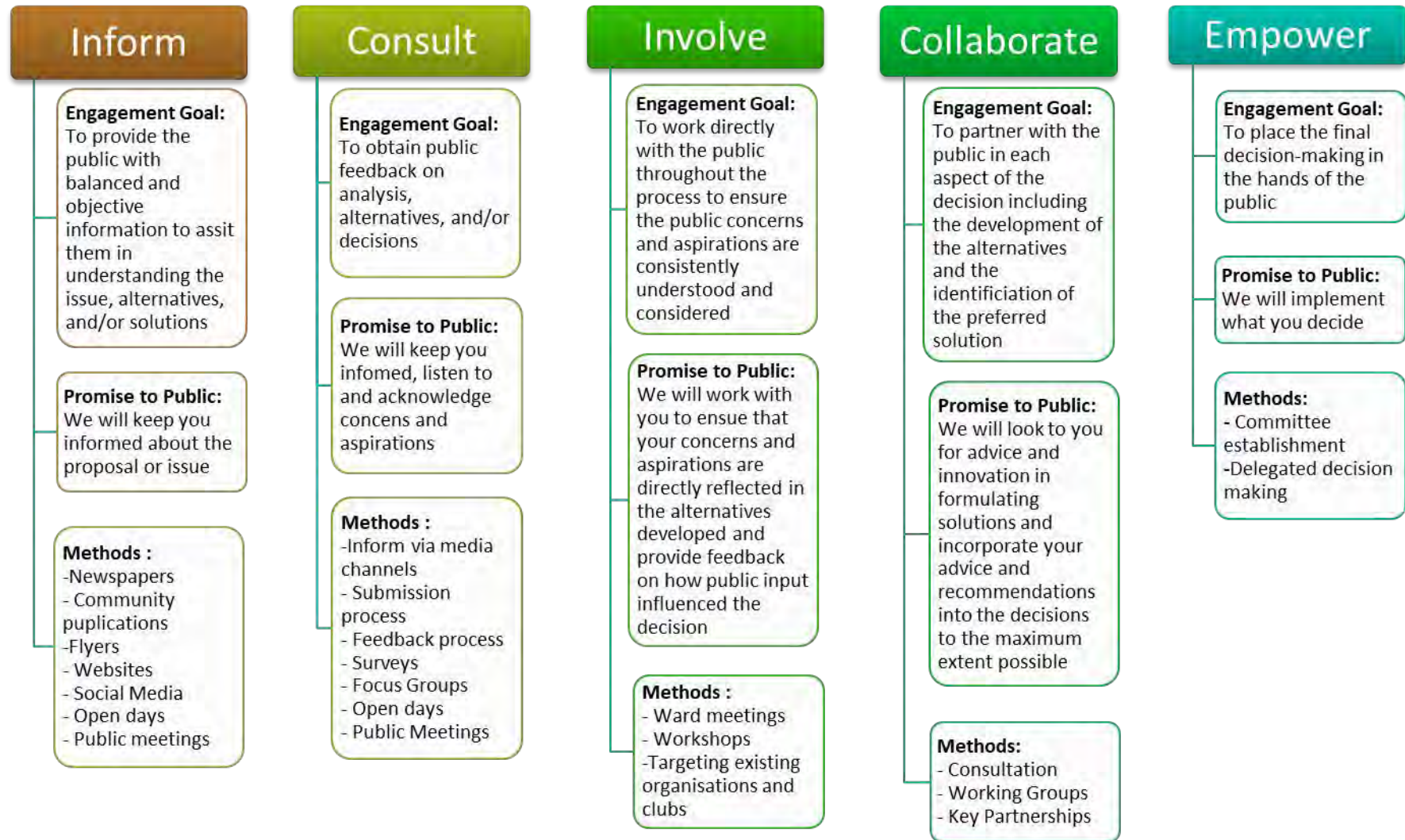


12.0 Appendix 2: Community Engagement Spectrum

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.



13.0 Appendix 3: Toolbox for Engagement





STRATEGIES

FINANCIAL STRATEGY

1.0 Summary

Our financial strategy remains a relatively conservative and low risk strategy although in this Long Term Plan (LTP) we are proposing making use of debt to an extent that has not been experienced by this Council in previous years. This LTP is proposing to maintain and improve levels of service in our Infrastructure area, and our financial strategy is to fund this in a manner that leads to a fair distribution of cost over the life of the asset.

Changes within the district will occur but in Council's opinion, these are unlikely to have any significant impact on Council's planning, projects and continued service levels during the term of this plan. Council considers investment is necessary to meet our community's needs and is mindful of compliance with legislation and standards. Council has assessed that the service levels and costs of new demand, as identified in this plan, can be met within the financial limits set in the strategy.

Council recognises that operating revenues are insufficient to meet operating expenses but for the reasons explained in the balanced budget statement, Council considers this to be prudent and adequate to meet the needs of current and future communities.

2.0 Introduction

The Financial Strategy sets out how Council intends to manage its financial performance and finance its activities and services throughout the 10 Year Plan. It also provides Council with a guide for considering and approaching expenditure and funding proposals.

The financial strategy outlines the key financial parameters and the limits that the Council will operate within. One of the main financial issues faced by Council is providing services in a cost effective way that the ratepayers and community can afford, while still meeting its legal obligations and being fair to current and future ratepayers. This involves a balancing act of keeping the services it delivers affordable, ensuring equity between current and future generations, fairly sharing the costs of delivering the services across different users and maintaining a strong financial position, which means having a sustainable debt position.

Some of the drivers of Council's activities and services include economic activity, changes in population, expectations of the community, requirements of central government and other regulators. These factors in turn affect operating and capital expenditure requirements.

The population of the Waimate District is forecast to increase by 4.38% over the next 10 years. Further to the previous LTP, Council believes the District's infrastructure still requires significant investment with the primary focus on replacing and improving existing assets. Investment in potable water quality, sewer renewals and additional demand projects will result in a significant change in the debt profile of Council.

While Council is not assuming significant land use change over the next ten years, past land use changes have, and continue to, impact on Council's delivery of services particularly for road maintenance in rural areas.

Prior to COVID-19, the 2020/21 rates were forecast to increase by 7.7%. In response to the pandemic and acknowledging the potential difficulty and pressures on families and businesses, Council opted to reduce the overall rates increase to 4%. While this provided some relief Council now needs to catch-up \$377,700. This means that the rates impact for 2021/22, or year 1 of the LTP, requires Council to recover the loss of income to ensure the same levels of service can be provided in the future. COVID-19 has caused an increase in the level of uncertainty in relation to economic and demographic projections, however the impact on the Waimate District is deemed to be minor.

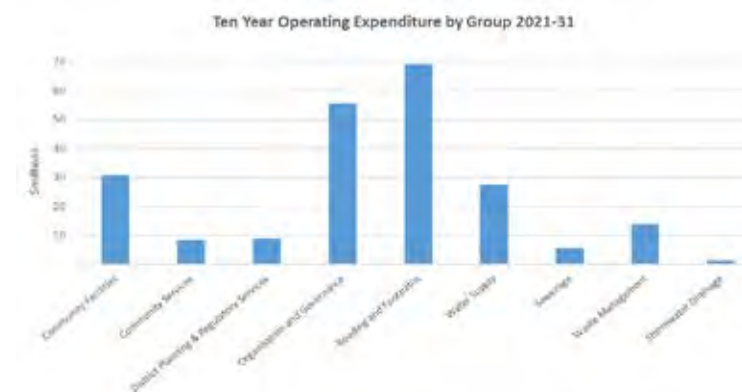
Other key uncertainties include the Government's Three Waters Reform Programme and Resource Management Act 1991 (RMA) reforms.

There remains potential for continuing economic development within the Waimate District over the next 10 years with capacity for the district to grow. Council has identified urban water and sewer projects due to additional demand and considers its infrastructure has sufficient capacity for future demand. Council believes that maintaining and improving levels of service are the primary concerns for this plan period.

3.0 Financial Overview

This section summarises the amount of expenditure Council anticipates it will incur in funding its activities.

Budgets have been prepared based on agreed levels of service for each activity, which are set out in detail in the group activity plan. The total cost of delivering this program is forecasted to be \$217.3 million over the 10-year period. The total cost by activity group is shown below (note: this table is after internal expenditure has been eliminated and some activities may not necessarily align to the activity sections of the Long Term Plan). More information on what activities are in each group and expenditure details can be found in the activity sections of the Long Term Plan.



OPERATING EXPENDITURE INCREASES

Council is forecasting that its operating expenditure will increase from \$20.309 million in 2021/22 to \$23.529 million in 2030/31.

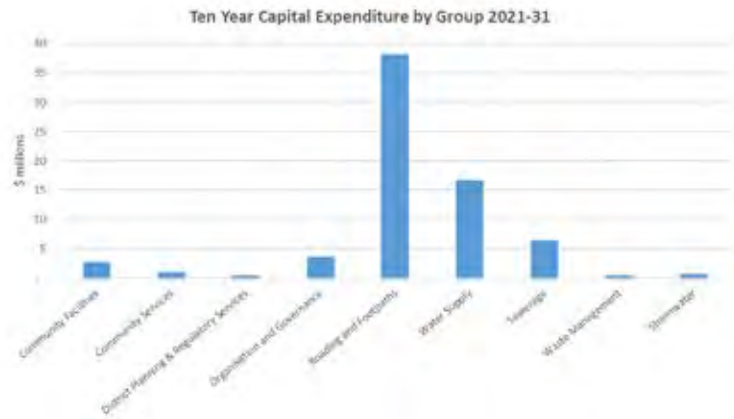
A driver of the increase is price increases for goods and services, for example, contract fees, wage increases, price of materials used, insurance costs and inflation mean it costs more for Council to deliver its activities and services. Council is constantly reviewing the cost and the way it delivers its operations to ensure it is undertaking the activities in a way that is most cost effective for households and businesses.

The requirement to externally loan fund the new capital initiatives, particularly in the Water Supply, Wastewater and Stormwater activities results in increased interest costs to Council.

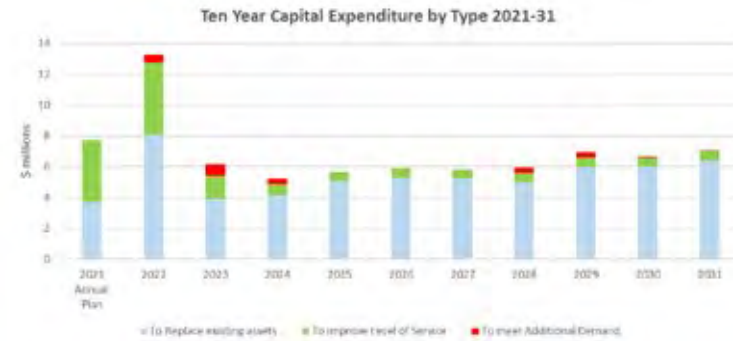
CAPITAL EXPENDITURE REQUIREMENTS

Over the next 10 years, Council is forecasting capital expenditure of \$68.533 million. Council is mindful that increased capital spending, commits the district to increased and sustained depreciation charges.

The following graph shows how capital expenditure is broken down by activity group:



The following graph shows the capital expenditure planned for each of the next 10 years. Council's spend is linked to renewing existing assets, additional demand or increasing level of service.



ADOPTING AN UNBALANCED BUDGET

A balanced budget is where the operating expenditure and operating revenue match in each year of our Plan.

Under this LTP Council is proposing a budget that doesn't balance over the course of the LTP. This occurs as we smooth the impact of significant capital works, the dividend income reduction and increased Resource Recovery Park operation contract costs over the term of the plan using increased debt.

Council has resolved not to fund certain costs for a variety of reasons. These include depreciation for:

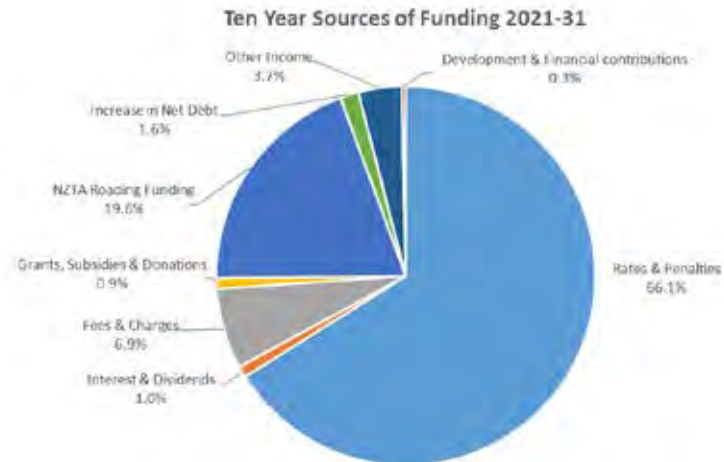
- Rooding Infrastructure – capital program is funded
- Waimate Event Centre – loan funded
- Rural Halls, Aerodrome Club Rooms and various Park assets – unfunded

Council reflects deficits in the first three years of this LTP in order to deliver an affordable rates requirement. When combined with a clear plan to recover the deficit in later years with an affordable rates requirement, we believe this is a prudent approach.

4.0 How will Council Fund this Plan?

This section covers how Council intends to fund its activities and the services it delivers.

The total cost of council activities is funded from a number of sources, the graph below shows sources of funding that the council intends to use to fund this plan. Rates remain the major source of funds for Council.



Other Income includes petrol tax Income, commissions, forestry revenue, rental income and other miscellaneous income.

WHAT ABOUT RATES?

Rates increases

Council aims to strike a balance between delivering the demands of the district, and the rates required to fund this work. Council further plans to use debt to smooth the impact of rating increases over the period of the LTP 2021-31; the majority of the internal debt raised to support a smoothed rates profile is paid up within the LTP 2021-31 period.

Council is proposing increases of 9.9% for 2021/22, 7.6% for 2022/23, 6.8% for 2023/24 and an average of 2.5% for the remaining 7 years of the LTP.

Rates limits

Council proposes that its rates increases be limited to not more than 10% for the first 3 years of the LTP period and not more than 8% for the remaining 7 years of the plan. This represents a change from the previous rates limit of 8%. 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.

Rates & debt

The timing of the work we have planned in our LTP, if allowed to flow directly into our financial projections, results in sharp rate increases over the Plan period, especially in the early years of the plan.

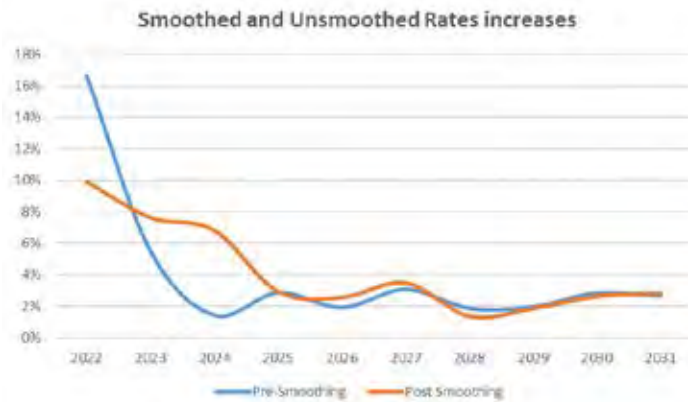
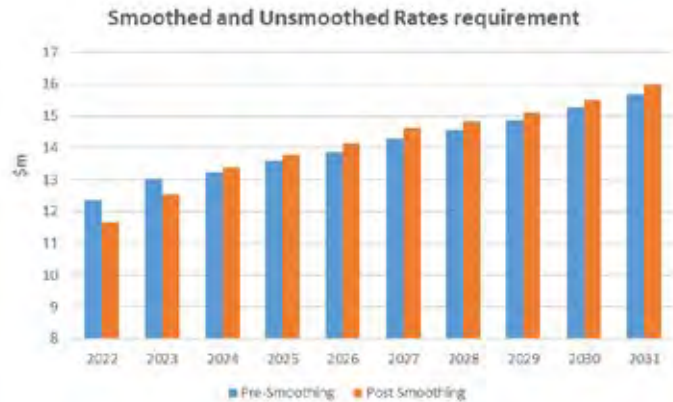
Council recognises that ratepayers benefit from having less volatile rates requirements, as it better supports financial planning. We have therefore used both internal and external debt to smooth the rate requirement over the course of the plan period, running certain activities at losses for a period of time before recovering this debt over an extended period.

Whenever Council uses debt to smooth the rate requirement, there is an interest charge associated with the use of the debt. Council's assumptions determine the rate of interest applied to this debt; for the long-term plan period 2021-31 the rate is set at 3%. This is the 'cost of smoothing'.

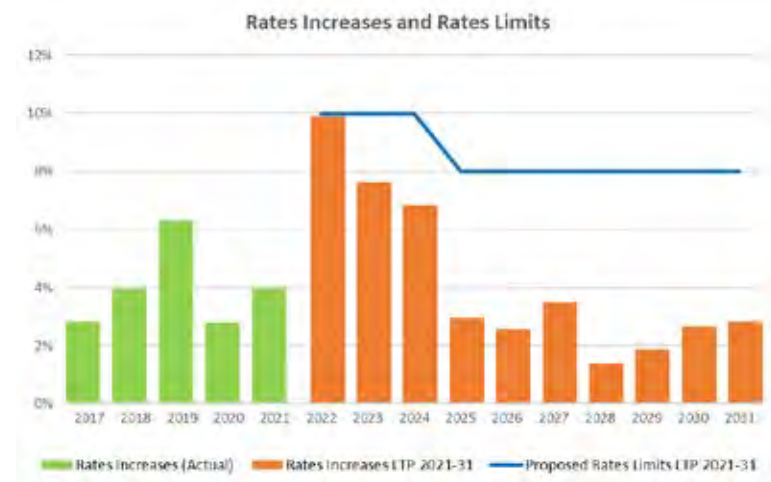
The tables below provide a detailed breakdown of the impact of Council's rates smoothing approach, by activity, indicating how the rates change both in percentage and dollar terms.

Description of Rates	Annual Rates Impact										Ten Year Interest cost of smoothing	
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
Targeted Rates												
Rural Water Schemes Pre smoothing \$	1,787,071	1,908,205	1,957,499	1,972,740	2,006,223	2,077,070	2,098,394	2,115,788	2,196,370	2,238,025	117,895	
Rural Water Schemes Post smoothing \$	1,506,263	1,645,062	1,798,610	1,917,973	2,046,430	2,184,748	2,279,960	2,376,171	2,475,783	2,571,559		
Impact of smoothing : (reduction) / catch up	(280,808)	(263,143)	(158,889)	(54,767)	40,207	107,678	181,566	260,383	279,413	333,534		
Rural Water Schemes Pre smoothing %	31.8%	6.8%	2.6%	0.8%	1.7%	3.5%	1.0%	0.8%	3.8%	1.9%		
Rural Water Schemes Post smoothing %	11.1%	9.2%	9.3%	6.6%	6.7%	6.8%	4.4%	4.2%	4.2%	3.9%		
<hr/>												
Urban Water Scheme Pre smoothing \$	894,757	959,269	1,019,175	1,038,759	1,059,815	1,102,689	1,125,018	1,154,570	1,220,751	1,256,041		107
Urban Water Scheme Post smoothing \$	889,000	960,120	1,036,930	1,062,853	1,089,424	1,116,660	1,141,785	1,167,475	1,190,825	1,208,687		
Impact of smoothing : (reduction) / catch up	(5,757)	851	17,755	24,094	29,609	13,971	16,767	12,905	(29,926)	(47,354)		
Urban Water Scheme Pre smoothing %	10.7%	7.2%	6.2%	1.9%	2.0%	4.0%	2.0%	2.6%	5.7%	2.9%		
Urban Water Scheme Post smoothing %	10.0%	8.0%	8.0%	2.5%	2.5%	2.5%	2.2%	2.3%	2.0%	1.5%		
<hr/>												
Civic Amenities Rates												
Resource Recovery Park operation Pre smoothing \$	425,312	438,543	448,806	457,774	465,372	475,902	483,231	490,909	500,900	510,535	5,631	
Resource Recovery Park operation Post smoothing \$	289,420	472,620	611,983	486,819	462,829	473,358	480,688	488,366	498,357	507,992		
Impact of smoothing : (reduction) / catch up	(135,892)	34,077	163,177	29,045	(2,543)	(2,544)	(2,543)	(2,543)	(2,543)	(2,543)		
Resource Recovery Park operation Pre smoothing %	50.6%	3.1%	2.3%	2.0%	1.7%	2.3%	1.5%	1.6%	2.0%	1.9%		
Resource Recovery Park operation Post smoothing %	2.5%	63.3%	29.5%	(20.5%)	(4.9%)	2.3%	1.5%	1.6%	2.0%	1.9%		
<hr/>												
General Rates												
Dividend Income Reduction Pre smoothing \$	186,969	186,969	186,969	176,969	166,969	156,969	146,969	136,969	126,969	116,969	39,000	
Dividend Income Reduction Post smoothing \$	492,469	468,969	43,469	(2,031)	(36,031)	(60,031)	71,249	142,969	132,969	122,969		
Impact of smoothing : (reduction) / catch up	305,500	282,000	(143,500)	(179,000)	(203,000)	(217,000)	(75,720)	6,000	6,000	6,000		
Dividend Income Reduction Pre smoothing %	(54.5%)	0.0%	0.0%	(5.3%)	(5.7%)	(6.0%)	(6.4%)	(6.8%)	(7.3%)	(7.9%)		
Dividend Income Reduction Post smoothing %	19.7%	(4.8%)	(90.7%)	(104.7%)	1674.1%	66.6%	(218.7%)	100.7%	(7.0%)	(7.5%)		
<hr/>												
Overall rates increases Pre smoothing	16.6%	5.5%	1.4%	2.9%	1.9%	3.1%	1.9%	2.0%	2.8%	2.7%	162,633	
Overall rates increases Post smoothing	9.9%	7.6%	6.8%	2.9%	2.6%	3.5%	1.4%	1.9%	2.6%	2.8%		
Overall impact of smoothing : (reduction) / catchup	(6.7%)	2.1%	5.4%	0.1%	0.7%	0.4%	(0.5%)	(0.1%)	(0.2%)	0.2%		
Annual interest cost of smoothing \$	4,500	29,948	32,531	27,086	23,721	15,368	10,335	12,457	6,525	162		
Makeup of rates increases Post smoothing:												
General Rates	2.3%	2.2%	2.7%	0.3%	0.6%	0.6%	(0.9%)	(0.2%)	0.2%	0.3%		
Civic Amenities Rates	3.7%	2.5%	1.3%	(0.5%)	0.0%	0.6%	0.5%	0.4%	0.4%	0.6%		
Targeted Rates	3.9%	3.0%	2.8%	3.2%	2.0%	2.2%	1.7%	1.7%	2.0%	1.9%		
	9.9%	7.6%	6.8%	2.9%	2.6%	3.5%	1.4%	1.9%	2.6%	2.8%		

The diagrams below illustrates the impact of rates smoothing on the current plan (excluding Downlands Rural Water Scheme rates):



The following graph compares actual rates increases for the last 5 years with the projected increases for the next 10 years and shows the limit for that 10-year period (excluding Downlands Rural Water Scheme rates):

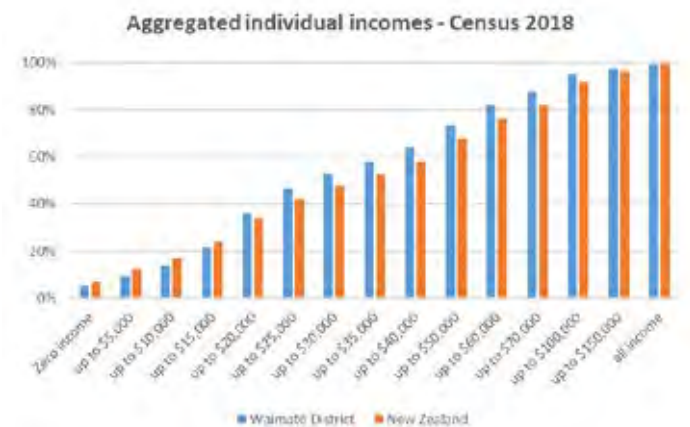
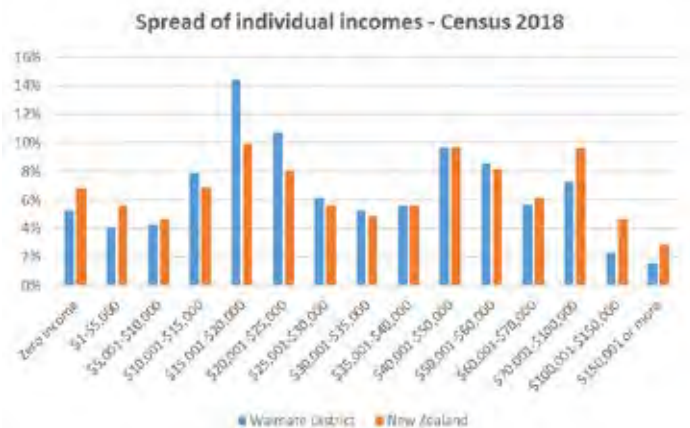


Like all households and businesses the costs of providing council services is increasing.

Council is committed to providing certainty and equity to ratepayers over their rates bills. Council is aware that there is significant income variation within the District and also that levels within the district are generally lower than the NZ average.

Council recognises that there are mechanisms available to low income ratepayers in the district to obtain relief on the rates levied by Council, such as the annual Rates Rebate. Council believes it is important to actively promote such options to rate payers.

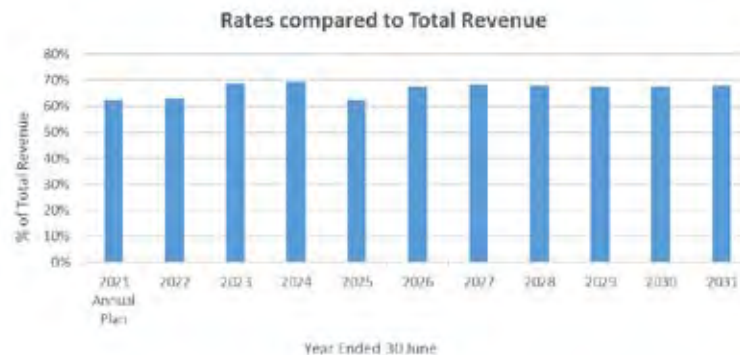
The following graphs illustrate how income levels in the district lag the national average. Council does not expect the district's income profiles to vary significantly for this plan period.



Other sources of revenue

Council has a number of other sources of revenue aside from rates, including fees and charges, funding assistance from Waka Kotahi (New Zealand Transport Agency), dividends from investments and forestry returns. Our Revenue & Financing Policy details how these revenue streams contribute to all the services we provide.

The graph below illustrates the proposed proportion of rates to overall revenue. Council plans to increase the ratio over the plan period to 63% initially with a maximum of 70% over next 10 years.



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. Further information on Council's ability to maintain level of service and meet additional demand can be found in Council's Infrastructure Strategy and Asset Management Plans.

5.0 Planning for Improved Services

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, fulfilling climate change obligations.

These projects often result in a change in the level of service provided to the community and may increase operating and capital expenditure. As stated elsewhere, 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**
Hook-Waituna, Lower Waihao and Waikakahi 2021/22
Waihaorunga 2022/23
- **Water Supply – New Bore**
Otaio-Makikihi 2022/23
- **Roading (2021-2031)**
Continued investment in minor improvements
- **Library / Local Government Centre (LGC) Extension (2021-2023)**

FURTHER INFORMATION

Further information on these projects can be found in the Council's Asset Management Plans for its activities and Council's Infrastructure Strategy.

6.0 Planning to Maintain Existing Services

Assets 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 (2021-31)
- Rural Water Supply Renewals (2021-31)
- Sewerage Renewals (2021-31)
- Roding Renewals (2021-31)

FURTHER INFORMATION

Further information on these projects can be found in the Council's Asset Management Plans for its activities and Council's Infrastructure Strategy.

7.0 Borrowing/Debt

Council believes it is prudent to maintain a strong financial position. This does not mean that Council will have no term borrowings, but that it will carefully manage its levels of borrowings.

Council currently has a strong financial position, meaning Council has the capacity to increase debt. Council has previously preserved this capacity in order that borrowings can be undertaken in exceptional circumstances as part of a long term strategy to be financially sustainable, and to be able to fund a response to emergencies and disasters.

Due to some large capital works over the life of the plan our debt will increase. In addition, Council proposes to smooth the rates impact using both internal and external debt.

Council only borrows externally to meet cash flow requirements. Internal Borrowing means that one group of ratepayers are lending to another group of ratepayers. For this reason Council recognises that internal borrowing should be recognised as debt, as a call on those funds may occur unexpectedly.

DEBT LIMIT

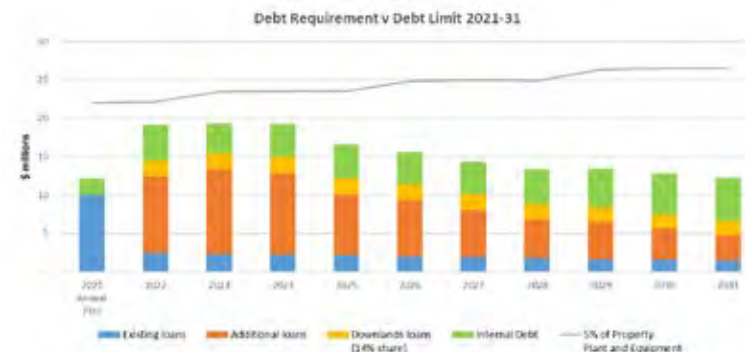
Determining an appropriate level of debt could be measured against Council's total assets or against its total revenue.

In previous Financial Strategies our debt limit was set at 100% of total revenue, but Council believes lifting the debt limit is essential to the delivery of our plan and to meet our community wellbeing outcomes.

As the purpose of Council's external borrowing is predominately to fund the cost of operational or infrastructural asset replacements or development, Council has determined that the most appropriate measure is to limit the level of borrowing as a percentage of the total value of Council's 'Property, Plant & Equipment'. Council considers that capping its limit on borrowing to be no more than 5% of total property, plant and equipment is financially prudent.

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. Further information on Council's ability to maintain level of service and meet additional demand can be found in Council's Infrastructure Strategy and Asset Management Plans.

Total debt limits would therefore be as set out in the graph below.



Our debt levels peaks in 2023, reducing thereafter with significant forestry income in 2025-27 being applied to external debt reduction.

A detailed calculation of total debt can be found as a note within the financial statements. Council has included internal borrowing (except where specifically borrowed externally) as it considers that it is holding its reserves in trust for parts of the community and that in using those reserves for efficient cash management it should recognise that at any time it may need to externally borrow those funds should those reserves be required.

Where Council uses debt to smooth the impact of the rates (Rates smoothing), Council's intent is to pay the debt back as promptly as possible while delivering a smooth rate requirement. The practical application of this is illustrated earlier within this Financial Strategy (see Rates & Debt).

POLICY ON SECURITY FOR BORROWINGS

Council will be required to give security for its borrowing from external lenders.

Council proposes to secure its borrowing, and interest rate risk management instruments, against rates revenue. In some circumstances, security may be offered by providing 'a charge' over one or more of the Council's assets.

Physical assets will be charged only where:

- there is a direct relationship between the debt and the purchase or construction of the asset which it funds;
- the Council considers a charge over physical assets to be appropriate.

The full policy on giving securities can be found in the Liability Management Policy.

8.0 Investments

Council has financial investments to create a return which can be used to pay for services and reduce rates. This section explains Council's objectives for holding and managing financial investments and equity securities and its targets for returns on those investments and equity securities.

FORESTRY

Council owns a 136.4 ha forestry investment largely 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 asset to maximise commercial returns, but where a viable return is possible it may consider the disposal of these assets via the open market. Unless sales occur, Council will continue to replace forest stock as trees are felled.

Council expects that these forests are to be harvested from 2024 to 2027 and the return from the sale of trees will enable repayment of external debt. Council plans to replant following harvest.

ALPINE ENERGY LTD SHARES

Council owns 7.54% of the shares in the company. Council primarily owns these shares for the commercial return received by way of dividend. Alpine Energy infrastructure supplies part of the district, so Council's investment also helps ensure a secure power supply necessary for the development of the district. Council anticipates the company to continue with its current level of dividend and as such is budgeting on a dividend of not less than 6 cents per share. An annual increase of 3.9% on the value of the Alpine Energy shares has been assumed for the life of the Long Term Plan.

PROPERTY

Council owns many 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 at 1%.

OTHER INVESTMENTS

Council holds a small number of low value investments in equity for which the reasons for holding are related to purchasing benefits or for economic development. Council does not have a target return for these investments, as this is incidental to Council's reason for ownership.

Appendix 1 – Local Government Cost Index (LGCI)

LTP Year	Year Ending	CAPEX (%)	OPEX (%)	LGCI (%)	Rates Limits %
1	Jun-22	4.0	3.6	3.7	10.0
2	Jun-23	3.0	2.9	2.9	10.0
3	Jun-24	2.6	2.5	2.5	10.0
4	Jun-25	2.6	2.5	2.5	8.0
5	Jun-26	2.7	2.5	2.6	8.0
6	Jun-27	2.6	2.5	2.5	8.0
7	Jun-28	2.8	2.6	2.6	8.0
8	Jun-29	2.8	2.7	2.7	8.0
9	Jun-30	2.9	2.7	2.7	8.0
10	Jun-31	2.7	2.6	2.6	8.0

INFRASTRUCTURE STRATEGY

1.0 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 third infrastructure strategy produced as a requirement of amendments to the Local Government Act 2002 in 2014. It provides discussion into the range of scenario and responses Council could make in providing services to the community in a sustainable way.

The Infrastructure Strategy has direct linkage to Council's Roading, Water, Sewerage and Stormwater Asset Management Plans, and is used to inform the 2021-2031 Long Term Plan.

The Infrastructure Strategy covers the Council's core infrastructure activities of Roading and Footpaths, Water Supply, Sewerage and Stormwater. The core infrastructure is the most critical area of investment for the Council with infrastructure delivering essential services to residents and visitors.

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

Core Infrastructure Assets: A summary of the Council's Core Infrastructure Assets that are considered in this Infrastructure Strategy are presented below:

Asset	Description	Optimised Replacement Values (2020 \$M) Value	% of Total
Roads and footpaths	Roads (arterial, collectors, local; curbs and gutters), bridges, footpaths	496	88%
Water Supply	Water extraction, treatment and distribution	40	7%
Sewerage	Sewerage collection, treatment and discharge	25	4%
Stormwater	Stormwater collection and discharge	6	1%
TOTAL		\$ 567M	

Council's Priorities: At a high level, Council's priorities in respect to the Water, Sewerage, Stormwater and Roading and Footpaths are

Maintain the District's roads to a safe standard and fit-for-purpose for the long term using 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 at the lowest long-term cost to the community.

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.

There are several **key decisions** ahead for Council and the community.

Roading and Footpaths

Continually consider increased investment in Roading and Footpaths to provide a satisfactory level of service and provide for the effects of heavier vehicles. Historic Land use change continues to result 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. However, with land use change the demands on components of the network increase so does the amount of work to keep them to the required standard. A comprehensive planning and maintenance approach to ensure the delivery of this level of service will require more investment. Given the large proportion of pavements that were constructed in the same periods Council is aware of the potential 'bow-wave' of rehabilitation and resealing works. While there is an acknowledgement of this, small increases in funding are proposed initially as monitoring and modelling is undertaken to gain a more robust understanding of this issue, and where this investment should occur.

Council also needs to consider if the current Aoraki (South-Mid Canterbury) Roading Collaboration Group arrangements are delivering the outcomes sought by Waimate customers. 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 resolve differences. This has formed an excellent platform for combined work, as well as procuring physical works and professional services.

Water Supplies

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 the Drinking Water Standards for New Zealand, improved regulation and associated compliance monitoring.

Sewerage

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.

Stormwater

The forward works programme is adequate. If a greater level of service is desired then higher levels of investment will be required. Short term 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.

Council's Response

Aging assets, addressing changing (heavy) transport 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.

Council will continue to engage with government around the water reform programme.

Roading investment levels are reviewed every three years in line with the government priorities for financial assistance.

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:

Water Supply:

- 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.
- Council will continue its programme of water scheme treatment plant upgrades in order to achieve compliance with the current Drinking Water Standards for New Zealand. 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, 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.

Sewerage:

- 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 a detailed inflow investigation to provide capacity and resilience in the waste water network.

Stormwater:

- Implementation of the Stormwater Management Plan once the global consent is issued. The global consent application is currently being processed by Environment Canterbury Regional Council with affected parties currently being consulted. Some risks exist if approvals are not provided, or National Policy is amended during the process.

3 Water Reforms:

- Towards the end of 2021 Council will need to establish its strategic direction (opt-in or opt-out). Until further information is available this is difficult to determine.

Roading:

- Increased traffic numbers and size require a programme of increased resurfacing, pavement rehabilitation, unsealed road metalling and drainage renewals.
- Failures due to poor ground conditions and drainage require a programme of increased resurfacing, pavement rehabilitation, unsealed road re-metaling and associated drainage renewals. Future increased investment needs to be underpinned by additional data collection.
- Unsuitable bridges to be addressed using the ONRC hierarchy and addressing key routes for both freight connections and network resilience. Priority determined using a replacement / upgrade strategy.
- Road Safety is a critical outcome and applying the ONRC a Low-Cost-Low Risk Minor Safety Improvements programme is developed. This covers the higher priority road, walking and cycling safety aspects.

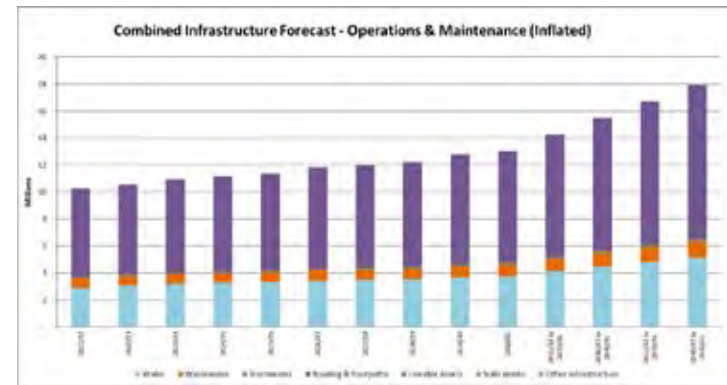
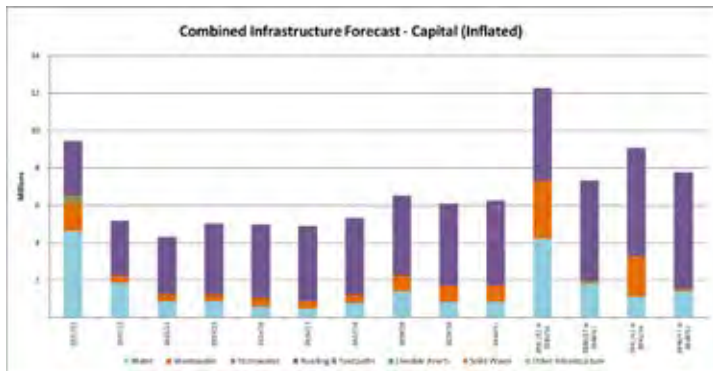
The following chart illustrates the key issues and responses.

	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Roading and Footpaths	Improved drainage Flood resilience Infrastructure safety improvements and speed management Reseals Some Pavement Rehabilitation	Road strengthening to respond to drainage/pavement condition Reseals More Pavement Rehabilitation (1.3km / year) Safety improvements	Reseals Pavement Rehabilitation	Reseals Pavement Rehabilitation
Water Supplies	Treatment upgrades Pipe renewals Govt. water reform Provision of growth infrastructure	Pipe renewals Provision of growth infrastructure	Pipe renewals	Pipe renewals
Sewerage	Investigate inflow Pipe renewals Govt. water reform Provision of growth infrastructure	Reduce inflow Pipe renewals Provision of growth infrastructure	Pipe renewals	Pipe renewals

	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Stormwater	Urban improvements Global consent Identification, protection and improvement of overland flow paths Govt. water reform	Urban improvements		

Much 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 - and a backlog of maintenance and renewals work. New designs and renewals take the effects of climate change in to consideration.

Road safety initiatives contribute to the national 'Road to Zero' road safety strategy. Critical and urgent changes are required at a local, regional and national scale as part of the strategy.



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.

The combined forecast for operations and maintenance as well as capital identified is considerable. Core infrastructure costs exceeding \$20 million per year (Year 1, capex and opex) 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. Council are 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.

Alongside this infrastructure strategy, the financial strategy outlines 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.

2.0 INTRODUCTION

This is Waimate District Council's third Infrastructure Strategy. It has been prepared from Council's 2021 suite of Activity Management Plans and the Long Term Plan of which it forms part.

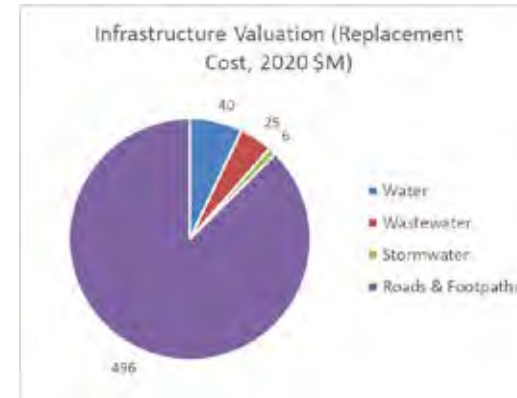
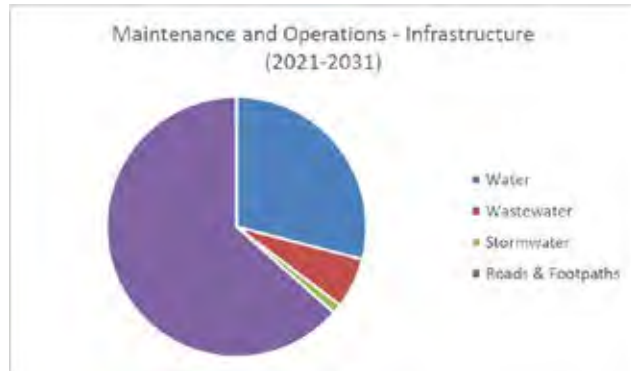
This Infrastructure Strategy should be read in-conjunction with other relevant Council documents that include the LTP, Financial Strategy and the current AMPs.

The issues discussed 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.

This Infrastructure Strategy covers the Waimate District Council's core infrastructure (Roads and Footpaths, Water, Sewerage 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 and Asset Valuation (Replacement Cost)



2.1 Strategy Layout

The Strategy document sections and corresponding LGA Act sections are tabled 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 Describe the district/city and illustrate the linkage between strategic documents	2(a)
4 Describe the core infrastructure, its condition and performance while recording the significant assumptions, risks and mitigation	2, 3(e), 4 (c) & (d)
5 Discuss the emerging issues that will impact on the core infrastructure assets	3 (b) to 3(e)
6 Discuss 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, when and funding source	2(b); 3(a) to (e) & 4(a) to (c)
8 Identifies the costs associated with the actions proposed	4(a)

2.2 Purpose

2.2.1 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 – Infrastructure Strategy states:

- (1) 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;

- 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.

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. sewerage and the treatment and disposal of sewage;
 - iii. stormwater drainage;
 - iv. flood protection and control works;
 - v. the provision of roads and footpaths; and
- b) any other assets that the local authority, in its discretion, wishes to include in the strategy.

2.2.2 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, Sewerage 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 on-going detrimental effect on district employment. Council will work closely with various stake holders to quantify these effects over the coming years.

Population Growth

Introduction

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 an 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 is 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, has led the Council to commission these growth projections from an external specialist. The 'Waimate District Council Growth Projections, August 2020' reporting prepared by Rationale enables the organisation to understand the future growth in their district and provide a single source of the truth for the Council.

This is discussed in section 5.1 along with other challenges.

2.2.3 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 capacity to cater for growth.
- National freshwater reforms may cause future land use change that results in different farming practices, water use requirements and transport network use.
- The urban sewerage 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.

2.3 Waimate District Core Infrastructure Assets

The core Waimate District Infrastructure Assets are tabled with 2020 replacement values below:

Table 2.2: Waimate District Infrastructure Assets

Asset	Description	Replacement Value (2020 \$M)	% of total
Water	Water extraction, treatment and distribution	40	7%
Sewerage	Sewage collection, treatment and discharge	25	4%
Stormwater	Stormwater collection and discharge	6	1%
Roads and footpaths	Roads (arterial, collectors, local; curbs and gutters), bridges, footpaths	496	88%
TOTAL		\$ 567M	

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.

2.3.1 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 Table 2.3.

Table 2.3: Core Infrastructure Condition and Performance

Asset	Condition	Performance
Roads and Footpaths	<p>Condition records and current assessments are thorough, being detailed and collected over many years.</p> <p>Improvements are planned to collect more complete age and remaining life data for all assets.</p> <p>The network is generally sound, but is beginning to show signs of deterioration as demands increase.</p>	<p>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.</p>

Asset	Condition	Performance
Water	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 their end the useful life.	Council considers that the networks operates effectively and efficiently. Some performance issues are noted due to undersized pipework which cannot meet fire flow requirements.
Sewerage	There are areas of the network (collection, treatment and disposal) that are showing signs that they are coming to their end of 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

2.2.4 Risks to Core Infrastructure Asset Performance

Roads and Footpaths:

The assets are well understood and there is now better information on bridge structures. Risks have been considered at a South Canterbury level with neighbouring authorities to understand wider network resilience.

Work is underway to collect further detailed information on the ground conditions across the network and develop work programmes which manage the impact of weak ground and poor drainage on pavements.

Water, Sewerage 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.

Council is involved with the Government on the NZ water reform initiatives that are in progress in 2021 onwards. Final decisions regarding NZ water reform have yet to be made at the time of this Infrastructure Strategy. Council will continue to engage with the Government with regards to water reform proposals.

2.3.2 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 matures.

2.3.3 Infrastructure Achievements

Over the last three/six years we have:

- 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 (2019)

The following details improvements achieved over the last number of years with our core infrastructure:

2.3.4 Water

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, particularly in the Waimate Urban scheme, are ongoing. The data capture and condition assessment programme is ongoing.

2.3.5 Sewerage

Pipe and manhole renewals, particularly in the Waimate Urban scheme, are ongoing. The data capture and condition assessment programme is ongoing.

2.3.6 Stormwater

Pipe and manhole renewals are ongoing. The data capture and condition assessment programme is ongoing.

2.3.7 Roads & Footpaths

Waimate District Council's service delivery as part of the Aoraki (South-Mid Canterbury) Rooding Collaboration has ensured 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 roading network, verifying RAMM data and estimating construction dates and condition of culvert itself. This information is being used to form a replacement programme.

Council has continued to manage a modest and affordable programme of "Low Cost-Low Risk" Minor Safety Improvements as part of Capital Programmes, which include targeted seal widening, geometric improvements, enhanced delineation on horizontal curves and footpath extensions.

3.0 WAIMATE DISTRICT

3.1 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 7,800 persons.

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 sewerage schemes.

A summary of the Infrastructure Assets owned and operated by Council within the Water, Sewerage, Stormwater and Roads and Footpaths activities is provided below:

Roads and Footpaths: The Council operates and maintains 646 kilometres of sealed roads, 693 kilometres of unsealed roads, 48.5 kilometres of kerb and channel, 62.7 kilometres of footpaths, just under 3,500 culverts, and 182 bridges (plus an additional 85 concrete fords).

The total replacement cost of our Roads and Footpaths assets (as at June 2020) is \$496 million.

Water: Council operates and manages one on-demand water scheme (Waimate) and six rural water supplies. 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 and pump stations are operated to distribute the water to approximately 6,000 consumers via 914 km of pipe. The Cattle Creek (essentially a very small and private scheme) and Hakataramea water supply (managed and operated by an incorporated society) are not considered in this Infrastructure Strategy.

The combination of assets was valued in 2020 at \$40M (Replacement cost)

Sewerage: Only Waimate town is served by a community sewerage scheme with a total of 1,730 connections. Sewage is collected through 67 km of gravity pipe and rising mains, including two pump stations, and conveyed to a Waste Water Treatment Plant (WWTP) and disposal system. Treated effluent is discharged on to land.

The scheme was valued in 2020 at \$25M (Replacement cost)

Stormwater: In the Waimate District, there is presently only one significant piped stormwater system, serving Waimate town. There is 13.5 km of stormwater pipes, open drains and a number of sumps and soakholes. Stormwater is conveyed to disposal points (natural waterways, soakpits and streams).

The limited nature of the system is reflected in the 2020 value of \$6M (Replacement cost)

3.2 Strategic Context

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 3.1: Community Outcome Linkages to Activity

Community Outcomes	Transportation	Water, Sewerage and Stormwater
<p>Thriving Community</p> <p>A district that provides infrastructure for economic activity</p> <p>A District that encourages development</p> <p>A District that actively promote itself and its businesses</p>	<p>Efficient and safe roading networks are part of the essential infrastructure for economic growth and development</p>	<p>Fault response</p> <p>Timely provision of utility services essential to supporting growth</p>
<p>Safe and Healthy People</p> <p>A place where people are safe in their homes, work and public spaces</p> <p>Our services, infrastructure and environment enhance quality of life</p>	<p>Safe and well maintained roads, footpaths and road verges promote safety of all road users, including pedestrians</p>	<p>Safe Drinking Water</p> <p>Protect public health by ensuring a safe and viable sewerage disposal system. Flooding is adequately managed in urban areas. We have reliable, efficient and well-planned water, sewerage and stormwater infrastructure that meets the needs of residents.</p> <p>Customer Satisfaction</p>
<p>Sustainable District and Environment</p> <p>A district that is enhanced through sustainable and diverse development</p> <p>We value the natural environment, biodiversity and landscapes</p> <p>Our heritage is valued and protected</p>	<p>A well-managed roading network minimises the adverse effects on the environment</p>	<p>Ensuring the quality and quantity of discharges to the environment.</p> <p>Maintenance of the reticulation</p>
<p>Active, Diverse and Supportive Community</p> <p>District assets provide recreation and leisure choice</p> <p>We celebrate and support the good things in our community</p>	<p>Roads and footpaths are an important element in both the residential and rural environment for physical exercise, leisure activities and social contact</p>	

3.2.1 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.

3.2.2 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 Transportation AMP is audited by NZTA, and also 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.

3.2.3 Significance and Engagement Policy

Waimate District Council developed 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:

- Rooding Networks and connected infrastructure
- Sewerage Networks and Treatment Plants
- Stormwater Networks
- Water Treatment, Storage and Supply Networks

3.3 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 in the infrastructure Strategy.

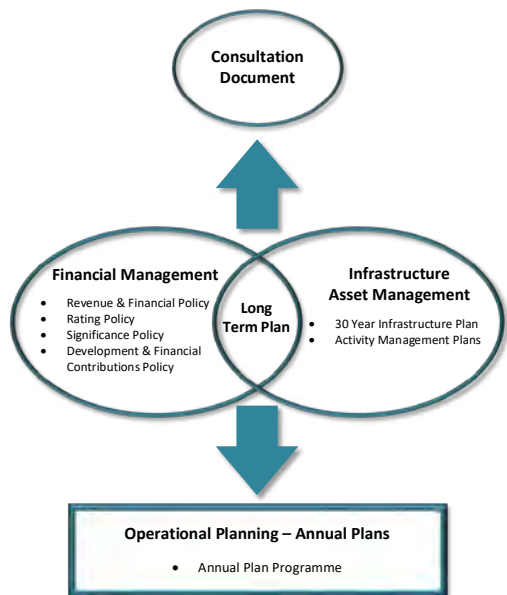
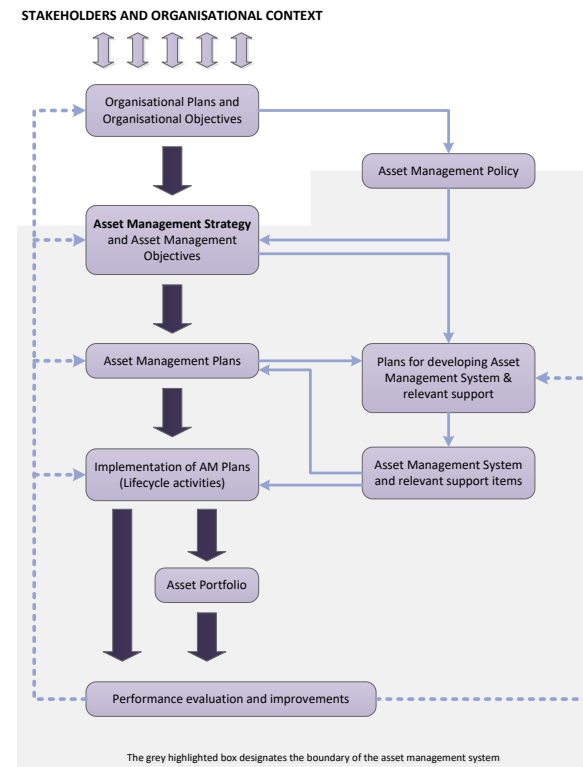


Figure 3.1: Infrastructure Strategy – Supporting Long Term Plan 2021-2031

The following diagram illustrates the planning regime from an ISO55000 perspective, showing the Asset Management 'system'

Figure 3.2: Infrastructure Strategy- Linkages with other Documents



3.4 Waimate District Council

The Waimate District Council consists of a Mayor, eight Councillors and 53.08 FTE staff (as at 30 June 2020). 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 and monitors their performance. While the Council has at times considerable freedom and opportunity to 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.

- Roading
- Utilities
- Parks and Reserves
- Regulatory and Compliance
- Corporate Services
- Community & Strategy



Figure 3.1 – Waimate District Council Boundary

4.0 CORE INFRASTRUCTURE

The core infrastructure included in this strategy is:

- Water Supply – urban and rural
- Sewerage (Waimate urban)
- Stormwater (Waimate urban)
- Roads and Footpaths.

Figure 4.1 – Map of Waimate District



4.1 Asset Description

4.1.1 Water Supply

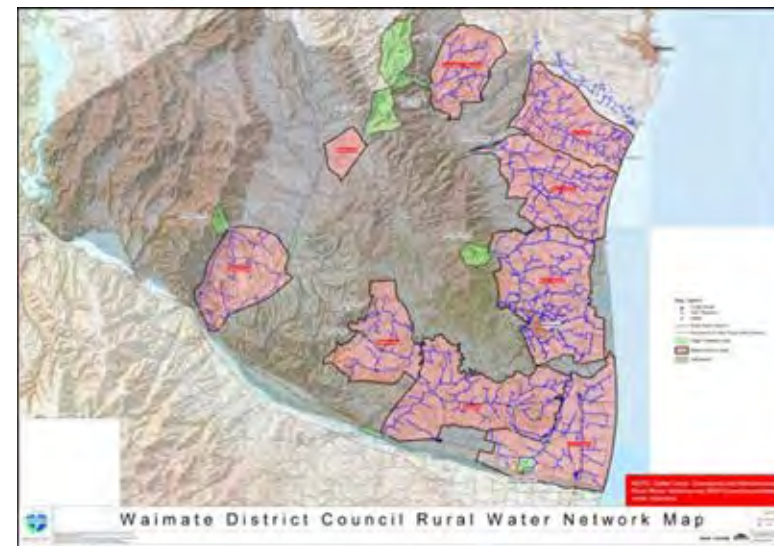
There are seven water schemes owned and operated by Council. This consists of one urban scheme, Waimate, and the remaining six are rural restricted schemes of Cannington Motukaika, Hook Waituna, Lower Waihao, Otaio Makikihi, Waihaorunga and Waikakahi.

The Hakataramea Rural Water Scheme is currently managed by the scheme users. This scheme may revert to revised management arrangements following the completion of government water reforms. This scheme is not included in the Infrastructure Strategy at this revision.

The Downlands water scheme is operated by Timaru District Council and provides water to properties within the Waimate District including St Andrews. The Council has a 14% stake holding in the scheme but has no direct involvement in the scheme apart from the collection of water rates on those properties. Timaru and Mackenzie District Councils have an 82% and 4% stake holding respectively. (The Downlands water scheme has not been included in this dataset).

A summary of the water scheme assets, owned by Council is given in the table below:

Scheme	Treatment Plants	Supply Bores	Pumping Stations	Storage Reservoirs	Dams	Water mains (kms)
Waimate Urban	2	2	0	1	0	65.9
Cannington Motukaika	1	0	1	-	1	56.8
Hook Waituna	1	0	4	-	1	252.1
Lower Waihao	1	2	3	1	0	125.1
Otaio Makikihi	1	0	1	1	0	155.1
Waihaorunga	2	0	4	1	0	67.1
Waikakahi	1	0	1	1	0	176.0
Total	9	4	14	5	2	898.1



4.1.2 Sewerage

The Council collects sewage from approximately 1729 connected properties through the Waimate urban sewerage system. Customers include residential, community and industrial/commercial.

A summary of the Sewerage assets, owned by the Council is presented below.

Asset Description	Units	Quantity
Reticulation:		
Gravity pipes	m	34,391
Rising mains	m	4,789
Laterals (mapped)	No.	1,041
Inspection Pits / Poo Pits	No.	18
Cleaning Eyes	No.	46
Valves	No.	13
Capped Ends	No.	32
Manholes	No.	308
Plant:		
Sewerage Treatment Plant	No.	1
Pump Stations	No.	2



4.1.3 Stormwater

Council owns and operates one significant stormwater system, the system servicing the Waimate Town with an estimated population of 3,000 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 investigation, with this being modelled in conjunction with Environment Canterbury.

A summary of the Stormwater assets, owned by Waimate District Council is shown below:

Asset Description	Units	Quantity
Sump	No	27
Pit	No	19
Manhole	No	65
Headwalls	No	7
Open drains	m	5,133
Pipes	m	10,446

4.1.4 Roads & Footpaths

The transport asset includes all Council owned road reserve, 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 through the district, where Council has limited involvement

Asset Description	Units	Quantity
Roads Total	km	1,339
Urban Roads - Sealed	km	48
Urban - Unsealed	km	4
Rural - Sealed	km	598
Rural - Unsealed	km	689
Bridges	No	182
	m	3,352
Footpaths	km	62.7
Traffic Services		
Signs	No	4064
Posts	No	1,826
Street Lighting	No	495
Drainage		
Culverts	No	3,482
	m	36,485
Concrete Fords	No	85
	m	1,696
Kerb and Channel & Dish Channel	km	48.5

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 reserve 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.

4.2 Assumptions and Risk

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..

Assumptions

Table 4.1 summarises the significant assumptions that have been applied for the purpose of producing forecasts for the Roading and Footpaths, Water, Sewerage and Stormwater activities. 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 4.1: Significant Forecasting Assumptions

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Population Change						
The Waimate District population will observe a gradual increase by 4.38% between 2020-2030. It is assumed that this increase will generate a relative impact on population-related metrics, such as the quantity of rateable properties.	Rationale	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	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 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

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Climate Change						
<p>The effects of climate change are expected to manifest in three categories.</p> <p>These are:</p> <ul style="list-style-type: none"> a) gradual change in meteorological conditions (for example, change in temperature, more severe weather conditions and events, rising of sea level, coastal and inland erosion, among others), and b) b) general socio-economic consequences of such changes, and c) c) socio-economic consequences of policies/measures designed to curb the adverse effects of climate change. 	Waimate District Council	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 will monitor the operational and socio-economic effects of environmental changes and adapt its response where required, if possible.	All activity groups
The Emissions Trading Scheme (ETS) became law in September 2008, resulting in minor cost increases. As the ETS grows, Council anticipates that the introduction of new areas will continue to have increases and that those increases are recognised in Council's inflation figures.	Ministry for the Environment	There is a risk of legislative change, which could result in costs being higher or lower than assumed.	Moderate	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.	Property, Rooding and Footpaths, Rural Water Supply, Urban Water Supply

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Oil Price						
Due to the instability of the international petroleum market (as caused by the effects of the COVID-19 pandemic), fuel prices are likely to fluctuate for a period of time. However, it is assumed the time period will be relatively short, as the petroleum market has historically demonstrated a tendency to stabilise rapidly, where possible.	Waimate District Council	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
Waka Kotahi New Zealand Transport Agency 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). It is further assumed that the funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is set at 64% for 2020/21 onwards.	NZTA	The subsidy rate may be subject to change, along with any variation in criteria for inclusion in subsidised 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

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Grants and Subsidies						
It is assumed that all projects funded, or partially funded, from grants and subsidies will be available in the year the expenditure is planned. If the funding is not received, it is most likely that the project will not proceed in that year. Examples of projects where funding is assumed are roading maintenance and improvements, and bridge renewals.	Waimate District Council	Subsidies are not received and projects do not go ahead.	Moderate	Some projects have a more significant impact than others if they do not proceed in the planned year. The roading projects where Council rely on NZTA funding may result in reduced level of service.	Build robust business cases and regular liaison with the relevant funding bodies to ensure projects (with a high likelihood of receiving funding) are included in the Long Term Plan.	Roading and Footpaths, Property
New Zealand Drinking Water Standards & Service Delivery						
While it is assumed that there will be change to the ownership and delivery of Three Waters in the next ten years, Council is not able to predict with absolute certainty what those changes will be. It is unlikely that details will be known earlier than mid-to-late 2021. This LTP has been developed on a business-as-usual basis for the delivery of Three Waters; but the change is very likely to occur over the mid-term (3-5 years).	Central Government Waimate District Council	Legislation changes under urgency in Parliament that must be implemented immediately	Moderate	Changes are required to be implemented more quickly than anticipated, and/or changes are mandatory rather than voluntary.	Council closely monitors any and all developments, and responds accordingly.	Rural Water Supply, Urban Water Supply
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.	Waimate District Council	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

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	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.	Waimate District Council	Inability to recover or continue business following a major event.	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
Development Contributions						
With the Resource Management Act 1991 able to revoke Council's ability to levy financial contributions (effective 18 April 2022), it is expected that Council will still be able to recover development contributions from that date onwards. It is further assumed that the level of funding recoverable under each system will be broadly similar.	Waimate District Council	There is a risk this change will result in significantly different funding levels.	Low	If the available funding levels change, this will have an impact on the rates required to address any shortfall/surplus.	Council will review its funding requirements prior to 18 April 2022 and ensure funding requirements match to demand.	All activity groups

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Water Irrigation Schemes						
Council does not expect major irrigation schemes to be introduced into the district over the period of the Long Term Plan.	Waimate District Council	New major schemes are introduced.	Low	The introduction of a major irrigation scheme is likely to produce minimal impact on Council, but a more considerable impact on the district's agricultural sector.	Council will monitor the environment in regard to any potential development, and seeks to remain involved in discussions/proposals.	Roading and Footpaths, Rural Water Supply, Sewerage
District Economy						
Despite the major impact of the COVID-19 crisis on the national economy, the Waimate District's economy is comparatively less negatively impacted, due to its specific characteristics as an area reliant on essential services and production.	Waimate District Council	Any significant reduction in income stream for any sector poses a risk.	Moderate	Drop in commodity prices - disposable spending cut back, loss of employment, closure of business. Increase in commodity prices - the reverse of the above occurs.	Council will consider the state of the district's economy when reviewing its Annual Plan and how this compares to the position assumed in the Long Term Plan.	All activity groups

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Useful Lives of Significant Assets and Depreciation						
It is assumed reassessments of the useful lives of significant assets during the ten year period covered by this Long Term Plan will continue every three years. The detail of useful lives for each asset category is covered in the Statement of Accounting Policies.	New Zealand Asset Management Support Waimate District Council 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
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 centres 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'.	Waimate District Council	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, Roding and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Revaluation of Non-Current Assets						
<p>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:</p> <p>Land: +10% Buildings: +10% Utilities (Water Schemes, wastewater, stormwater, Sanitation): +8% Roading: +6%</p>	Waimate District Council	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
Forestry Asset Values						
It is assumed that the forestry asset values will increase annually over a rotation cycle of 30 years.	Waimate District Council	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

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Return on Investments - Alpine Energy						
Alpine Energy returns will be in line with the company's FY2022-2024 Statement of Corporate Intent which includes a Dividend Policy of 6c per share, through to 31 March 2024. Thereafter it is assumed the dividend will remain at 6c.	Waimate District Council (in conjunction with its respective advisors)	There is a risk that returns on investments will be higher or lower than forecasted.	Low	Council is aware of the factors contributing to the changing nature of Alpine Energy's overall profit. If revenues are depressed for a sustained period, the company will be unlikely to maintain dividends at the proposed level.	Council plans to reduce its reliance on any dividend income that presently supports core operational activity.	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.	Waimate District Council	<p>There is a risk that improved levels of service in the Water Supply area will be delayed.</p> <p>There is a risk that the capital projects will not be completed in any given year, and carried over to subsequent years.</p>	Moderate	<p>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.</p> <p>If projects are not completed on time, or are</p>	<p>Additional resourcing (1.5 FTE) has been engaged to ensure the timely delivery of proposed LTP and Stimulus Fund projects.</p> <p>All capital works have been scheduled for 2020/21 and 2021/22 and local contractors have been made aware of the timing.</p> <p>Council is aware of material sourcing and has addressed this issue by sourcing materials early and maintaining stock levels. Procurement is now</p>	Water Supply & all other activities

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
				<p>deferred, there may be reduced operational costs and depreciation expense impacts.</p> <p>There could also be an increase in required budget to complete the project if delayed.</p>	<p>completed through the Government Electronic Tenders System (GETS), notifying the wider contracting / consulting market of upcoming projects.</p> <p>In anticipation of a large capital programme in Year 1 (2022), a portion of these projects are likely to be tendered by 30 June 2021, or very early in the 2021/22 financial year.</p> <p>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.</p>	

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY TO ASSUMPTION
Return on Investments - other						
<p>It is assumed that Council's cash investments will generate a 1% return based on the current economic climate.</p> <p>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.</p>	Waimate District Council (in conjunction with its advisors)	Returns on investments will be higher or lower than forecasted.	Moderate	<p>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.</p> <p>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.</p>	<p>Council sets and maintains its internal interest to provide certainty to internal capital reserves. Council will manage its external investments to optimise returns (as described in the Council's Investment Policy).</p> <p>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.</p>	Investments and Finance

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY																																																																																																
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<p>Council, along with many other New Zealand Councils, calculates and applies inflation factors to its 10-year budget forecast, using predictions of future inflation levels from New Zealand [economic research company] Business and Economic Research Ltd (BERL).</p> <p>Increase Percentage by Type:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Roading</th> <th>Property and Parks</th> <th>Water</th> <th>Staff</th> <th>Other</th> <th>Wastewater</th> <th>Capital Expenditure</th> </tr> <tr> <th></th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>June 2022</td> <td>3.3</td> <td>1.7</td> <td>7.2</td> <td>4.8</td> <td>1.7</td> <td>7.2</td> <td>4.0</td> </tr> <tr> <td>June 2023</td> <td>3.1</td> <td>2.0</td> <td>3.4</td> <td>2.4</td> <td>2.0</td> <td>3.4</td> <td>3.0</td> </tr> <tr> <td>June 2024</td> <td>3.0</td> <td>2.0</td> <td>2.1</td> <td>1.5</td> <td>2.0</td> <td>2.1</td> <td>2.6</td> </tr> <tr> <td>June 2025</td> <td>2.9</td> <td>1.9</td> <td>2.3</td> <td>1.7</td> <td>1.9</td> <td>2.3</td> <td>2.6</td> </tr> <tr> <td>June 2026</td> <td>2.9</td> <td>1.8</td> <td>2.6</td> <td>2.0</td> <td>1.8</td> <td>2.6</td> <td>2.7</td> </tr> <tr> <td>June 2027</td> <td>2.9</td> <td>1.8</td> <td>2.3</td> <td>2.2</td> <td>1.8</td> <td>2.3</td> <td>2.6</td> </tr> <tr> <td>June 2028</td> <td>2.9</td> <td>1.7</td> <td>3.0</td> <td>2.3</td> <td>1.7</td> <td>3.0</td> <td>2.8</td> </tr> <tr> <td>June 2029</td> <td>2.9</td> <td>1.7</td> <td>3.3</td> <td>2.4</td> <td>1.7</td> <td>3.3</td> <td>2.8</td> </tr> <tr> <td>June 2030</td> <td>2.9</td> <td>1.7</td> <td>3.3</td> <td>2.6</td> <td>1.7</td> <td>3.3</td> <td>2.9</td> </tr> <tr> <td>June 2031</td> <td>2.9</td> <td>1.6</td> <td>2.7</td> <td>2.7</td> <td>1.6</td> <td>2.7</td> <td>2.7</td> </tr> </tbody> </table>	Year	Roading	Property and Parks	Water	Staff	Other	Wastewater	Capital Expenditure		%	%	%	%	%	%	%	June 2022	3.3	1.7	7.2	4.8	1.7	7.2	4.0	June 2023	3.1	2.0	3.4	2.4	2.0	3.4	3.0	June 2024	3.0	2.0	2.1	1.5	2.0	2.1	2.6	June 2025	2.9	1.9	2.3	1.7	1.9	2.3	2.6	June 2026	2.9	1.8	2.6	2.0	1.8	2.6	2.7	June 2027	2.9	1.8	2.3	2.2	1.8	2.3	2.6	June 2028	2.9	1.7	3.0	2.3	1.7	3.0	2.8	June 2029	2.9	1.7	3.3	2.4	1.7	3.3	2.8	June 2030	2.9	1.7	3.3	2.6	1.7	3.3	2.9	June 2031	2.9	1.6	2.7	2.7	1.6	2.7	2.7	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.	<p>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.</p> <p>In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan.</p>	All activity groups
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Borrowing Costs																																																																																																						
<p>Interest costs are estimated to be 3%. This refers to the internal cost of borrowing, along with the expected external cost of debt facilities (for example, Waimate Event Centre public debt) where costs are not known, and are required to be projected.</p>	Waimate District Council (in conjunction with its financial advisors)	Interest rates will differ significantly from those estimated.	Low	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 are lower than they would otherwise have been.	Council will monitor its applicable rate and adjust it through the Annual Plan process to reflect a level best aligned to its external borrowing rate and ability to generate returns on internal debt.	Investment and Finance																																																																																																

ASSUMPTIONS	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Unidentified Liabilities						
It is assumed that Council does not have any unidentified liabilities.	Waimate District Council	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.	N/A

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, Sewerage, Stormwater, and Roding AMP's).

4.3 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 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 their expected life.
- Most of the Wastewater Treatment Plants 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
- There are no 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 roading network is in good order, and levels or service are structured around the One Network Road Classification approach.

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.

4.4 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

Assessment of Confidence Levels

Asset	Valuation year	Quantity	Replacement Cost	Life Expectancy	Condition
Water assets	2017	B	B	B	C
Wastewater assets	2020	B	B	B	C
Stormwater assets	2020	B	B	B	C
Roading Assets	2020	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 & Regional Government)
- Environmental impacts
- Infrastructure resilience
- Aging of infrastructure
- Economic Activity
- Affordability
- Skill Shortage (potentially worsening due to industry structure uncertainty)

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, has led the Council to commission these growth projections from an external specialist. The 2020 projections have been developed using a bottom up approach. Individual growth drivers for each Statistical Area 2 (SA2) have been 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 enables the organisation to understand the future growth in their district and provide a single source of the truth for the Council.

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. The scenario incorporates short term effects in population changes due to COVID-19. However, it is not yet known what, if any, long term effects there will be. Due to this uncertainty it is recommended that annual "check-ins" are completed with the most up-to-date data to monitor the impact of COVID-19 and the progress of recovery. At this time growth can be re-projected, if necessary.

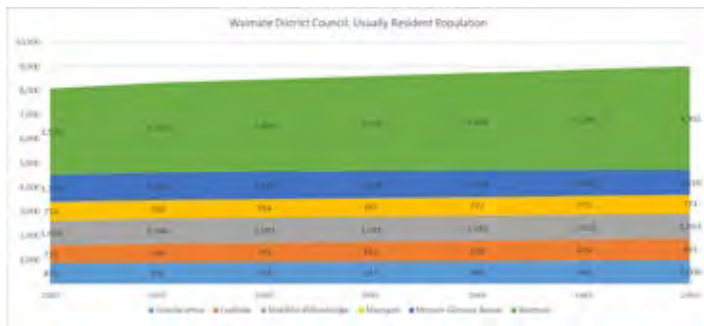
Population Projections (Usually Resident Population)

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 37.3 years (Stats NZ). Looking across the district, Waimate town has a significantly older average age of 48.6 years in 2020 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 9,000 by 2050. Based on the medium projection, the population of the Waimate District is projected to grow by, on average, 0.4% a year between 2017 and 2050. This is less than the projected 1.0% a year growth rate of the Canterbury region and New Zealand's total population.

Figure 5.1: Waimate District Population Projections 2020-2050



With a low base population, significant industrial projects are capable of having an impact of 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. 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 (3 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 by 2038. 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 2050 compared with 2020.

In 2013 19.5% of the Waimate District population was aged 65 and older.

Figure 5.2: Waimate District's population by Age – 2006, 2013, 2018. Source: NZ Stats



Households

Based on 2013 analysis the number of households in the District is projected to increase by an average of 0.7% a year, lower than the national and Canterbury regional increase of 1.1%.

The average household size in the Waimate District is set to decline from 2.3 people in 2013 to 2.1 people by 2038.

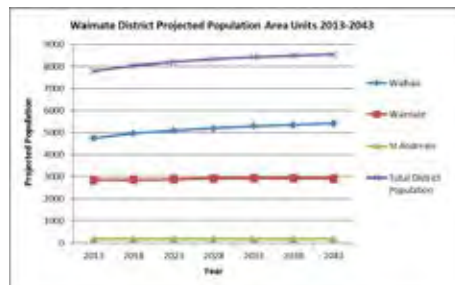
The number of one person households is the fastest growing household type in the Waimate District, increasing by an average of 1.2% per year.

By 2038 33% of Waimate households will be one-person households and over 15% of Waimate residents will be living alone.



Population Location

Based on 2013 analysis the projections show that the majority of the growth in the Waimate District will occur in the rural areas with a 14.1% growth in the Waihao area unit over the 30 year period 2013-2043 (an average of 0.46% a year). Rural growth, in keeping with the District-wide trends, is projected to be decrease over the 30 year period. In comparison, the Waimate area unit (which is urban) will grow by 2.1% (.06% on average per year). This urban growth will also slow over the 30 year period, and between 2033 and 2043 the population of the Waimate area unit is projected to decline.



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 fresh-water 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.

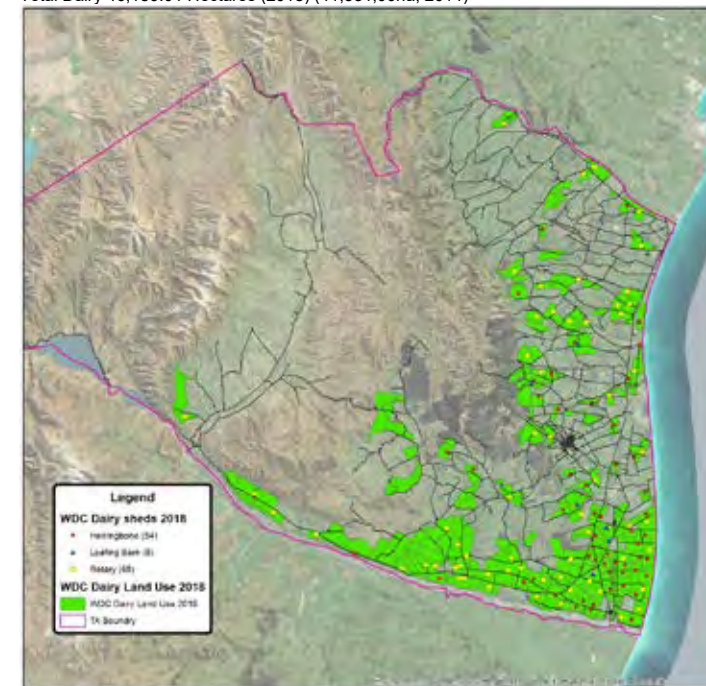
Agricultural intensification is usually associated with a step change in transportation demand on the existing roading network. Carting in stock foods and pasture supplies as well as carting product out will usually involve more truck movements using larger trucks.

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.

Harvesting machinery is very large and some roads in the District are unsuitable for the dimensions or mass of such vehicles.

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 National Policy Statement for Freshwater Management provides direction on how local authorities should carry out their responsibilities under the Resource Management Act 1991 for managing fresh water.

This policy was replaced on 3 September 2020 and requires regional councils to improve water quality and meet targets, giving effect to Te Mana o Te Wai. There are new requirements for regional councils to follow when managing the level of nutrients – such as nitrogen and phosphorus – which can get into waterways. This requires the consideration of cumulative effects.

The National Policy Statement on Fresh Water, which has influenced the Canterbury Land and Water Regional Plan, will require increased standards for stormwater discharges over the life of this Infrastructure Strategy. Council is progressing a Global Consent for stormwater activities.

National Policy Statement on Urban Development 2020

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 Arowhai, and the Water Services Bill

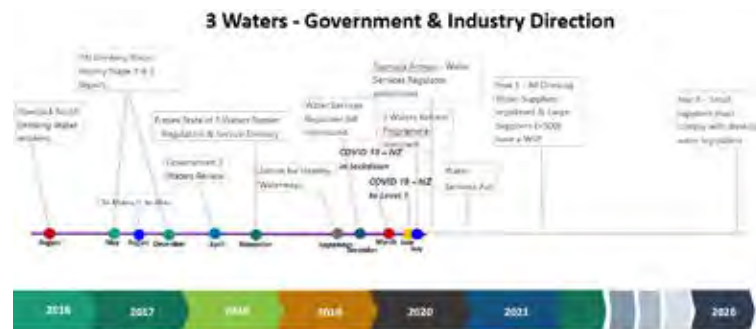
Taumata Arowai – the Water Services Regulator Act received Royal Assent on 6 August 2020. The Act establishes Taumata Arowai–the Water Services Regulator and provides for its objectives, functions, and governance arrangements.

Taumata Arowai will oversee, administer and enforce a new and strengthened drinking water regulatory system. It will also have a national oversight role to improve the environmental performance of storm water and wastewater networks. The requirements of Taumata Arowai for the strengthened drinking water regulatory system are still under development at the writing of this Infrastructure Strategy. The implementation of the new requirements is expected to take 3-5 years. Council has made allowance for meeting anticipated new compliance requirements in the operational costs of the water and sewerage activities.

A separate Bill, the Water Services Bill, has been introduced in 2020, will give 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 Bill. The Water Services Bill is currently before Select Committee and public submissions. The Bill is expected to be enacted in the second half of 2021.

Water Industry Reform

In providing the 3 Waters Services the Waimate District Council keeps a weather eye on the Central Government and Industry direction for the national infrastructure assets and public service provision. This is done through attending conferences and seminars, studying reports released by Central Government agencies and membership of industry organisations e.g. IPWEA, Water NZ, etc.



The August 2016 Havelock North Water incident and subsequent Inquiry has renewed the focus on the very high standard of care and diligence required to supply drinking water.

During 2017 the Minister for Local Government initiated the Government 3Waters Review to assess whether current local government practices and the system oversight are 'fit for purpose'. This review ran in parallel to the latter stages of the Havelock North Inquiry and raised a range of questions around the effectiveness, capability and sustainability of the current New Zealand water service delivery model.

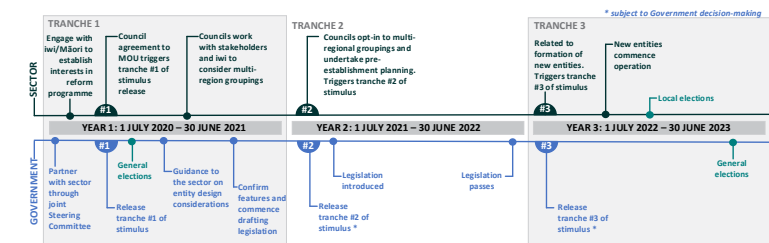
During 2017 the Government announced changes to the National Policy Statement for Freshwater Management – Te Mana o te Wai. Te Mana o te Wai is a concept for fresh water, which when given effect, the water body will sustain the full range of environmental, social, cultural and economic values held by iwi and the community. This requires councils to involve iwi/hapū in the management of freshwater, work with them to identify their values and interests, and reflect those values and interests in decision-making.

The MfE discussion document 'Action for Healthy Waterways' released September 2019 signals the direction for urban development, rural land and water management including Risk Management Plans for wastewater systems and stormwater systems.

Towards the end of 2019, the Government agreed to establish a new drinking water regulator as an independent Crown entity. Associated legislation is expected to be passed by the end of 2021 and the establishment and roll out of the new Regulator - Taumata Arowai will follow and is expected to take a number of years.

In July 2020 the Government announced the 3 Waters Reform Programme consisting of a \$761m funding package over the next three years to provide immediate post COVID 19 stimulus to local authorities to maintain and improve three waters infrastructure. Initial funding was only made available to councils that signed up to the Memorandum of Understanding. Waimate District Council signed up to the Memorandum of Understanding and has received Tranche One funding.

Below is an indicative timetable for the full reform programme. While this is subject to change as the reform progresses, this provides an overview of the longer-term reform pathway.



Waimate District Council will continue to communicate and engage with Government over the proposed 3 Waters Reform Programme, the impacts on district three waters service delivery, with the objective of continuing to continue to sustainability deliver agreed Community Outcomes for the districts varied communities.

National Infrastructure Plan

The government's objective is that, by 2045, New Zealand's infrastructure should be resilient and coordinated and contribute to growth and increased quality of life. This will be achieved

through better use of existing assets and better allocation of new investment, as set out in the New Zealand Infrastructure Plan 2015.

The National Infrastructure Plan 2015 (NIP 2015) is the third National Infrastructure Plan to be released by the Government. The NIP 2015 is currently being revised as the National Infrastructure Strategy 2021, which will be delivered to government in the second half of 2021.

The NIP provides a Vision for New Zealand's Infrastructure that:

"By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards."

This identifies the following challenges:

- We have a number of aging infrastructure networks that will need renewing
- Some of our regions will grow and others will shrink
- Our population is also aging, whilst maintaining a good base working age population
- At the same time, our lifestyles are changing
- Technology is driving change everywhere.
- We also face economic challenges
- On top of these challenges, our climate is changing, and our natural resources are under pressure
- These challenges need to be met at a time when central and local government face financial constraints.

There are three main elements to the response outlined in the National Infrastructure Plan.

- a better understanding of the levels of service we want to deliver
- more mature asset management practices
- more effective decision-making that considers non-asset solutions

The plan is currently under review through the NZ Infrastructure Commission and the 30-year infrastructure strategy is currently being consulted on.

Each of the supporting Asset Management Plans (3 Waters, Roading and Footpaths) contains detailed discussion on infrastructure resilience. Resilience is acknowledged in relation to adverse events, natural disasters and climate change. More importantly, resilience is now a key feature of all asset management planning, particularly in relation to climate change as many of the assets that are constructed (or renewed) have serviceable lives that will ultimately witness the effects associated with our changing climate behaviours.

Government Policy Statement on Land Transport Funding (GPS) – September 2020

GPS 2021/22-2030/31 directs funding for the New Zealand land transport networks. The GPS 2021/22-2030/31 has considered priorities across New Zealand's diverse communities acknowledging that urban, regional, and remote communities have very different needs. GPS 2021/22-2030/31 has four strategic priorities, which are to direct land transport investment into activity that:

- safety (Road to Zero)
- better travel options
- climate change
- improving freight connections

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

Climate change is considered as a moderate consideration in the Council's long term planning. This Council uses guidance from the New Zealand government, based upon the best available climate science, to support the planning.

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 tsunamis, is known to affect very few council controlled assets.

What is understood is that climate change associated risks will increase in time.

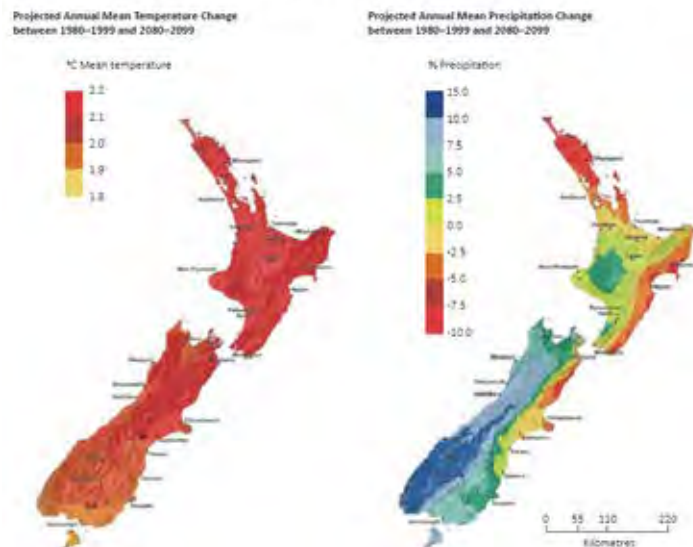
Waimate mayor Craig Rowley said climate change was a priority.

"As far as doing the work on something, we always take it into account looking at the of risk of climate change."

Rowley said it was a hectic time of the year with budgeting and planning, but climate change was something we certainly do recognise" (Timaru Herald 13/9/2017)

Council recognised the roles of Local Government, NZ, the Ministry of Primary Industries, and the Ministry for the Environment and the Royal Society of NZ in researching and guiding a pragmatic response.

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.



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

Source: Stuff 24 July 2017

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. 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 both 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 with 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 affects 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 Councils draft Stormwater Management Plan which is an underpinning document for the global consent that is currently being sought through 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 in to account climate change factors defined by NIWA.

Extreme rainfall events have a detrimental impact on councils wastewater network where inflow of stormwater presents several challenges in terms of conveyance capacity and surcharging of manholes. In 2021, council is undertaking 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 affects 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 Waka Kotahi.

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 Bill 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 ageing 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 ageing 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 to collect data to understand condition and performance, as well as identify critical assets so we are focussing effort where it is needed most.



The aging of Waimate's urban water and sewerage reticulation continue to be the greatest concern.

The water reticulation pipes are cast iron (dating back to 1908) or asbestos cement (1950s and 1970s). The sewerage pipes are earthenware (1915 and 1950s). The earthenware pipes are particularly susceptible to inflow and infiltration.

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.

The roading network is also aging, but changes in demand and operating conditions are more pertinent than the age of the asset. Changes in the mass and weight of vehicles has put the network under stress and the life of some assets is being rapidly decreased due to the extra wear and tear.

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.

COVID19 has impacted activity in Waimate District less than elsewhere. A high proportion of the community are engaged in primary production and other essential services. The ongoing economic impact is expected to be limited, with gains (such as interest in real estate) balancing out constraints (e.g. supply chain issues).

This is highlighted in "COVID-19's effect on industry and regional economic outcomes for NZ Transport Agency (Infometrics, May 2020)"

By 2025, this movement of workers towards primary industries or manufacturing shows through in several provincial areas where employment is projected to be above its pre-COVID trend. Areas such as Kawerau, Rangitikei, Waimate, and Whanganui regularly appear in the grouping of the best performers in 2025 and 2031.

This is reinforced in "Briefing for Incoming Minister for Economic and Regional Development (MBIE, November 2020)

Canterbury has a strong platform for long-term economic prosperity. The region's strong agricultural base and the diversity of the Christchurch economy creates overall resilience in a post-COVID context.

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 districts small and aging population base means this will remain an ongoing challenge.

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 before the Covid pandemic. The long-term impact of the Covid pandemic on tourism is not yet known. Council will remain engaged in regional and national tourism planning and monitor the long-term impacts on the district economy.

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 the potential to increase commercial vibrancy in central Waimate, and in time increase local, national and international tourism flows into the town.

5.10 Prudent Management

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.

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) is discussed in Table 5.1.

Table 5.1: Influences on Infrastructure Assets

Influences	Comment
Continually changing legislative and operating environment (Central & Regional Government)	<p>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 Governments GPS2021 and Road to Zero documents.</p> <p>Water: Regulatory trend towards more stringent Drinking Water Standards and associated compliance monitoring and reporting. Taumata Arowai (water regulator commences operation in 2021). Water industry reform proposed 2021-2024.</p> <p>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 Health (Drinking Water) Amendment Act 2007 and / or the New Zealand Drinking Water Standards 2005 (revised 2008). This does mean increased operating costs and bore security issues.</p> <p>Sewerage: Regulatory trend towards more comprehensive monitoring and reporting of the receiving environment, and treatment process improvements to ensure acceptable effluent quality.</p> <p>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 legislation.</p> <p>Service Integration: Central Government may require additional integration (sharing) of services with neighbouring Councils to effect greater efficiencies.</p>
Change in demand	<p>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 Roading infrastructure is limited. – Significant Issue</p> <p>Heavy vehicle laden weight limits have risen from 44 tonnes to 46 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 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</p> <p>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 still not complete.</p>

Influences	Comment
Aging infrastructure	<p>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. As a result significant urban water supply renewals are being programmed from 2015-16 to 2024-25, with rural water supply renewals taking precedence from 2025-26 onwards. As renewal work will need to be spread out over a number of years this brings increased maintenance liability and risk of premature failures, although the latter risk can be mitigated through careful planning and consideration of asset condition. – Significant Issue</p> <p>Sewerage: The Waimate reticulation network dates from the early 1920s and 1930s, with an expansion in 1960-1980. Due to aged pipework Inflow and Infiltration in both private and public assets results in significant infiltration and inflow into the sewerage network (related to old earthenware mains installed in 1920-1040s). Reduction in Inflow and Infiltration will free up additional capacity in the sewerage network. Continued renewal programme of the aging pipe network is required. Significant Issue</p> <p>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 and historic under-investment has resulted in a backlog in resealing and rehabilitation work. Council is expecting a 'bow-wave' of sealed road and pavement renewal from 2035 onwards. In addition, a number of bridges will require replacement to maintain accessibility, with some bridges approaching end of useful life. – Significant Issue</p>
Consents	<p>Sewerage: The discharge consents for the Waimate sewerage treatment plant will required renewal in 2036. Considerations of additional or alternative treated effluence disposal options may be required due to increased environmental requirements.</p> <p>Stormwater: Effective implementation of the Urban Stormwater Management Plan (SMP) is imperative as Council will hold the 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.</p>

Influences	Comment
Environmental effects	<p>Water: The extent of the taking of ground water and surface water may be required to reduce thereby necessitating greater demand management and or levels of service decline.</p> <p>Sewerage: Inflow into the sewerage network via the individual properties and Councils 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</p> <p>In some small communities the reduced groundwater quality due to on-going use of conventional septic tanks may necessitate the installation of centralised community sewerage systems with ensuing treatment and disposal system.</p> <p>Stormwater: Increased number of intense rainfall events will challenge our current stormwater asset network in terms of capability to meet 20 year return periods.</p> <p>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.</p> <p>Roads and Footpaths: Reduced availability of good quality road metals for sustainable road maintenance practices.</p> <p>Traffic on unsealed roads that produces dust which can have adverse effects on the health of people, stock and adjacent crops.</p>
Climate change	<p>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.</p> <p>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.</p> <p>Roads and Footpaths: The potential effects of climate change on the districts roading network are understood in terms of the predicted changes in weather patterns. The predicted increase in extreme rainfall events may cause increased pavement deterioration over time, with scouring at the edges of roads and potentially significant damage through scouring to the abutments of bridges in the district. Weather events which consist of rainfall over extended periods can cause landslips, which can affect the roading network in particular areas within the district.</p>
Infrastructure resilience	<p>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</p>

Influences	Comment
Population and economic growth	<p>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.</p> <p>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.</p> <p>Water - Hydraulic rearrangement and pressure management for the urban water supply both assists in extending the useful life of the asset and to provide additional capacity to cater for growth (whilst also reducing burst frequency, water loss and extending remaining life of already aged assets).</p> <p>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.</p> <p>Sewerage - Assessments indicate that the urban waste water 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.</p> <p>Stormwater: Council will need to undertake upgrades to the stormwater network to reduce known surface flooding resulting from increased stormwater run-off from developments.</p> <p>Roads and Footpaths: Council will need to continue footpath development and ongoing network improvements in a timely manner to cater for increasing demand on these assets.</p>
Demographic changes	<p>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 districts 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.</p> <p>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.</p>
Land use change	<p>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</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Cultural diversity as a result of land use change may influence demand on infrastructure</p>

Influences	Comment
New Technologies	<p>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 will install 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.</p>
Resourcing	<p>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.</p> <p>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.</p>

6.0 THIRTY YEAR STRATEGY

6.1 The Organisations' Priorities

At high level, Council's priorities in respect to Water, Sewerage and Stormwater and Roads and Footpaths are to:

- Maintain the District's roads to a safe standard and fit-for-purpose for the long term
- Using 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 at the lowest long term cost to the community.
- 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.

The rationale for each of the services covered in this Infrastructure Strategy are as follows. These provide a useful 'outcome test' to ensure the services are community/customer focussed:

Table 6.1 – Community Outcomes and Activity Rationale

Community Outcomes	Transportation	Water, Sewerage and Stormwater
Thriving Community A district that provides infrastructure for economic activity A District that encourages development A District that actively promote itself and its businesses	Efficient and safe roading networks are part of the essential infrastructure for economic growth and development	Fault response Timely provision of utility services 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	Safe and well maintained roads, footpaths and road verges promote safety of all road users, including pedestrians	Safe Drinking Water Protect public health by ensuring a safe and viable sewerage disposal system. Flooding is adequately managed in urban areas. We have reliable, efficient and well-planned water, sewerage and stormwater infrastructure that meets the needs of residents. Customer Satisfaction

Community Outcomes	Transportation	Water, Sewerage and Stormwater
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	Ensuring the quality and quantity of discharges to the environment. Maintenance of the reticulation
Active, Diverse and Supportive Community District assets provide recreation and leisure choice We celebrate and support the good things in our community	Roads and footpaths are an important element in both the residential and rural environment for physical exercise, leisure activities and social contact	

6.2 Asset and Service Management Strategy

In providing services to residents and visitors through the use of infrastructural assets, 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. This defines the appropriate level of asset management planning in line with the discussion contained in the International Infrastructure Management Manual (2015). The policy definitions for the three waters and roading activities is "Core".

Road 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, Sewerage and 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 Level 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 programs on achievement of the Council's performance targets
- Report the anticipated effects on the targets to senior management and elected members
- Manage the Water, Sewerage, 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 well-being of 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:

- a) Focus on the critical assets and activities.
- b) Use of a widely consulted rating system that uses targeted rates where appropriate
- c) Grow the rating base - attracting new industries and developments that benefit the district
- d) Partnering with community and sponsors to fund major community assets – For example the Whitehorse Development.
- e) Partnering with developers to achieve mutual goals to the communities benefit
- f) Partnering with government for funding – NZTA and Tranch One three waters funding
- g) Engaging and responding to government changes in regulation and policy to optimise associated cost issues for district ratepayers
- h) Keep rates affordable and sustainable for the community

6.3.2 Response to Four Wellbeings

The Local Government (Community Well-being) Act moved away from the previous efficient, effective and appropriate service delivery focus by restoring the four community well-beings of:

- Cultural
- Economic
- Environmental
- Social

This acknowledges Councils' broader role in looking after our communities, than simply providing core services.

6.3.3 Response to the Levels of Service

This Infrastructure Strategy provides a guide to Councils 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. Councils Long Term Plan provides detail on annual service levels, performance measures and achievements. 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 for full disclosure of required information.

6.3.4 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 Councils 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.

Costs associated with the governments water industry reform have not been budgeted in this Infrastructure Strategy as these proposals are still being developed by the government, and the shape and scope of the reforms has yet to be finalised.

Council will remain engaged with the proposed water industry reforms to ensure district community outcomes are achieved in a cost effectively and sustainably.

6.4 Cost Effective Delivery of Services

In terms of 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 are 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:

Customer Service: Council has determined customer expectations through formal and informal consultation with the community over many years. These surveys are no longer available and Council is currently reviewing the methodology for completing customer surveys. Monitoring of key performance indicators set against achieving Levels of Service puts Council asset management practices into context in terms of effectiveness.

Procurement Policy: The Waimate District Council Procurement Strategy was revised in 2019. 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

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 and the more recent 2020 Edition.

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.

Service Delivery

Road maintenance and network operations are procured as part of the Aoraki (mid South Canterbury) Roading Collaboration with Mackenzie and Timaru Districts. The Roading Network Operations and Maintenance Contract was jointly developed and procurement processes established to benefit all parties. The collaboration agreement also allows for sharing of skills and resources. Council staff manage the roading network with some assistance from consultants.

Waimate, Timaru, and Mackenzie District Councils have extended the contract period to 30 June 2021.

Sealed road resurfacing renewals are also let under a collaborative arrangement between Waimate, Timaru, and Mackenzie District Council, with a term of two years.

The result of the collaboration between the Councils has provided a range of benefits. To continue to access these benefits Waimate is working towards having common contract documentation with Mackenzie and Timaru District Councils.

Streetlighting maintenance contract arrangements are by negotiation with NETcon as the preferred contractor within the Waimate District.

Other works such as pavement rehabilitations and large renewal and improvement projects are let as competitively priced contracts on an annual basis.

The Water, Sewerage and Stormwater operations and maintenance services are provided 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. Recently some of the operations staff have moved into management role, strengthening their professional opportunities and building corporate knowledge.

The teams are relatively small and are adaptable enough to undertake minor capital works alongside their planned and unplanned maintenance works.

The recent February 2021 DIA lead WICS review of Councils three waters operations, renewals and capital noted that Waimate District Council was efficient in operational service delivery.

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) under the existing legislative framework;
- Future capital works associated with compliance through the proposed Water Services Act; and
- Capital works associated with the Department of Internal Affairs stimulus funding.

Particular pressure is exerted in year one of the 2021-31 Long Term Plan (Figures 8.1 – 8.4). In order to mitigate risks associated with programme delivery, Council has implemented a number of tactical responses:

- A Project Manager and support staff (1.5 FTE) have been engaged to ensure that proposed stimulus funded projects (total \$3.68M) are completed by 31 March 2022.
- The Project Manager is also assisting with timely delivery of proposed LTP projects through procurement assistance.
- All capital works have been programmed for 2020/21 and 2021/22 and local contractors have been made aware of the timing. Where possible the programme has been modified to ensure successful and cost effective procurement can be realised.
- Council is aware that, given the effects of Covid 19, that material supply was likely to be impacted. Resultantly, Council addressed this issue by sourcing materials early and maintaining stock levels that can be drawn down on when projects commence. Sourcing materials early has also mitigated, to some extent, elevated pricing as raw materials become more scarce.
- 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.
- Nearly \$2.5M of projects budgeted for 2021/22 are likely to be tendered by 30 June 2021, or very early in the 2021/22 financial year. This maximises available construction time to achieve completion of the proposed capital programme.

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.
- Material Sourcing – Whilst proactive in sourcing materials, the risk associated with slow supply chains remain. There is also a risk associated with elevated pricing that could modify the scope of some projects.
- Compliance risks – A number of water supply compliance projects have been budgeted (2020/21 and 2021/22) to meet compliance requirements as defined in the current DWSNZ. Council is aware that enactment of the Water Services Act is highly likely to offer alternative means of treatment for some of these water schemes and anticipates, under this scenario, that the redefined capital works projects are likely to be more cost effective in the longer term. Timing associated with the "new standards" is restrictive in terms of construction. However, council is confident that these changes will occur and has selected to begin construction of the common requirements (pre and post Water Services Act) as Stage 1 to mitigate the potential loss of time.

- Delay in increased levels of service associated with the upgrade of individual water schemes for compliance with the DWSNZ. Whilst it is unlikely that the level of service will reduce, the current LoS will be extended until upgrades are commissioned.

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 Water, Sewerage and Stormwater activities and are development management regimes based around criticality
- Work in closer collaboration 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 sewerage had been a focus for improvement over the last six years. This was reflected in the positive peer reviews undertaken of both the 2017 and 2020 valuations.

Road and footpaths data continues to be sound, based on twenty years of RAMM use. An increase in data analysis as part of the ONRC framework and capture of pavement performance data has improved knowledge of the asset further.

The 2020 asset valuation identified the accuracy of most roading asset data as "B" or "Reliable" (Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some data is old). Bridge data is of higher accuracy, "A" or "Highly reliable" (Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete).

The 2020 valuation has indicated (for three waters):

Confidence Level	Description	Accuracy	Condition	Quantity	Unit Cost	Base Life
A	Highly Reliable and Accurate	100%				
B	Reliable w ith Minor Inaccuracies	+/- 5%		B	B	B
C	50% estimated	+/- 20%	C			
D	Significant data estimated	+/- 30%				
E	All data estimated	+/- 40%				

From a valuation perspective the data reliability is considered (for all assets covered by the IS) to be "B" or +/- 5%. Council acknowledges that the reduced reliability associated with less accurate condition ratings (+/- 20%) could impact future financial forecasting. However, this is currently mitigated by empirical assessment of assets proposed for renewal. For example, roads identified for resealing are reassessed, alongside mains identified for renewal are investigated in regards to historical leaks, bursts and criticality.

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 6.2: Data Improvements

Activity	Data to be collected	Data to be analysed	Value this data provides
Roading	Traffic counts of Heavy Vehicles	Classified vehicle counts	Heavy traffic counts will help identify key routes and align these with pavement management. 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.
Water supply		Water demands	Universal metering provides a comprehensive data set which is currently not leveraged to understand peak demands
Water supply and sewerage	Pipe condition		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.

6.7 Significant Decisions

Taking a long-term view to the management of infrastructural 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 6.3: Significant Infrastructure Decisions

Key Decision	Indicative Timeframe
<p>Roading and Footpaths</p> <p>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 among 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 delivery of this level of service will require more investment.</p> <p>"For the next three years an increase of \$511k over the last 3 year period is approved. This includes significant investment in resurfacing, pavement rehabilitation, drainage renewals and unsealed road metalling. Reduction in the co-investment applied for from Waka Kotahi is, in part, offset by reduced contract rates. Council is expecting increased investment levels in the future. E.g., a further increase of \$2.8M between 2025 and 2027 to fund increased pavement rehabilitation.</p>	<p>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.</p>
<p>Roading and Footpaths</p> <p>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 – the Bridge Replacement/Upgrade Strategy has used the ONRC to determine the priority for investment.</p>	<p>Review investment level every three years in conjunction with the National Land Transport Programme</p> <p>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.</p>

Key Decision	Indicative Timeframe
<p>Water Supplies</p> <p>The renewal programme is considerable and will extend well out 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 Drinking Water Standards for New Zealand 2005 (revised 2008) (DWSNZ) and upcoming Taumata Arowai requirements. The proposed renewal programme is well underway and for the next ten years totals \$7.3M and Council has budgeted an additional \$4.1M to increase levels of service (\$3.3M to meet the DWSNZ and associated improvements)</p> <p>\$1.9M is set aside to facilitate growth (AD) projects</p>	<p>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.</p>
<p>Sewerage</p> <p>Inflow survey across all properties in Waimate town to identify illegal connections. Property owners will be required to rectify faults. Total budgeted cost for the inflow survey is \$145,000 (\$89K 2021, \$56K 2022) and includes both operational and capital investment.</p>	<p>2018/21 – Policies and Bylaws to be updated prior to embarking on this work.</p>
<p>Sewerage</p> <p>The renewal programme is considerable and will extend well out into the future. Council will need to commit to this to maintain satisfactory levels of service. The proposed renewal programme for the next ten years totals \$5.8M with an additional \$0.1M million budgeted to increase levels of service.</p> <p>\$0.3M is set aside to reticulate the Point Bush Road area</p>	<p>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.</p>
<p>Stormwater</p> <p>The forward works programme is adequate. If a greater level of service is required then a higher levels of investment will be required. Short term investment is currently targeting known locations where agreed levels of service cannot be achieved. Total capital investment over the next ten years is \$0.5M</p>	<p>Stormwater investment programmes will refined once the global consent is issued</p>

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 Strategy Council identified the anticipated significant infrastructure issues over the 30 years and considered each significant action and the benefits of the action. The significant infrastructure issues faced by Waimate District Council with the benefits and costs are tabled below.

As a result of Council's consideration of the combined emerging issues and key decisions required, significant infrastructure issues have been identified for the Core Infrastructure Assets as presented in Table 5-1. Projects that have been identified to respond to specific significant infrastructure issues faced by Council, and associated benefit(s) and costs, are presented in tables 7.3 to 7.6.

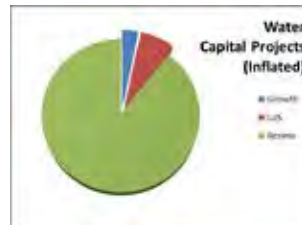
(Note where projects have been identified for level of service, these projects seek to either maintain the existing level of service, or to ensure that level of service targets are obtained in the future.)

In developing this 30 Year Strategy Council identified the anticipated significant infrastructure issues over the 30 years and considered each significant action and the benefits of the action. The significant infrastructure issues faced by Waimate District Council with the benefits and costs are tabled below.

7.1 Water

Strategic Goals for the Water Service are:

- To ensure that adequate water schemes are provided and maintained for the wellbeing of the public both now and in the reasonable 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.

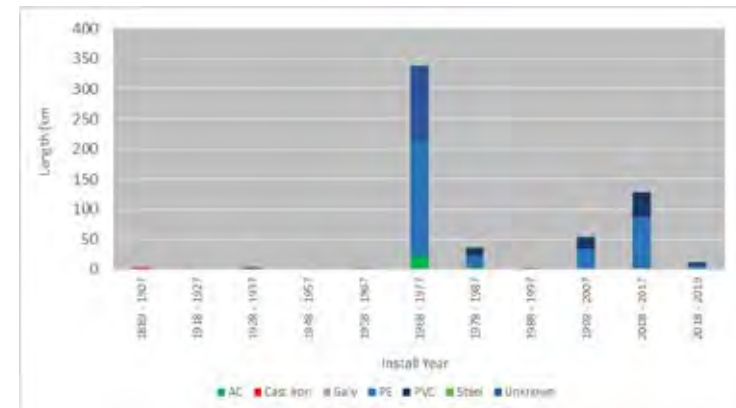


Issue - A significant percentage of aged and poor condition water mains (cast iron and asbestos cement within the urban reticulation) will need replacement in the next 20 years.

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 approach.	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	\$ 4.2M (2021 – 10 Years) \$4.8M (inflated – 10 Years)
What is the benefit	LoS/Renewal
Assumption	-

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 districts water sources require upgrade to achieve compliance with the Health (Drinking Water) Amendment Act 2007 and to be compliant with the current Drinking Water Standards for New Zealand. This is further developed by the Governments response to the Havelock North Drinking Water Inquiry and the 2021 creation of the water quality regulator Taumata Arowai, with associated legislation	
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 – Consider recommendations from the Stage 2 Havelock North Inquiry, Water Services Bill, Revised DWSNZ and implement lowest risk capital programme in LTP year 1 - 3	The continued upgrade of some schemes (lower cost and predictable requirements) which have less financial impact early in the planning period mitigates some risk associated with funding sources that may become available in the future. Affordability can therefore be addressed. Whilst all upgrades can be programmed, further design and investigation into future upgrades can be carried out in terms of quality, quantity and funding.
Time period	2022
Cost	\$ 3.3 Million (2022-23)
What is the benefit	LoS/Renewal
Assumption	Funding sources may become available and allow review of proposed treatment plants in terms of both rates levied and also to address both quality and quantity of potable water in tandem.

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	1,956	3,000	Ground water ^{1, 2}		-	-	3	2	3	Filtration & UV upgrade (filtration not required)	2019/20 Manchester Completed 2019/20 Timaru in process
Cannington Motukaika	51	120	Surface water		-	-	sc			Filtration, UV & Chlorination upgrade. Potential for Acceptable Solutions	2018/20 On agreed hold for legislation changes
Hook Waituna	533	1,350	Surface water		-	-	sc	3		Filtration upgrade	2018/21
Lower Waihao	246	600	Ground water		-	-				Filtration, UV & Chlorination upgrade (TBC)	2020/21
Otaio Makikihi	220	430	Surface water ³ & Ground water ⁴		-	-		4			
Waihaorunga	44	141	Surface water		-	-				Filtration & UV. Potential for Acceptable Solutions	2020/21 On agreed hold for legislation changes
Waikakahi	172	360	Surface water		-	-				UV & Chlorination upgrade. Potential for Acceptable Solutions	2020/21 On agreed hold for legislation changes

1 = Timaru road only / 2 = Manchester Bore / 3 = Gorge Rd (not in use) / 4 = Tavistock Bore / sc=screen / TBC = to be confirmed / * = Treatment issues

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	2022 - 2029
Cost	\$ 431k \$ 494k (Inflated)
What is the benefit	LoS/Renewal
Assumption	Water loss in the rural schemes is well managed

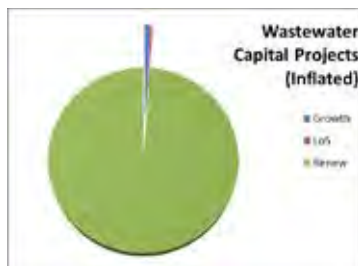
Issue - The government water reform programme is ongoing in 2021. The proposed industry restructuring has large public entities managing water services delivery	
Main Options	Implication of Options
Option 1 -Engage with government structural reform process	Council continues to engage with the government reform process, with the water assets and service provision transferring to a new large public entity within the next 4 years
Option 2 – Opt out of government structural reform process	Council opts out of the government reform process and continues to own water assets and provide water services. Additional costs associated with regulatory compliance and higher national water quality standards
Time period	2021-2035
Cost	To be determined To be determined
What is the benefit	Yet to be determined

Issue - The government water reform programme is ongoing in 2021. The proposed industry restructuring has large public entities managing water services delivery	
Main Options	Implication of Options
Assumption	Government will allow Council to consider different options

7.2 Sewerage

Strategic Goals for the Sewerage Activity are:

- To ensure that adequate Sewerage Services are provided and maintained for the wellbeing of the public both now and in the reasonable foreseeable future.
- To ensure that the long-term operation and maintenance of the sewage treatment plant is environmentally sustainable.
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Waimate District Council owned assets.

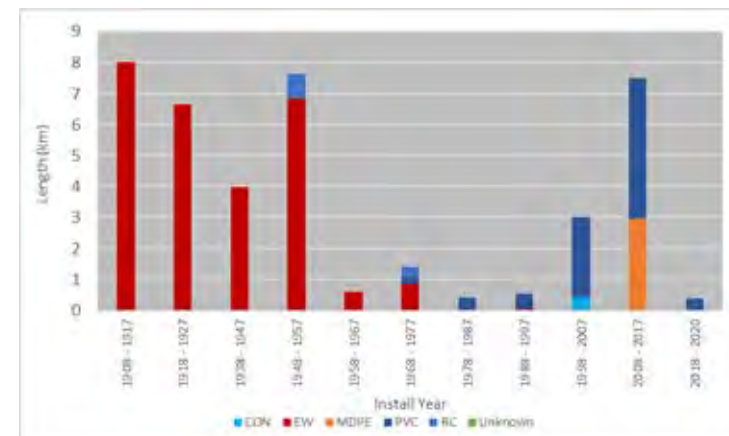


Significant infrastructure issues are tabled below. The highlighted option is the preferred approach for addressing the identified issue.

Issue - A significant percentage of aged and poor condition sewerage 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 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	\$ 4.2M (2021 – 10 Years) \$ 4.9M (inflated – 10 Years)
What is the benefit	LoS/Renewal
Assumption	-

The following figure illustrates the age profile of the sewerage pipes.

Figure 7.2: Sewerage Pipe Length by Installation Year and Material



Issue – There is a high level of inflow into the sewerage 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 sewerage 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
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. To be a responsible operator all factors need to be addressed
Time period	2021-24, renewals ongoing

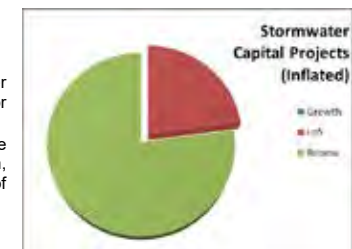
Issue – There is a high level of inflow into the sewerage network	
Main Options	Implication of Options
Cost	\$ 145,000 Inflow investigation \$89k 2021, \$56k 2022
What is the benefit	LoS/Renewal
Assumption	-

Issue - The government water reform programme is ongoing in 2021. The proposed industry restructuring has large public entities managing water services delivery	
Main Options	Implication of Options
Option 1 -Engage with government structural reform process	Council continues to engage with the government reform process, with the sewerage assets and service provision transferring to a new large public entity within the next 4 years
Option 2 – Opt out of government structural reform process	Council opts out of the government reform process and continues to own sewerage assets and provide sewerage services. Additional costs associated with regulatory compliance and higher national water quality standards
Time period	2021-2035
Cost	To be determined To be determined
What is the benefit	Yet to be determined
Assumption	Government will allow Council to consider different options

7.3 Stormwater

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.

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.

Effective implementation of the Urban Stormwater Management Plan (SMP) is required as Council works towards a global consent for Stormwater management.

Stormwater programme development will be further refined once the global consent is issued.

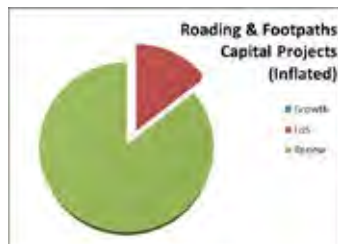
Stormwater may be included in the governments water industry reform, although this has yet to be clarified at the time of this Infrastructure Strategy.

\$450k (2022) budgeted for the upgrade of storm water infrastructure in the Waimate CBD

7.4 Roads and Footpaths

Council's goal for the roads and footpaths activity is 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 of the roads are failing due to the increased use (traffic numbers and size)

Main Options	Implication of Options
Option 1 -Limit vehicle size	Some roads are not suitable for large or oversized vehicles. While Council has the authority to restrict the types of vehicles on the network this would be inconsistent with the district's economic objectives.
Option 2 – Progressively upgrade all roads across the district	It is acknowledged that there are portions of the network that are no longer fit for purpose. This is an expensive option that could not be justified on the less trafficked routes. Upgrading roads progressively across the district could mean some are providing a very poor level of service while other areas need work urgently.
Option 3 – Identify key routes and undertake surveys and analysis to identify what works will be required in future	Applying the ONRC hierarchy and looking at key routes for improving freight connections and building network resilience, the maintenance and renewals programmes can be developed to undertake works in a timely manner. This may not mean 'worst first' but intervening to prevent increased deterioration.
Time period	Programme for increased resurfacing, pavement rehabilitation, unsealed road re-metalling and associated drainage renewals implemented from 2021.
Cost	\$ 2,275,587 (2022)
What is the benefit	LoS/Renewal
Assumption	-

Issue - Some of the roads are failing due to poor ground conditions and drainage

Main Options	Implication of Options
Option 1 -Repair failures and limit spending	The network can be kept in use by undertaking repairs. Where there is insufficient structural strength under sealed roads or metal on unsealed roads this will only provide a temporary solution. Levels of service will reduce.
Option 2 – Progressively upgrade all roads across the district	It is acknowledged that there are portions of the network that are no longer fit for purpose. This is an expensive option that could not be justified on the less trafficked routes. Upgrading roads progressively across the district could mean some are providing a very poor level of service while other areas need work urgently.
Option 3 – Identify key routes and undertake surveys and analysis to identify what works will be required in future	Applying the ONRC hierarchy, and looking at key routes for improving freight connections and building network resilience, the maintenance and renewals programmes can be developed to undertake works in a timely manner. This may not mean 'worst first' but intervening to prevent increased deterioration.
Time period	Programme for increased resurfacing, pavement rehabilitation, unsealed road re-metalling and associated drainage renewals implemented from 2021. Investment in additional data collection (MSD/FWD) and analysis to support increased investment in larger quantities of drainage renewals and pavement rehabilitation from 2024.
Cost	\$ 3,100,239 (2024)
What is the benefit	Growth/LoS/Renewal
Assumption	-

Issue – Some bridges are no longer 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 are required to achieve access
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 and some network resilience	Applying the ONRC hierarchy and looking at key routes for improving freight connections and building network resilience, the prioritised Replacement/Upgrade Strategy has been developed for the next two NLTP periods (2021-24, and 2024-27). These are regarded as the priority and can be improved under NZTA's 'structural component replacement' Work Category.
Time period	Ongoing
Cost	\$ 2,007,511 (over 10 Years, inflated)
What is the benefit	LoS/Renewal
Assumption	-

Issue – Road safety is critical and urgent as outlined in 'Road to Zero'	
Main Options	Implication of Options
Option 1 - No improvements to deliver safety outcomes	Improvements to road safety outcomes within the District would not include upgrades or improvements at high-risk intersections, high-risk rural road sites, walking and cycling projects or planned speed management implementation.
Option 2 – Carry-out an enhanced programme of safety improvements across maintenance, operations, renewals and improvements investment	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 sites to provide cost-effective improvements delivering safety benefits for customers	Applying the ONRC hierarchy, and looking at key sites for improving network safety, a Low Cost-Low Risk Minor Safety Improvements programme has been developed for the next NLTP period (2021-24). These are regarded as high priority to deliver road safety and walking and cycling benefits.
Time period	Ongoing
Cost	\$ 990,000 (over 3 Years, inflated)
What is the benefit	LoS/Safety
Assumption	-

Consideration of Public Transport & Active Transport will continue to be developed in conjunction with Environment Canterbury and NZTA. Further programme revisions may be included as appropriate in future versions of the Infrastructure Strategy

7.5 Summary of Significant Infrastructure Issues

Aging assets, addressing changing transport demands 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 and Sewerage activities.

Roading investment levels are reviewed every three years in lines with the government priorities for financial assistance.

The following chart illustrates the key issues and responses.

	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Roading and Footpaths	Improved drainage Flood resilience Infrastructure safety improvements and speed management Reseals Some Pavement Rehabilitation	Road strengthening to respond to drainage/pavement condition Reseals More Pavement Rehabilitation Safety improvements	Reseals Pavement Rehabilitation	Reseals Pavement Rehabilitation
Water Supplies	Treatment upgrades Pipe renewals Govt. water reform	Pipe renewals	Pipe renewals	Pipe renewals
Sewerage	Investigate inflow Pipe renewals Govt. water reform	Reduce inflow Pipe renewals	Pipe renewals	Pipe renewals
Stormwater	Urban improvements Global consent Govt. water reform	Urban improvements		

7.5.1 Water

Table 7.3: Significant Water Projects

Scheme	Issue	Issue ID	What are We Doing?	What is the Benefit?	Cost Type (Inflated)	Total Cost (30 years)	First Year Group	Last Year Group
Cannington Motukaika	Aged Infrastructure - Renewals		10 years	Reduced failure rates / management of risks / Protect LoS	164,906			
Hook Waituna	Drinking Water compliance upgrade		2021/22	Compliance with DWSNZ	673,333			
Lower Waihao	Drinking Water compliance upgrade		2021/22	Compliance with DWSNZ	797,000			
Lower Waihao	Glenavy Reticulation Upgrade		2024 to 2029	Reduced leakage / increased capacity for growth	290,388			
Otaio Makikihi	New Bore Redundancy		2022/23	Redundancy in supply / resilience	127,182			
Otaio Makikihi	Makikihi Reticulation Upgrade		2025 to 2029	Reduced leakage / increased capacity for growth	203,874			
Waihaorunga	Drinking Water compliance upgrade		2022/23	Compliance with DWSNZ	470,470			
Waihaorunga	Renewals		10 years	Reduced failure rates / management of risks	126,136			
Waikakahi	Drinking Water compliance upgrade		2021/22	Compliance with DWSNZ	1,439,000			
Waimate Urban	Lateral renewals		10 years	Reduced failure rates / management of risks / Protect LoS	886,279			
Waimate Urban	AC Main Pipe renewals		10 years	Reduced failure rates / management of risks / Protect LoS	1,525,747			
Waimate Urban	CI Main Pipe renewals		10 years	Reduced failure rates / management of risks / Protect LoS	2,412,690			
Waimate Urban	Te Kiteroa Main, Booster and Reservoir		2022 to 2024	Promote growth / increased LoS	799,699			
Waimate Urban	Booster & Extension Bakers/Court/Hunts/Fitzmaurice Roads		2022 to 2029	Promote growth / increased LoS	980,232			

7.5.2 Sewerage

Table 7.4: Significant Sewerage Projects

Scheme	Issue	Issue ID	What are We Doing?	What is the Benefit?	Cost Type (Inflated)	Total Cost (30 years)	First Year Group	Last Year Group
Waimate Urban	Te Kiteroa Main,		2021/22	Promote growth / increased LoS	312,100			
Waimate Urban	Edward Street Upgrade		2021/22	Alleviate capacity issues	616,193			
Waimate Urban	Reticulation Renewals		10 years	Reduced failure rates / management of risks / Protect LoS / Environmental outcomes	4,891,786			

7.5.3 Stormwater

Table 7.5: Significant Stormwater Projects

Issue	Issue	Issue ID	What are We Doing?	What is the Benefit?	Cost Type	Total Cost (Inflated)	First Year Group	Last Year Group
Stormwater			Queen Street – upgrade	Reduce nuisance flooding / reduce failure rates / increase LoS	2021/22	450,454		

7.5.4 Roads and Footpaths

Table 7.6: Significant Roading Projects

Issue	Issue	Issue ID	What are We Doing?	Benefit	Project Type	Total Cost (inflated)	First Year Group	Last Year Group
Roading		10 years	Sealed Road Resurfacing	LoS / Safety	Renewal	12,778,959	2021-22	2030-31
Roading		10 years	Pavement Rehabilitation	LoS / Demand	Replacement	6,560,640	2021-22	2030-31
Roading		10 years	Drainage Renewals	LoS	Renewal	7,821,185	2021-22	2030-31
Roading		10 years	Unsealed Road Remetalling	LoS	Renewal	4,331,484	2021-22	2030-31
Roading		3 years	Low Cost – Low Risk Safety Improvements (excludes specific projects below)	Safety	Improvement	395,000	2021-22	2023-24
Roading		3 years	Footpath Extensions	Walking and Cycling	Improvement	235,000	2021-22	2023-24
Roading		2022-23	Talbots Road Widening	LoS / Safety	Improvement	200,000	2022-23	
Roading		2021-22	Holme Station Intersection Realignment	LoS / Safety	Improvement	160,000	2021-22	

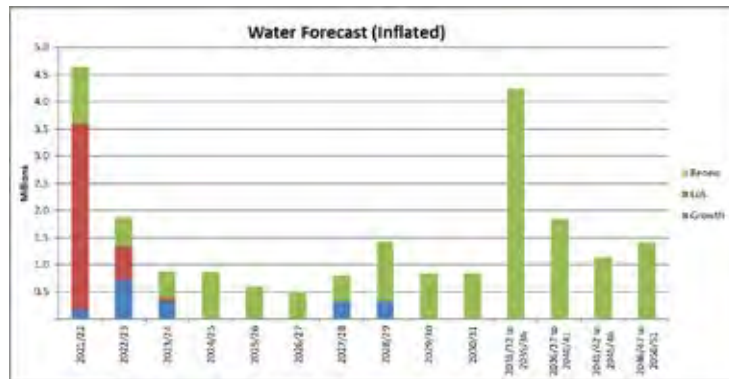
8.0 FINANCIAL ESTIMATES

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 Lower Waihao, Waikakahi, Hook-Waituna, Cannington Motukaika and Waihaorunga upgrades.

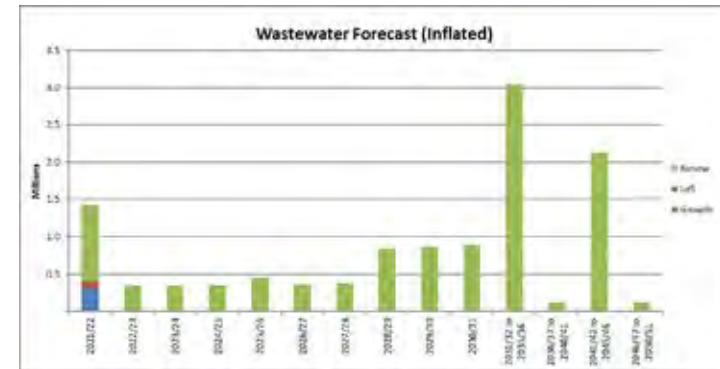
Figure 8.1: Projected Capital Expenditure – Water (Urban and Rural)



8.2 Sewerage

The projected capital expenditure associated with the sewerage infrastructure assets are graphically represented below. As illustrated all forecast expenditure relates to renewals, mostly reticulation.

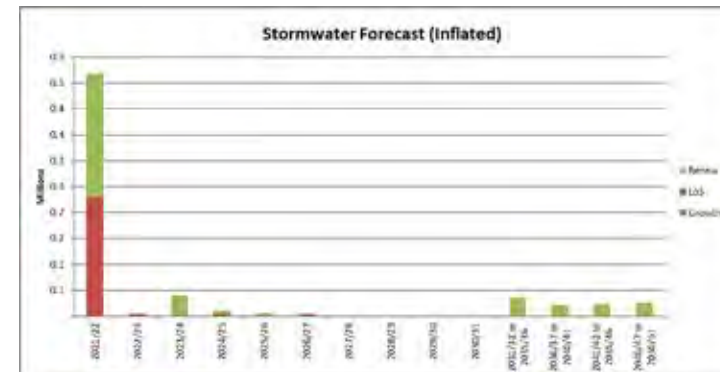
Figure 8.2: Projected Capital Expenditure – Sewerage



8.3 Stormwater

The projected capital expenditure associated with the stormwater infrastructure assets are graphically represented below. The graph illustrated very limited investment early in the planning period:

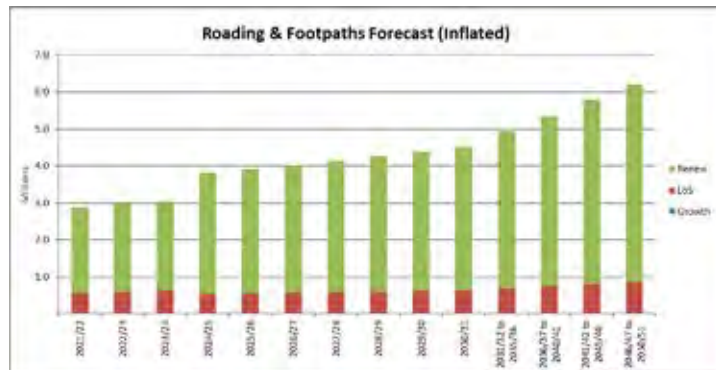
Figure 8.3: Projected Capital Expenditure – Stormwater



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, unsealed road metalling and pavement rehabilitation. The overall programme of drainage renewals is also significant. Minor "Low Cost Low Risk" safety improvement capital expenditure is lower than each of these renewal Work Category investments.

Figure 8.4: Projected Capital Expenditure – Roads and Footpaths



8.5 Total Expenditure

The projected capital expenditure associated with the significant infrastructure assets are graphically represented below:

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 of all 'significant' and 'non-significant' capital and operational expenditure due to Level of Service, Growth, Operation and Maintenance or Renewal requirements.

Figure 8.5: Projected Capital Expenditure- Infrastructure Assets

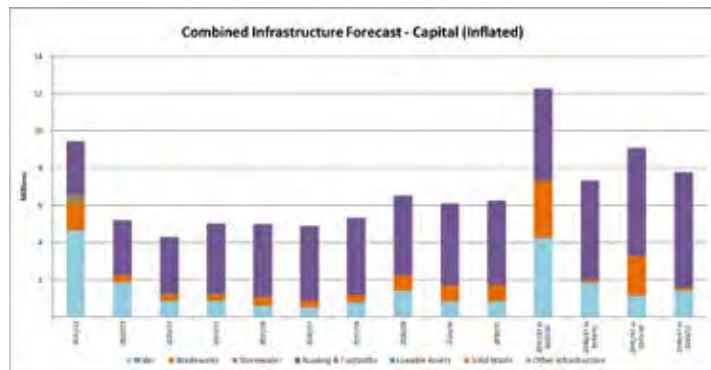
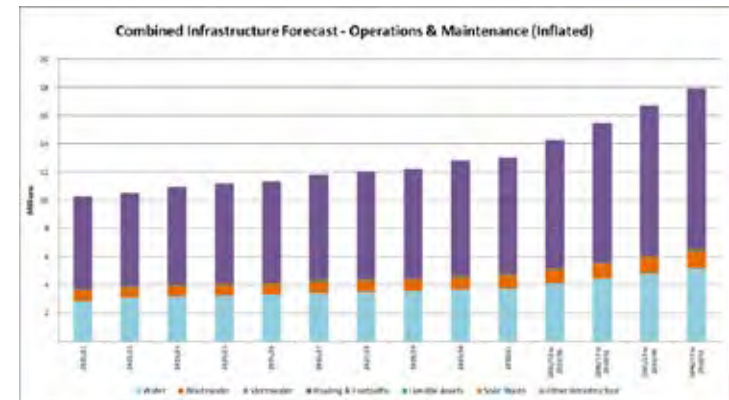


Figure 8.6: Projected Operational Expenditure –Infrastructure Assets



8.6 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. The Financial Strategy reflects the continued focus and development of these issues.

8.6.1 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. Core infrastructure costs exceeding \$20 million per 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.

8.7 Expenditure Summary

Summary of the 30- year Infrastructure Asset expenditure (Inflated, \$) for the Roads and Footpaths and 3 Waters and is presented in Table 6 1.

Table 8-1: Expenditure Summary

		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32 to 2035/36	2036/37 to 2040/41	2041/42 to 2045/46	2046/47 to 2050/51
Water	Minor Projects														
Water	O & M	2,894,736	3,095,034	3,219,340	3,261,759	3,320,567	3,440,239	3,488,900	3,539,812	3,692,848	3,772,434	20,618,449	22,374,729	24,131,008	25,887,287
Water	Growth	177,980	716,133	326,064	-	-	-	326,928	337,708	-	-	-	-	-	-
Water	LoS	3,419,378	621,857	57,008	-	-	-	-	-	-	-	-	-	-	-
Water	Renew	1,046,164	536,026	492,484	866,376	607,682	506,492	476,381	1,081,148	848,458	845,877	21,246,876	9,206,947	5,717,127	7,056,373
Water	Total Capital	4,643,522	1,874,015	875,555	866,376	607,682	506,492	803,309	1,418,856	848,458	845,877	21,246,876	9,206,947	5,717,127	7,056,373
Wastewater	Minor Projects														
Wastewater	O & M	705,818	658,283	681,847	689,015	699,100	733,975	742,435	750,255	798,343	826,935	4,519,659	4,904,643	5,289,628	5,674,612
Wastewater	Growth	312,100										-	-	-	-
Wastewater	LoS	85712	-	-	-	-	-	-	-	-	-	-	-	-	-
Wastewater	Renew	1,031,975	340,186	343,630	351,000	452,659	363,319	379,470	835,224	867,894	891,300	15,253,506	601,134	10,639,232	630,016
Wastewater	Total Capital	1,429,786	340,186	343,630	351,000	452,659	363,319	379,470	835,224	867,894	891,300	15,253,506	601,134	10,639,232	630,016
Stormwater	Minor Projects														
Stormwater	O & M	124,756	131,302	136,217	136,827	137,731	143,638	144,518	145,480	151,881	153,412	838,482	909,904	981,326	1,052,748
Stormwater	Growth											-	-	-	-
Stormwater	LoS	230,492	5,170	-	5,400	-	5,668	-	-	-	-	-	-	-	-
Stormwater	Renew	237,427	-	40,117	5,400	5,762	-	-	-	-	-	175,147	115,014	119,628	128,334
Stormwater	Total Capital	467,919	5,170	40,117	10,800	5,762	5,668	-	-	-	-	175,147	115,014	119,628	128,334

		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32 to 2035/36	2036/37 to 2040/41	2041/42 to 2045/46	2046/47 to 2050/51
Roading & Footpaths	Minor Projects														
Roading & Footpaths	O & M	6,539,737	6,651,658	6,927,593	7,073,138	7,193,212	7,523,103	7,654,064	7,785,354	8,144,666	8,291,872	45,350,064	49,240,769	53,131,475	57,022,180
Roading & Footpaths	Growth														
Roading & Footpaths	LoS	564,333	591,896	618,739	530,105	545,140	561,145	577,635	594,125	611,585	629,045	3,440,385	3,735,545	4,030,705	4,325,865
Roading & Footpaths	Renew	2,335,386	2,382,094	2,430,814	3,275,867	3,368,779	3,467,684	3,569,587	3,671,489	3,779,386	3,887,283	21,260,402	23,084,390	24,908,377	26,732,365
Roading & Footpaths	Total Capital	2,899,719	2,973,990	3,049,553	3,805,972	3,913,919	4,028,829	4,147,222	4,265,614	4,390,971	4,516,328	24,700,787	26,819,935	28,939,082	31,058,230

9.0 SUMMARY OF WELL-BEING CONTRIBUTION

Council is committed to on-going improvement in the quality of the Water, Sewerage, 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 on-going process, the Improvement Plan will form the basis of the Water, Sewerage, Stormwater and Roads and Footpaths services annual business planning. An overarching Improvement Plan for this Infrastructure Strategy is presented in Table 9 1.

Table 9-1: 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 renewal programmes
Demand Management	Collect traffic data (including heavy traffic) to identify level of service gaps, model pavement renewals and prioritise works.
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

These items are discussed in further detail in each of the Activity Management Plans.

10.0 GLOSSARY OF ACRONYMS AND OTHER TERMS

AC	Asbestos Cement
AEE	Assessment of Environmental Effects
AMIS	Asset Management Information System AP – Annual Plan
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 3 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
ONRC	One Network Road Classification
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

DISCLOSURES ON WATER AND WASTE MANAGEMENT

VARIATIONS FROM SANITARY SERVICES ASSESSMENT

Council formally adopted the Water and Sanitary Services Assessments on as part of the 2012-22 Long Term Plan following public consultation. The Water and Sanitary Services Assessment (WSSA) is an assessment of the water and sanitary services in the Waimate District. It covers only Council owned services and not privately owned services relating to:

- water supply
- sewerage and sewage disposal
- stormwater disposal
- public toilets, and
- cemeteries.

Brief comments have been included below to note key variations to the proposals since adoption of the WSSA in 2012.

- Sections 126 – 129 of the Local Government Act (LGA) have been repealed. This means that while Council still needs to undertake water and sanitary services assessments within the District, the process for undertaking the assessments and the extent of information required are no longer dictated.
- An amendment to Section 125 LGA now means that an assessment may be included in the Council's Long Term Plan (LTP) but, if it is not, Council must adopt the assessment using the special consultative procedure. The majority of

information in the WSSA, in respect of Council owned and operated services, is now included in Council's relevant Activity Management Plans.

WATER SUPPLY

In 2012, Council noted a number of risks as documented in the then Public Health Risk Management Plans (now referred to as Water Safety Plans). These risks are prioritized and have subsequently influenced capital and project budgets within both the Asset Management Plan and associated Annual and Long Term Plans. This has included:

- A proactive and accelerated asset renewal programme;
- The implementation of redundancy within water treatment plants and pump stations;
- The wider implementation of telemetry to provide line-of-site to remote water treatment plants and their operation alongside accurate compliance reporting.
- Extension of services as required to meet demand.
- Council will continue to prioritise upgrading water treatment plants, reticulation and pump stations across the District in order to meet the Drinking Water Standards for New Zealand as identified in the Water Asset Management Plan 2021.

WASTEWATER DISPOSAL

- A proactive and accelerated asset renewal programme to address inflow and to both maintain and enhance available capacity;
- The implementation of redundancy within waste water treatment plants and pump stations;
- Extension of services as required to meet demand.
- Renewed Resource Consent for the management of Septic Tanks within the Saint Andrews Township.
- Desludged the Wastewater Treatment Ponds to increase treatment efficiency and to regain capacity within the primary ponds.
- Completed phase one of the inflow / infiltration investigation which will inform future upgrades to prevent nuisance surcharging.

Currently there are no material variations from the WSSA.

VARIATIONS FROM WASTE MANAGEMENT AND MINIMISATION PLAN

The Waste Management and Minimisation Plan (WMMP) is a strategic policy document which sets out Council's objectives, policies and methods for promoting effective and efficient waste management and minimisation in the District.

The Plan was adopted June 2018, and included, as a priority, the introduction of a three bin collection service and separate glass collection. This was achieved on 1 July 2021.

The Waimate District Waste Management and Minimisation Plan (WMMP) covers the 10-year

period from 1 July 2018-June 2028. It outlines the services provided, strategic direction, and levels of service as well as highlighting the big issues that need to be addressed over the 10-year period.

Waimate District Council's 10-Year Plan 2021 – 2031 does not vary significantly from the WMMP. Council has based the Waste Management and Minimisation activities in Waimate District Council's 10-Year Plan 2021 – 2031 on the objectives, policies and methods contained in the WMMP.

Proposed staff (FTE) increases have, in part, been included within the new contract arrangement.

Resultantly, Council does not consider that there is a material variation from the WMMP.



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