

TE KAUNIHERA Ā-ROHE O  
**ŌTOROHANGA**  
DISTRICT COUNCIL



ŌTOROHANGA DISTRICT COUNCIL

# PRE-ELECTION REPORT 2025

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FROM CHIEF EXECUTIVE,  
TANYA WINTER  
JUNE 2025









# TĒNĀ KOUTOU KATOĀ, NĀKU TE ROUROU, NŌU TE ROUROU, KA ORA AI TE IWI WITH MY BASKET AND YOUR BASKET, THE PEOPLE WILL THRIVE

You are probably reading this report because you intend to stand for Council in the local government election in October 2025, right? That is fantastic! I want you to know that there is nothing political in this report. It does not need Council endorsement or approval.

This report is MY view on the challenges and opportunities in our rohe (district) and for the Council, and the leadership I think we need to tackle the challenges and make the most of the opportunities.

*Tanya Winter*

CHIEF EXECUTIVE





# OUR DISTRICT



# TĀ TĀTOU ROHE

## OUR DISTRICT

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**It's a challenging time for our District, as we continue to grow and adapt in the face of Government reforms and the volatility of global conditions.**

The Government has required councils to change the delivery of water and wastewater services - referred to as Local Water Done Well. Our Council has assessed the best option for our District and is joining six other councils in the region in establishing a separate council-controlled organisation (CCO) for the management and delivery of water services (referred to as Waikato Water Ltd).

Population projections are expected to be updated later in 2025, but recent forecasts indicate the District could to grow by up to 30% over the next 30 years (that's another 3500 people!). This growth is welcome, as it will help lift the economic and social wellbeing of residents, and we have been planning for it.

In developing our 2024-2034 Long Term Plan (LTP), our Council took a 'steady as she goes' approach - ensure prudent financial management but continue to invest for the future of our District. The Council has, with community support, adopted three concept plans covering the whole district. In the LTP, significant funding over three years was confirmed to support the implementation of these concept plans.

The adoption of an Economic Wellbeing Strategy in 2024 demonstrated the Council's desire to more closely integrate economic development outcomes with wider community wellbeing.



# DISTRICT PROFILE

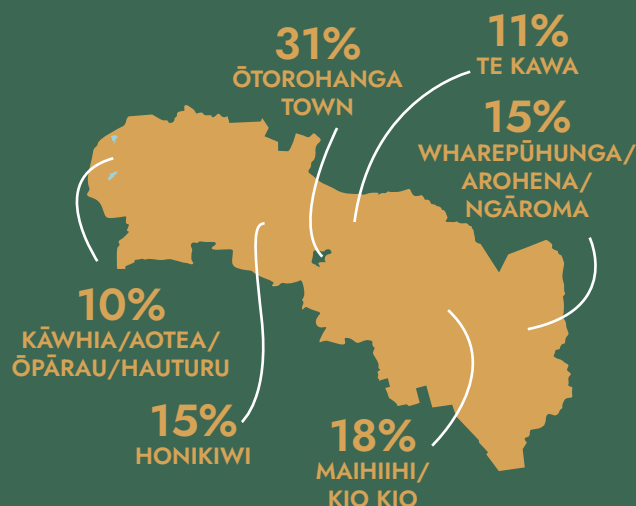
(Source: Stats NZ and Infometrics)

## OUR DISTRICT

WE ARE HOME  
TO JUST OVER

**11,000**  
PEOPLE  
&  
**4400**  
HOMES

## HERE'S WHERE PEOPLE LIVE IN OUR DISTRICT



**15%** OUR POPULATION HAS GROWN BY 15% IN 11 YEARS, AND IS PROJECTED TO CONTINUE TO GROW AT THE SAME RATE

## OUR POPULATION BY AGE GROUP

|                             |       |                                    |       |
|-----------------------------|-------|------------------------------------|-------|
| Babies/Pre-Schoolers (0-4)  | 6.5%  | Parents and Homebuilders (35-49)   | 19.4% |
| Primary Schoolers (5-9)     | 7.1%  |                                    |       |
| Middle Schoolers (10-14)    | 7.7%  | Mature Workers (50-59)             | 12.2% |
| Secondary Schoolers (15-19) | 6.3%  | Empty Nesters and Retirees (60-69) | 12%   |
| Tertiary education (20-24)  | 5%    | Seniors (70+)                      | 11.4% |
| Young Workforce (25-34)     | 12.4% |                                    |       |

## HOUSING AND INCOME



**65%**  
HOME OWNERSHIP

AVERAGE HOUSE VALUE

**\$452,412**

COMPARED WITH \$881,338 FOR NZ

HOUSING AFFORDABILITY

**25%**

COMPARED TO 39% FOR NZ

**39%**

LOWER AVERAGE WEEKLY RENT  
THAN NZ AVERAGE



**\$66,417**

AVERAGE ANNUAL  
INCOME COMPARED  
WITH \$78731 FOR NZ

1 in 5 of our residents live in areas rated as the most deprived in Aotearoa NZ, while 1 in 15 live in areas rated as the least deprived

11% of us are on a benefit, such as job seeker, supported living and solo parent support

## ECONOMY

**\$70,502**

GDP (GROSS DOMESTIC  
PRODUCT) PER CAPITA



**\$758M**

DISTRICT GDP - UP 2.4% FROM 2023

### TOP INDUSTRIES BY GDP

**\$280M**

AGRICULTURE, FORESTRY AND  
FISHING

**\$75M**

PUBLIC ADMINISTRATION AND  
SAFETY

**\$44M**

MANUFACTURING

**\$42M**

RENTAL, HIRING, AND REAL  
ESTATE SERVICES

**\$36M**

CONSTRUCTION

**\$31M**

PROFESSIONAL, SCIENTIFIC  
AND TECHNICAL SERVICES

**\$22M**

RETAIL TRADE

**\$21M**

HEALTH CARE AND SOCIAL  
ASSISTANCE

### TOP INDUSTRIES BY JOBS



**1487** work in agriculture, forestry  
and fishing

**538** work in Public  
Administration and Safety

**422** work in Construction

**354** work in Manufacturing

**265** work in retail trade

**250** work in Education and  
Training

**235** work in Professional,  
Scientific and Technical  
Services

**220** work in Health Care and  
Social Assistance

## OUR POPULATION IS BECOMING MORE DIVERSE



**88%**  
BORN IN  
AOTEAROA NZ

**12%**  
BORN  
OVERSEAS

## OF OUR POPULATION

**76%** identify as European  
/European decent

**33%** identify as being of  
Māori decent

**4%** identify as Asian

**3%** identify as Pacific

(note total exceeds 100% as people can identify as more than one ethnicity)



## OTHER OPPORTUNITIES AND CHALLENGES FACING OUR COMMUNITY OVER THE NEXT THREE YEARS ARE:

Housing availability & affordability

Lifting the involvement in local decision-making & community participation

The post Treaty settlement environment for iwi & opportunities for partnership

Climate change, managing our waste & living sustainably

Economic wellbeing, social cohesion and adapting to change

Rebuilding trust in authority, institutions and with each other

The integration of Artificial Intelligence (AI) into our internal processes and interface with our customers







# OUR COUNCIL

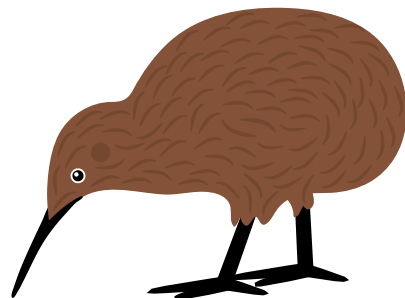


# TĀ TĀTOU KAUNIHERA OUR COUNCIL

**Council is in good shape, and we have some of the lowest rates in Aotearoa New Zealand.**

We are the 9th smallest council in Aotearoa and yet I think we punch above our weight. We are a small team of around 60 staff, and we are expected to deliver the full range of services just like the bigger councils. This can stretch us a bit sometimes and means that most staff wear more than one hat.

How well we perform was recently independently assessed under the Te Korowai (CouncilMARK) system. I'm proud to say that our performance was rated as an 'A'. But we're not resting on that as we seek to continue to improve.





## SOME OF THE OPPORTUNITIES AND CHALLENGES WE ARE FACING ARE:

Attracting & retaining good staff

Managing cost pressures from inflation & supply constraints

Understanding and adapting to resource management planning reform

Transitioning our water services responsibilities to a new regional entity from mid-2027 and ensuring the Council organisation remains viable

Exploring new ways of leveraging the Council's role and resources to enable greater community benefit

Adapting to climate change, reducing risk and building resilient infrastructure



# LOCAL GOVERNMENT REFORM IS HAPPENING – THE BIGGEST IN A GENERATION

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**The Government's reform programme will impact every aspect of Council operation – from infrastructure planning and service delivery to decision-making. Recent and proposed changes to legislation are directing council activities, structure and decision-making, with less ability for councils to work with communities on developing and delivering on local needs and aspirations. While ŌDC have supported the localism kaupapa of Local Government NZ, it's fair to say that local government is becoming less local.**

Directed by new legislation governing water services delivery, our Council has signaled an intention to be part of a soon-to-be-established regional water services entity (CCO), jointly owned by councils across the Waikato region but operating independently of these councils. This means water services activities currently undertaken by our Council will be undertaken by this new entity from mid-2027.

Water Services activity currently accounts for around 13% of our total budget, which includes all of the Council admin and other organisational support activities (i.e not just the staff running our treatment plants or maintaining the networks). The transfer of Water Services to the new regional entity raises the question about the financial sustainability of the Council organisation after mid-2027.

Add to that, are the expected impacts on our existing planning services through changes to the Resource Management Act 1992. A likely outcome is the demise of District Plans in favour of a new regional planning regime, with a single resource management plan covering the entire Waikato region. There is less certainty about what this new regional planning arrangement will be and the knock-on effects for our Council.

We have a project underway to assess the impact of these changes – from both a budget perspective and staff impact. As a small organisation, many of our staff wear multiple hats, so not all roles can neatly transfer over to a new Water Services entity or a regional planning regime. If the Council organisation post these changes is unlikely to be financially sustainable, the structure of the Council will need to change to create scale efficiencies. That could mean substantially increasing our shared service arrangements between and across councils in the region and/or some sort of local government reorganisation. At the most extreme it could mean amalgamating with at least one other council.

While the Government has stated that council amalgamations are not something they are pursuing, for smaller councils like Ōtorohanga that may be an inevitable outcome of the reforms currently in train.



# HOW DOES ŌTOROHANGA DISTRICT COUNCIL WORK?

The Council is made up of two parts: governance (Mayor and 9 Councillors) and organisation (Chief Executive and staff)

## GOVERNANCE

The Mayor and Councillors make decisions on the direction of Council and employ the Chief Executive.

### MAYOR

### 9 COUNCILLORS

#### 4 Standing committees

- Risk and Assurance
- Chief Executive Review
- Grants and Awards
- Creative Communities Scheme

#### Other local government committees Council has representation on:

- Emergency Management
- Regional Transport

#### Community Boards

- Ōtorohanga
- Kāwhia

Council staff provide advice to elected members, implement Council decisions and look after the district's day-to-day operations.

## ORGANISATION

The Chief Executive employs all Council staff, leads the organisation and works with the Leadership Team to implement the Council's decisions.

### CHIEF EXECUTIVE

### LEADERSHIP TEAM

- Group Manager Business Enablement
- Group Manager Engineering & Assets
- Group Manager Strategy & Community
- Group Manager Regulatory & Growth

Staff also work alongside our communities through community boards and funding committees, and by directly engaging with partners, stakeholders, residents, community groups and iwi.



# OUR FINANCIAL POSITION

Council is in a strong financial position, with the expected year-end (30 June 2025) position to be a higher surplus than forecast in the 2024/25 Annual Plan. This has been achieved through reduced expenditure, including holding staff positions vacant for longer, strong project planning and delivery and delaying projects where it was prudent to do so. More detail on our finances is provided in the financial section.

**8%** OF TOTAL COUNCIL SPEND

## TRUSTED LEADERSHIP

- Providing leadership and governance
- Listening to communities
- Building Tiriti-based partnerships
- Providing clear and timely communication
- Ensuring great performance and service delivery by Council

**6%** OF TOTAL COUNCIL SPEND

## STRONG COMMUNITIES

- Libraries
- Civil Defence
- Enabling communities to take collective action on issues important to them
- Providing funding and other support to organisations and community groups
- Art and culture
- Promoting the District and supporting local businesses

**2%** OF TOTAL COUNCIL SPEND

## RESPONSIBLE WASTE MANAGEMENT

- Kerbside rubbish and recycling services
- Transfer stations/recycling depots
- Waste minimisation planning and delivery
- Education

**69%** OF TOTAL COUNCIL SPEND

## RESILIENT INFRASTRUCTURE

- Roothing/footpaths, road safety
- Collecting, treating and getting rid of wastewater
- Taking, treating, storing and distributing water
- Collecting and disposing of stormwater
- Maintaining and operating flood protection works including seawalls
- Climate change work

**9%** OF TOTAL COUNCIL SPEND

## VIBRANT PLACES & SPACES

- Facilities and public spaces, such as halls, parks and reserves
- Cemeteries
- Public toilets
- Ōtorohanga swimming pool

**6%** OF TOTAL COUNCIL SPEND

## SUSTAINABLE DEVELOPMENT & PUBLIC SAFETY

- Providing planning and regulatory services to manage the natural and physical resources of the district
- Environmental health and animal management services



# OUR RELATIONSHIP WITH MANA WHENUA IS ONE OF PARTNERSHIP

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**We have focused on strengthening our partnership with mana whenua. This journey has taken us across the district to different marae, to historic and cultural sites of significance**

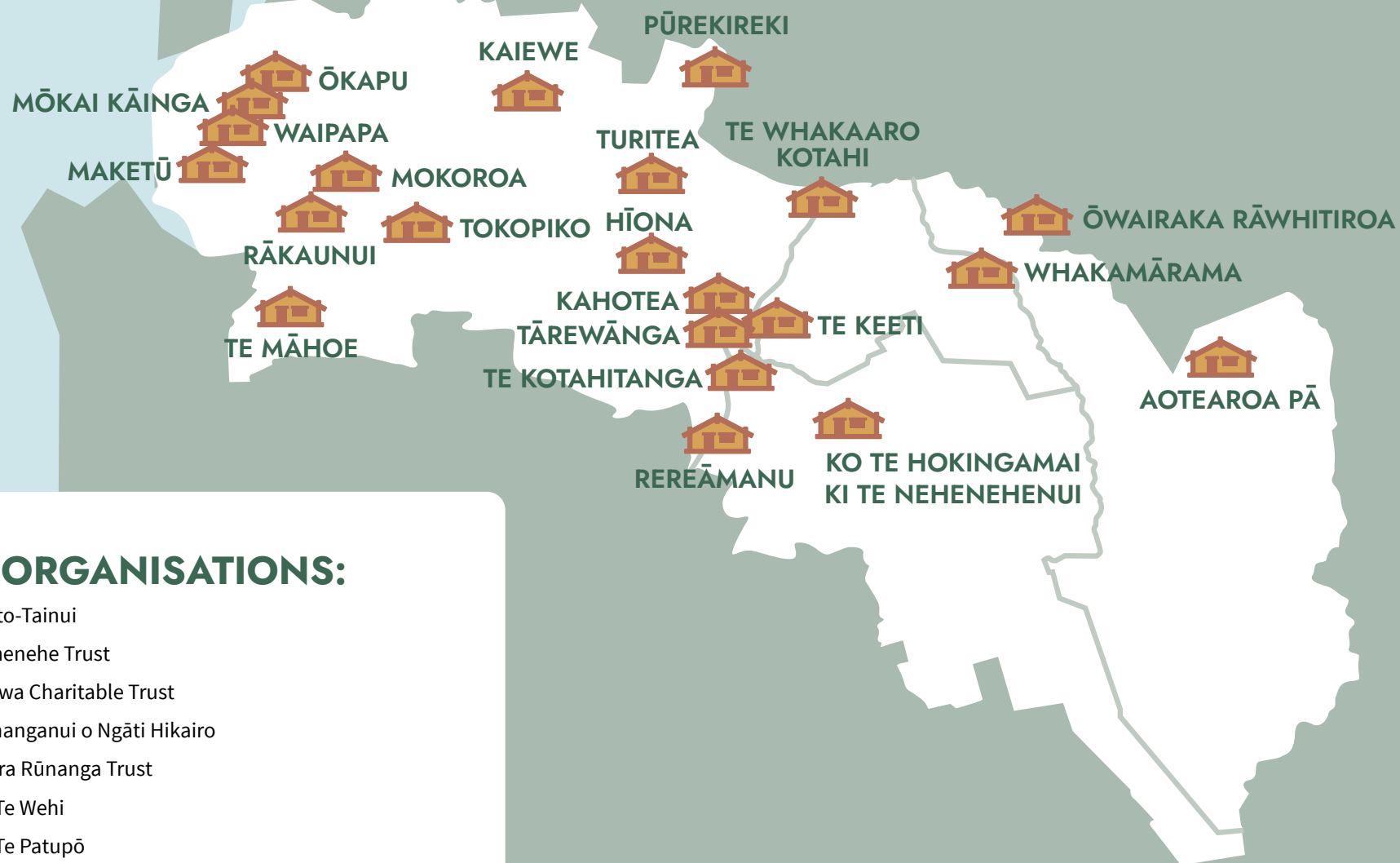
Our relationships have been an intentional focus, and in working with Māori, with the belief to enable positive futures for our communities. To date, nurturing our relationships genuinely has been at the heart of our engagement with Māori.

In light of this relationship focus, Council has developed a Māori Engagement Framework that recognises the unique status of Māori as tangata whenua and seeks to weave Te Ao Māori perspectives into Council operations and services. By doing so, Council demonstrates its commitment to fostering respect for Māori identity and heritage, to building authentic partnership, and acknowledges the contributions of Māori to the broader community.

Ngāti Maniapoto, Ngāti Raukawa, Ngāti Apakura, Ngāti Mahuta ki te Hauāuru, Ngāti Hikairo, Ngāti Uakau, Te Patupō and Ngāti Te Wehi have historic and territorial rights in Ōtorohanga district. Mana whenua interests are represented by 22 local marae and seven iwi organisations.



# NGĀ MARAE



## IWI ORGANISATIONS:

- Waikato-Tainui
- Te Nehenehe Trust
- Raukawa Charitable Trust
- Te Rūnanganui o Ngāti Hikairo
- Apakura Rūnanga Trust
- Ngāti Te Wehi
- Ngāti Te Patupō
- Te Rūnanga o Ngāti Mahuta ki Te Hauāuru



# KEY PROJECTS/ INITIATIVES OVER THE NEXT THREE YEARS

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## CONTINUING TO PROGRESS LOCAL WATER DONE WELL

Continuing to progress the work we started last year to meet the new requirements under the government's legislative framework for Local Water Done Well. This includes working on the 'behind the scenes' details for a seamless transition to a different water services delivery model for the District.

## LOCAL BODY ELECTIONS IN SEPTEMBER 2025

and on-boarding the new council and community boards will be a big focus for elected members and staff alike.

## COMMUNITY PLACES AND SPACES

Our strategy of improving and making better use of community places and spaces will continue to be in the spotlight. This includes ongoing implementation of the Ōtorohanga Town, Kāwhia, Aotea, Ōpārau and Rural concept plans. We will also be progressing the Huipūtea Reserve Development Plan and upgrading the Jervois Street (Kāwhia) toilets.



# INITIATIVES - CONTINUED

## ROADING NETWORK

Our road network continues to be our largest spend area. We have had to adjust our programmes as a consequence of lower than anticipated funding allocations from NZTA particularly for activities like footpaths and road safety. However, the basics are well covered and network resilience remains a priority.

## LEGISLATIVE REFORMS

The government has embarked on a range of legislative reforms and changes affecting both resource management and building control that Council will need to respond to and implement.

## ECONOMIC WELLBEING STRATEGY

Implementing our Economic Wellbeing Strategy and doing more with Council resources, particularly with procurement, to support local businesses under our Te Punga o te Hapori (Anchor of the Community) programme.

## CONSIDERING THE FUTURE OF THE COUNCIL ORGANISATION

Considering the future of the Council organisation in light of expected changes with water services delivery and wider central Government reforms.

## KĀWHIA SEA WALLS

Progressing the renewal of consents and maintenance/upgrade works for the Kāwhia sea walls.

## CLIMATE CHANGE

Assessing the risk to Council infrastructure from climate change impacts and updating asset management plans accordingly.

Working with communities on understanding the impacts of climate change and identifying options and timeframes for adapting to those.

## RUBBISH AND RECYCLING

Review and retendering of the kerbside rubbish and recycling contract, and aligning Council waste management and minimisation services with the Government's recently adopted waste strategy.

## SOLAR ENERGY

Working with The Lines Company to install solar systems on key Council buildings as a way of reducing our energy costs.

## WASTEWATER PLANT

Upgrading the Ōtorohanga wastewater plant in line with consent conditions and operational requirements.



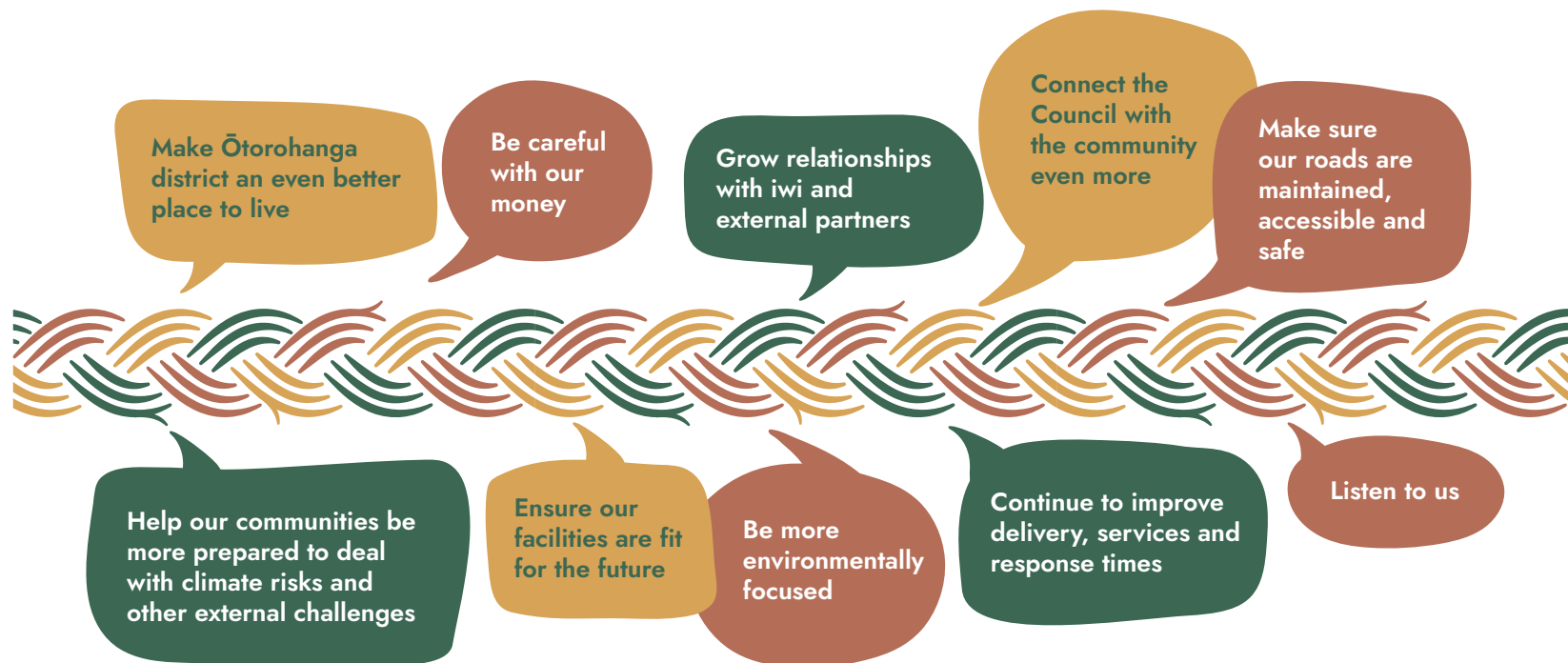


# TŌ HAUTŪTANGA YOUR LEADERSHIP

**Councils are constantly changing and a diverse range of leadership skills will be required to take us into the future.**

Prior to the last central Government elections, it was likely that we would see a greater move away from being infrastructure and regulation focused, to making sure all members of our community have a quality of life. However, the current Government has signaled councils need to refocus on delivering essential services and core infrastructure and intend mandating this through significant reform of the Local Government Act 2002. In future councils may not have a legislative mandate to progress community wellbeing.

Notwithstanding the Government's reform intentions, during the recent LTP process our community told us ...



Balancing Government change and the range of community aspirations will be central to an incoming Council, along with considering what a future Ōtorohanga District Council looks like. Future leaders will need to successfully navigate this, both within and beyond the Council.



# LEGAL STUFF AND BUDGETS



# LEGAL STUFF AND BUDGETS

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The preparation of and information in this document is a legal requirement placed on the Chief Executive Officer of the Council, by section 99A of the Local Government Act 2002.

This section contains the following information:

- A Summary Balance Sheet for the three years leading up to the date of the election (being 2022/23, 2023/2024 and 2024/25) and for the three years after the election (being 2025/26, 2026/27 and 2027/28).
- A Funding Impact Statement for the three years prior to the date of the election and the three years after the election
- Details of the major projects proposed in the 3 years following the election
- A statement comparing rates, rate increases and borrowings to limits specified in the Long-Term Plan.

## SOURCE OF THE INFORMATION

The information provided in this section is a summary of what can be found in the following publicly available documents. Readers who want more detail should refer to the following audited documents, which are available on our website ([www.otodc.govt.nz](http://www.otodc.govt.nz)):

- 2022/23 Annual Report
- 2023/24 Annual Report
- 2024-2034 Long-Term Plan

The data shown in the tables that follow are:

- The financial results for the Council for the 2022/23 and 2023/24 financial years as per audited annual reports.
- The budgets and projections for the 2024/25, 2025/26, 2026/27 and 2027/28 financial years as per the audited 2024-2034 Long-Term Plan.

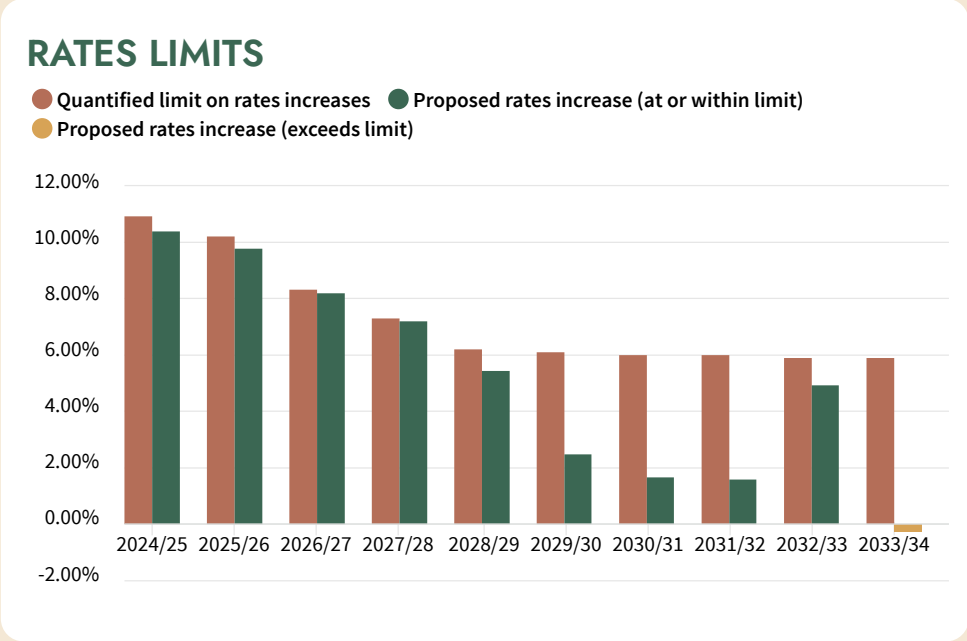


# LEGAL STUFF AND BUDGETS

As part of the Long-Term Plan process, Council is required to set a Financial Strategy. Part of this Strategy sets limits on rates; rates increases and borrowings. The following graphs are from the 2024-2034 Long-Term Plan and show how Council is expecting to perform against those limits.

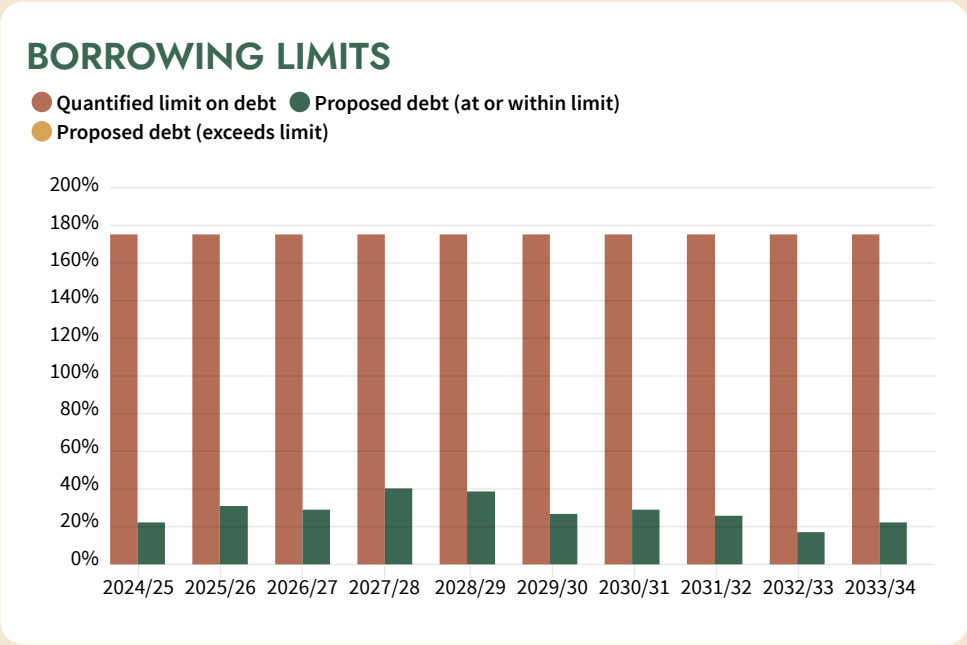
## RATES LIMITS

The Council has set a limit on rates that they will not exceed prior year rates plus an increase of the Local Government Cost Index (LGCI) plus a percentage – being 8% for 2025/26, 6% for 2026/2, 5% for 2027/28 and then 4% from 2028/29 onwards. The LGCI is a measure similar to the Consumer Price Index (CPI) but taking account of the types of items Councils purchase, as opposed to the CPI which uses goods that households purchase.



## BORROWING LIMITS

The Council has set a limit on borrowings that they cannot exceed 175% of total revenue for each financial year.





# PROSPECTIVE BALANCE SHEET FOR YEAR COMMENCING 1 JULY 2025

The Balance Sheet shows the assets and liabilities of the Council and the level of ratepayer equity at the end of each financial year.

|  | 2022/23<br>ACTUAL<br>(\$000) | 2023/24<br>ACTUAL<br>(\$000) | 2024/25<br>PROJECTED<br>(\$000) | 2025/26<br>PROJECTED<br>(\$000) | 2026/27<br>PROJECTED<br>(\$000) | 2027/28<br>PROJECTED<br>(\$000) |
|--|------------------------------|------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>ASSETS</b>                                      |                              |                              |                                 |                                 |                                 |                                 |
| <b>Current assets</b>                              |                              |                              |                                 |                                 |                                 |                                 |
| Cash and cash equivalents                          | 2,207                        | 2,272                        | 3,170                           | 2,241                           | 2,426                           | 2,555                           |
| Inventory  | 37                           | 31                           | 31                              | 32                              | 33                              | 34                              |
| Prepayments  | -                            | 171                          | -                               | -                               | -                               | -                               |
| Trade and other receivables                        | 4,958                        | 4,926                        | 2,295                           | 2,409                           | 2,460                           | 2,512                           |
| Loan receivable                                    | 4,000                        | -                            | 250                             | 250                             | 250                             | 250                             |
| <b>Total current assets</b>                        | <b>11,203</b>                | <b>7,401</b>                 | <b>5,746</b>                    | <b>4,933</b>                    | <b>5,169</b>                    | <b>5,350</b>                    |
| <b>NON-CURRENT ASSETS</b>                          |                              |                              |                                 |                                 |                                 |                                 |
| Intangible assets                                  | 5                            | 109                          | 157                             | 195                             | 195                             | 183                             |
| Investments  | 7,799                        | 7,675                        | 7,847                           | 8,011                           | 8,182                           | 8,345                           |
| Property, plant and equipment                      | 394,510                      | 411,335                      | 405,132                         | 409,209                         | 411,931                         | 442,342                         |
| Loan receivable                                    | 1,706                        | 1,468                        | 1,500                           | 1,250                           | 1,000                           | 750                             |
| <b>Total non-current assets</b>                    | <b>404,020</b>               | <b>420,587</b>               | <b>414,636</b>                  | <b>418,665</b>                  | <b>421,308</b>                  | <b>451,621</b>                  |
| <b>Total assets</b>                                | <b>415,223</b>               | <b>427,987</b>               | <b>420,382</b>                  | <b>423,598</b>                  | <b>426,477</b>                  | <b>456,971</b>                  |
| <b>LIABILITIES</b>                                 |                              |                              |                                 |                                 |                                 |                                 |
| <b>Current liabilities</b>                         |                              |                              |                                 |                                 |                                 |                                 |
| Employee benefit liabilities                       | 517                          | 585                          | 401                             | 421                             | 430                             | 439                             |
| Income in advance                                  | 1,677                        | 1,126                        | 741                             | 778                             | 794                             | 811                             |
| Provisions   | 1                            | 1                            | 1                               | 1                               | 1                               | 1                               |
| Trade and other payables                           | 4,328                        | 4,958                        | 2,715                           | 2,825                           | 2,874                           | 2,924                           |
| Borrowings   | 6,000                        | 4,000                        | -                               | -                               | -                               | -                               |
| Development and financial contributions in advance | 527                          | 567                          | 541                             | 541                             | 541                             | 541                             |
| <b>Total current liabilities</b>                   | <b>13,050</b>                | <b>11,237</b>                | <b>4,399</b>                    | <b>4,565</b>                    | <b>4,640</b>                    | <b>4,715</b>                    |
| <b>NON-CURRENT LIABILITIES</b>                     |                              |                              |                                 |                                 |                                 |                                 |
| Borrowings   | 448                          | 5,448                        | 6,223                           | 9,223                           | 9,223                           | 13,275                          |
| Employee benefit liabilities                       | 27                           | 34                           | 46                              | 49                              | 50                              | 51                              |
| Provisions   | 13                           | 12                           | 16                              | 16                              | 16                              | 16                              |
| <b>Total non-current liabilities</b>               | <b>487</b>                   | <b>5,494</b>                 | <b>6,285</b>                    | <b>9,287</b>                    | <b>9,288</b>                    | <b>13,342</b>                   |
| <b>Total liabilities</b>                           | <b>13,538</b>                | <b>16,730</b>                | <b>10,684</b>                   | <b>13,852</b>                   | <b>13,929</b>                   | <b>18,057</b>                   |
| <b>Net assets</b>                                  | <b>401,685</b>               | <b>411,257</b>               | <b>409,699</b>                  | <b>409,745</b>                  | <b>412,548</b>                  | <b>438,914</b>                  |
| <b>EQUITY</b>                                      |                              |                              |                                 |                                 |                                 |                                 |
| Retained earnings                                  | 165,967                      | 171,100                      | 164,002                         | 163,835                         | 164,057                         | 165,311                         |
| Reserve funds                                      | 2,954                        | 3,104                        | 3,023                           | 3,074                           | 3,125                           | 3,234                           |
| Revaluation reserves                               | 232,763                      | 237,053                      | 242,673                         | 242,837                         | 245,366                         | 270,369                         |
| <b>Total equity attributable to ŌDC</b>            | <b>401,685</b>               | <b>411,257</b>               | <b>409,699</b>                  | <b>409,745</b>                  | <b>412,548</b>                  | <b>438,914</b>                  |

# ALL OF COUNCIL FUNDING IMPACT STATEMENT

The Funding Impact Statement shows how funds raised from rates and other sources are used to fund Council's expenditure.

|  | 2022/23<br>ACTUAL<br>(\$000) | 2023/24<br>ACTUAL<br>(\$000) | 2024/25<br>PROJECTED<br>(\$000) | 2025/26<br>PROJECTED<br>(\$000) | 2026/27<br>PROJECTED<br>(\$000) | 2027/28<br>PROJECTED<br>(\$000) |
|--|------------------------------|------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>SOURCES OF OPERATING FUNDING</b>                                    |                              |                              |                                 |                                 |                                 |                                 |
| General Rates, Uniform Annual General Charges, Rates Penalties         | 7,018                        | 7,642                        | 8,571                           | 9,504                           | 10,291                          | 10,683                          |
| Targeted Rates   | 7,668                        | 8,072                        | 8,928                           | 9,744                           | 10,435                          | 11,391                          |
| Subsidies & Grants for Operating Purposes                              | 4,538                        | 4,175                        | 4,099                           | 4,177                           | 4,271                           | 4,365                           |
| Fees & Charges   | 993                          | 957                          | 1,067                           | 1,095                           | 1,117                           | 1,140                           |
| Interest and Dividends from Investments                                | 446                          | 403                          | 25                              | 26                              | 26                              | 27                              |
| Local Authorities Fuel Tax, Fines, Infringement Fees, & Other Receipts | 597                          | 656                          | 701                             | 704                             | 733                             | 752                             |
| <b>Total sources of Operating Funding</b>                              | <b>21,260</b>                | <b>21,905</b>                | <b>23,390</b>                   | <b>25,250</b>                   | <b>26,873</b>                   | <b>28,357</b>                   |
| <b>APPLICATION OF OPERATING FUNDING</b>                                |                              |                              |                                 |                                 |                                 |                                 |
| Payments to Staff & Suppliers  | 16,254                       | 18,623                       | 20,698                          | 21,071                          | 22,003                          | 21,554                          |
| Finance Costs  | 482                          | 807                          | 221                             | 327                             | 327                             | 485                             |
| Other Operating Funding Applications                                   | 1,562                        | 1,630                        | 1,091                           | 1,112                           | 1,136                           | 1,160                           |
| <b>Total application of Operating Funding</b>                          | <b>18,297</b>                | <b>21,060</b>                | <b>22,010</b>                   | <b>22,510</b>                   | <b>23,466</b>                   | <b>23,199</b>                   |
| <b>Surplus (deficit) in operating funding</b>                          | <b>2,963</b>                 | <b>845</b>                   | <b>1,381</b>                    | <b>2,740</b>                    | <b>3,407</b>                    | <b>5,159</b>                    |
| <b>SOURCES OF CAPITAL FUNDING</b>                                      |                              |                              |                                 |                                 |                                 |                                 |
| Subsidies & Grants for Capital Expenditure                             | 3,091                        | 4,073                        | 4,248                           | 4,333                           | 4,431                           | 4,528                           |
| Development & Financial Contributions                                  | 24                           | 98                           | 10                              | 10                              | 10                              | 11                              |
| Increase (Decrease) in Debt  | 2,207                        | 3,725                        | 4,033                           | 1,338                           | 977                             | 740                             |
| Gross Proceeds from Sale of Assets                                     | 89                           | 78                           | 60                              | 153                             | 203                             | 186                             |
| <b>Total sources of Capital Funding</b>                                | <b>5,412</b>                 | <b>7,973</b>                 | <b>8,351</b>                    | <b>5,834</b>                    | <b>5,621</b>                    | <b>5,465</b>                    |
| <b>APPLICATION OF CAPITAL FUNDING</b>                                  |                              |                              |                                 |                                 |                                 |                                 |
| Capital Groweth  | 11                           | 19                           | 425                             | 409                             | 158                             | 162                             |
| Capital Level of Service   | 1,708                        | 3,501                        | 300                             | 230                             | 224                             | 402                             |
| Capital Renewals   | 7,622                        | 8,368                        | 10,633                          | 10,340                          | 9,580                           | 11,044                          |
| Increase (Decrease) in Reserves  | -966                         | -3,071                       | -1,626                          | -2,405                          | -934                            | -983                            |
| <b>Total application of Capital Funding</b>                            | <b>8,374</b>                 | <b>8,817</b>                 | <b>9,732</b>                    | <b>8,574</b>                    | <b>9,028</b>                    | <b>10,624</b>                   |
| <b>Surplus (deficit) in operating funding</b>                          | <b>-2,963</b>                | <b>-844</b>                  | <b>-1,381</b>                   | <b>-2,740</b>                   | <b>-3,407</b>                   | <b>-5,159</b>                   |
| <b>FUNDING BALANCE</b>   | <b>-0</b>                    | <b>0</b>                     | <b>-0</b>                       | <b>-</b>                        | <b>-0</b>                       | <b>0</b>                        |



# MAJOR CAPITAL PROJECTS

The table shows the major projects for the next three years (2025-2028).

|   | LTP 2025/26 | LTP 2026/27 | LTP2027/28 |
|---|-------------|-------------|------------|
| <b>LAND TRANSPORT</b>                               |             |             |            |
| Drainage renewals                                   | 499000      | 520457      | 427770.88  |
| Footpath Renewals                                   | 124000      | 129751.29   | 387411.05  |
| <b>WATER SUPPLY</b>                                 |             |             |            |
| Arohena Drinking Water Upgrades                     | 100000      | 0           | 0          |
| <b>WASTEWATER</b>                                   |             |             |            |
| Clarifier and dewatering plant                      | 400000      | 0           | 0          |
| <b>STORMWATER</b>                                   |             |             |            |
| Domain Drive & Kakamutu Rd Stormwater investigation | 100000      | 0           | 0          |
| <b>FLOOD PROTECTION</b>                             |             |             |            |
| Flood Pump Rebuilds                                 | 50000       | 0           | 0          |
| <b>VIBRANT PLACES AND SPACES</b>                    |             |             |            |
| Huiputea Reserve management Plan Implementation     | 30000       | 31260       | 0          |
| Jim Barker Memorial - New Turf                      | 0           | 135460      | 0          |
| Refurbishment of Pensioner Housing                  | 25000       | 26050       | 26600      |
| Replacement of boat ramps                           | 0           | 0           | 63840      |
| Town Concept Plan Implementation                    | 600000      | 625200      | 0          |



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**WILL YOU STAND AND LEAD THE  
DISTRICT INTO THE FUTURE?**







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DISTRICT COUNCIL