



WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

DRAFT STATEMENTS OF SERVICE PERFORMANCE

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WEAVING THE
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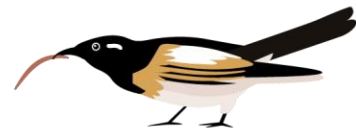
OUR SERVICES

DRAFT GROUPS OF ACTIVITIES

MARCH 2024



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



INTRODUCTION

OUR SERVICES

Councils provide a wide range of services - from roads and footpaths to take you to your destination to libraries giving you access to lifelong learning and leisure. This section presents an overview of our activities which are organised into six groups, as listed below.

TRUSTED LEADERSHIP AND RELATIONSHIPS	STRONG COMMUNITIES	VIBRANT PLACES AND SPACES
<ul style="list-style-type: none"> Governance Iwi liaison Corporate Planning/Projects Support Services¹ 	<ul style="list-style-type: none"> Community Development and Empowerment Community Services Providers and Contestable Grants Economic Development and Wellbeing Libraries, Learning and Development Civil Defence and Emergency Management 	<ul style="list-style-type: none"> Parks and Reserves and Council Owned Properties² Cemeteries Swimming Pools Older Person's Housing
SUSTAINABLE DEVELOPMENT AND PUBLIC SAFETY	RESILIENT INFRASTRUCTURE ³	RESPONSIBLE WASTE MANAGEMENT
<ul style="list-style-type: none"> Resource Management Building Control Animal Control Environmental Health, Public Amenity and Safety 	<ul style="list-style-type: none"> Land Transport Wastewater Water Supply Stormwater Flood Protection 	<ul style="list-style-type: none"> Waste Management and Minimisation

GROUPS OF ACTIVITIES

KEY INFORMATION

Each group of activities follows the same format. Here's what we cover to help you understand what we will be doing and how we will pay for it.

What We Do and Why

Explains overall what we do in the group(s) of activities and the general rationale for delivery of our services.

Community Outcomes

Identifies which of the community outcomes the group(s) of activities helps achieve. We have also used colour throughout text to **highlight** linkages with the community outcomes.

When we carry out an activity sometimes there can be impacts we don't intend. We describe these risks and explain what we do to avoid or mitigate them.

Activities

For each specific activity we tell you:

¹ Support Services include: customer experience, communications and engagement, financial management, people and capability, information services, business enablement and other services which assist with the delivery of activities across Council. The costs of these services are included as indirect costs in each activity.

² Includes public toilets, halls, dog pound and other property Council maintains not specifically listed in this activity.

³ Individually, each of these activities is its own group of activities and defined as mandatory under Schedule 10 of the Local Government Act 2002.

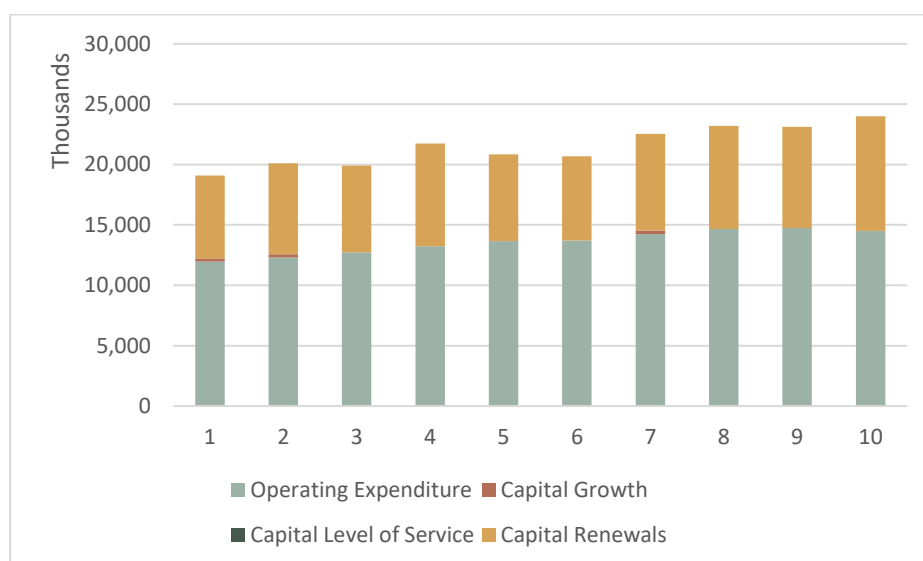


What It Costs and How We Fund It

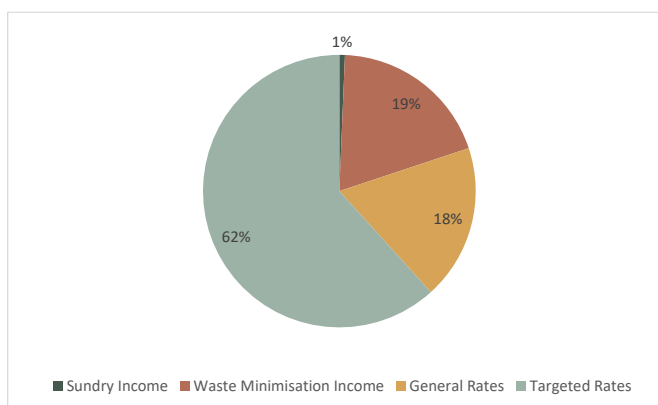
- What gets done including more details about the service and factors influencing what we do
- Our plans for the next three to ten years where we highlight any significant new work proposed, changes to our operations and/or key projects⁴
- What you can expect from us in terms of quantity and/or the quality of the services we aim to provide, and how we measure how well we have done. We also tell you our previous results delivering this service so you can compare our intentions against the past.
- In some instances, we tell you about activity specific assumptions we have made. These are in addition to our overall assumptions about future conditions and located elsewhere in this long term plan.

Each group of activities includes a financial overview showing:

- How much the group of activities will cost over the course of the long term plan (see example below)



- Where the money will come from (see example below)



Financial tables⁵ are also provided showing:

- Operating expenditure
- Capital expenditure
- Funding Impact Statement

⁴ Highlights are not included for all activities, only ones where more information helps explain what our focus will be over the next 10 years.

⁵ These are presented in the format required under the Local Government Act.



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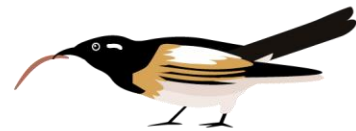
DRAFT TRUSTED LEADERSHIP AND RELATIONSHIPS

STATEMENT OF SERVICE PERFORMANCE

MARCH 2024



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



GROUP OF ACTIVITIES

TRUSTED LEADERSHIP AND RELATIONSHIPS

WHAT WE DO AND WHY

This group of activities focuses on Council's governance **leadership** and decision-making roles. It also encompasses the work that is done to honour and give effect to Te Tiriti-based partnerships and enhance meaningful and enduring **partner relationships** with iwi/Māori and stakeholders across Ōtorohanga district. Council's corporate planning activities and support services are also included in this group.

Together these activities are the face and voice of Council and essential for the smooth running of the Council and the district. We aim to be visible and accessible to the communities we serve and to be timely, democratic and transparent in our decision making. We see our role as providing and supporting **aspirational, united, responsible leadership**. Specific activities are discussed under the following headings:

- Governance
- Iwi Liaison
- Corporate Planning/Projects
- Support Services

COMMUNITY OUTCOMES

While underpinning all the community outcomes, this group of activities is a major contributor to outcomes related to people and partnerships.



PEOPLE

- Connected, empowered, engaged communities



PLACE

- Sustainable, resilient district



PARTNERSHIPS

- Aspirational, united, responsible leadership
- Progressive, enduring, supportive partnerships for district wellbeing.

The implementation of good process, robust internal management systems and clear communication with partners, stakeholders and customers are essential for trusted leadership and relationships. Without such processes and systems, the organisation risks non delivery of services, possible legal challenge and potential reputational damage. We manage these risks by engaging staff with the technical skills required to oversee our processes, investing in and updating our systems as required and having a programme for continuous organisational improvement.

GOVERNANCE

This activity covers the work of elected members (Council and two Community Boards) to make decisions and set Council's direction, work programmes and monitor and review organisational performance. As the district's advocate Council builds **relationships** with a range of other governing bodies to ensure the needs of our communities are considered when policies and plans are being developed. We also **partner** with others such as central government, other councils, iwi/Māori and other agencies where there are clear benefits for our district.

Managing the democratic process is also covered by this activity. This involves:

- Running representation reviews and local government elections in accordance with legislative requirements
- Facilitating Council, Community Board and committee meetings including the preparation of minutes and agendas
- Overseeing the implementation of Council decisions





- Processing information requests.

OUR PLANS

The pandemic, the 2023 cyclone events and the fragility of the nation's infrastructure in relation to the effects of climate change have reinforced for us the importance of local leadership for community **resilience**. We intend taking further steps to strengthen local democracy including:

- Holding our Council meetings at different locations around the district enabling us to get a better understanding of your issues, for you to get to know us and build a stronger **relationship** together (refer to Enhanced Outreach for Better Connectedness, page **XX**)
- Continuing to progress the work we have been doing to involve you in our decision making and encouraging local decisions on local issues
- Continuing to upskill ourselves, particularly in relation to our cultural competency
- Promoting civics education opportunities to increase understanding of local government and grow the next generations of local leaders.

These steps will be achieved by refocussing existing programmes rather than increasing levels of service.

KEY PROJECTS

Governance Programme	When
Local elections	2025, 2028, 2031
Triennial agreement development	Three yearly following each election
Representation review	2027/28

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Visible, transparent trusted Council	Overall trust in Council ¹	New measure ²	≥ 65% Average or better	≥ 70% Average or better	≥ 70% Average or better	≥ 70% Average or better

IWI LIAISON

Our iwi liaison function provides support for Council to develop and enhance meaningful and **enduring partnership** relations with iwi/Māori across the district. The role also focuses on building the cultural competency of both elected members and staff, and advising culturally appropriate approaches to conducting Council business.

Council has specific obligations under legislation (eg. Local Government Act 2002 and various Settlement Acts) and is committed to providing Māori with opportunities to participate in the decision-making process. The approach and pathway we are taking to fulfil these obligations is upholding **partnership** with Māori under Te Tiriti o Waitangi. Information about our approach, achievements to date and further work we will be carrying out is outlined in our policy on Supporting Iwi/Māori Participation in Council Decision-making (refer to pages **XX- XX**).

¹ As measured by an annual resident's survey.

² This measure replaces a former measure related to holding a specified number of meet the Council' sessions in Ōtorohanga and Kāwhia. The new measure is more reflective of the community outcomes.

TE TIRITI O WAITANGI

Ōtorohanga District Council recognises the importance of Te Tiriti o Waitangi as the founding document of Aotearoa/New Zealand, which establishes a relationship between the Treaty partners, these being iwi/Māori and the Crown. We also recognise that not only is there an obligation on Council to engage with iwi/Māori, but that it makes good sense to do so. By working in partnership with iwi/Māori we want to ensure that everything we do is aimed at supporting the wellbeing of everyone in our community.

OUR COMMITMENT

SUPPORTING IWI/MĀORI PARTICIPATION IN COUNCIL DECISION-MAKING

WHERE HAVE WE BEEN ...

The last five years have been a watershed for Council in its relationships and engagement with iwi/Māori. Highlights include the following.

- In 2020 the tohutō (macron) was added to the district's name – Ōtorohanga – and Council agreed to a request to include two pieces of Council-owned land – Kākāmutu and Huipūtea – in the Maniapoto Treaty settlement.
- A decision to establish a Māori Ward for the district was made in 2021 and two councillors were elected to the new Rangiatea Māori Ward in 2022. The establishment of the ward was an important step in facilitating a mandated iwi/Māori voice at Council's decision-making table.
- Following the signing of the Deed of Settlement in late 2021, the Maniapoto Claims Bill passed into law on 27 September 2022. The post settlement governance entity Te Nehenehenui and Council cemented their own relationship on 4 December 2023 with the signing of a formal relationship agreement (Joint Management Agreement). The agreement sets out how, amongst other matters, Council, Te Nehenehenui and other local authority signatories will work together to care for and protect Ngā Wai o Maniapoto (Waipa River).
- Stronger relationships with iwi/Māori have paved the way for increasing interactions and engagements on multiple plans, projects and local issues. A major piece of work for Council over the past three years was the development of the Ōtorohanga Town Concept Plan (ŌTCP). Three representatives from the Nehenehenui Regional Management Committee were appointed to the rūpū (group) guiding the development of the plan. Their input added considerable value to the final document and the priority projects/plans to be actioned. Development of the ŌTCP has not only demonstrated the value of working together, lessons learnt are being used to inform other planning processes and partner engagements.
- Another advance has included the recruitment of the Kaitakawaenga /Iwi Relations Advisor role to support elected members and staff in engagement with iwi/Māori. Appointed in November 2022 the role involves guiding Council through its relationships with all the iwi/Māori across our district and growing the cultural competency within staff and elected members to be able to engage with iwi/Māori.
- A refurbishment of Council's building in Ōtorohanga was undertaken in 2022 with iwi/Māori providing guidance on design elements for the new look office space. The adopted design promotes a welcoming environment for all manuwhiri (visitors) and reflects important landmarks from across the rohe (district).

All of these developments lay a solid foundation for work proposed in this long term plan.

WHAT WE'VE BEEN TOLD

Council's efforts to date to improve relationships with iwi/Māori are appreciated. Results from the most recent survey of iwi/Māori leaders (2023) show that half were satisfied with what Council was doing to build and maintain authentic, strong and productive relationships with mana whenua representatives across the district. Fifty percent of respondents also indicated that trust in Council was also better than the previous year.

While there has been meaningful engagement on policy and strategy, there is still room for improvement. Furthermore, there is a need to consider the limited capacities of iwi/Māori to fully engaging with Council which may mean 'doing that little bit extra' to enable participation by everyone.

WHERE ARE WE GOING ...

OUR APPROACH

Our achievements to date are as a result of a deliberate two-pronged approach involving:

1. Focusing on building relationships with iwi/Māori to develop trust and understanding to pave the way for progressive, enduring, supportive partnerships for district wellbeing.
2. Looking internally and reviewing how we can create a more inclusive environment for kaimahi (staff) and manuwhiri.

We intend to continue with our two-pronged approach for 2024/34.

MĀORI ENGAGEMENT FRAMEWORK

Work has started on the development of a Māori Engagement Framework. Once developed, the framework will enhance the way Council interacts and engages with iwi/Māori to help deliver on shared objectives. The framework is expected to be completed in 2024/25. Implementation will occur over the ten years of the long term plan with regular reviews and adjustments made if necessary.

CULTURAL COMPETENCY

Developing cultural competency is a critical component of improved engagement with iwi/Māori. Provision has been made in this long term plan for ongoing training of staff and elected members. The training will assist with developing local knowledge as well as promoting understanding, communication and effective interaction with people from a diversity of backgrounds and cultures.



OUR PLANS

We are working on the development of a Māori Engagement Framework³ which is expected to be completed in 2024/25. Implementation will occur over the ten years of the long term plan with regular reviews and adjustments made if necessary. We have included an additional \$30k per annum in our budgets from 2025/26 to support our Kaitakawaenga (Iwi Relations Advisor) to oversee and manage both the framework and build organisational cultural competency.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Work with Māori leaders ⁴ to build/maintain strong, productive relationships.	Māori leaders rate their relationship with Council as good or better ⁵ .	75% Good or better	≥ 70% Good or better	≥ 70% Good or better	≥ 75% Good or better	≥ 75% Good or better

CORPORATE PLANNING/PROJECTS

Corporate planning covers development of our long term plan and annual plans including the analysis and strategy work involved to prepare these documents. This activity also includes any special, corporate-wide projects that Council may undertake.

This function is important for determining not only what we will do to achieve the community outcomes but also what we expect to spend and how we will pay for what we do.

OUR PLANS

Work is underway on the development of a climate change response plan for the district⁶. This is a special project that supports Council's assessment of climate change impacts as a critical organisational and community risk, and has been reflected in the Ōtorohanga Town Concept Plan 2023 and community feedback on the development of the Kāwhia/Aotea/Ōpārau and Ōtorohanga Rural concept plans. The project addresses all aspects of Council's business (refer to the information below for matters to be covered by the response plan). Implementation of Council emissions reduction plan and community/stakeholder engagement to develop the adaptation plan will commence in 2024/25 and we have budgeted \$50k per annum for three years to assist with carrying out this work.

³ Refer to Supporting Iwi/Māori Participation in Council Decision-making pages **XX-XX**

⁴ Māori leaders includes, but is not limited to, iwi, hapū, marae and hapori Māori.

⁵ As measured by an annual iwi relationships survey.

⁶ Scheduled for adoption in June 2024.





FOCUS ON RESPONSE TO CLIMATE CHANGE

CLIMATE CHANGE RESPONSE PLAN – WHAT IT WILL COVER

- Council as a business (being a good corporate citizen)
Mitigation actions/measures that either we are or will be taking to reduce our greenhouse gas emissions (eg. vehicle replacement; energy efficiency/reduction, load shifting; solar)
- Council as a community infrastructure owner.
Ensuring **resilience** of our assets (eg. maintaining community accessibility; continued protection from flooding/inundation; possible relocation/upgrade of assets).
- Council as a local governance leader/advocate/enabler
Working with communities to build understanding of local climate change impacts and identify response options and adaptation actions and pathways.

SUPPORT SERVICES

This activity covers the support skills essential for the delivery of quality services and includes:

- Customer experience
- Communications and engagement
- People and capability
- Information services
- Financial management

OUR PLANS

To do our job well the lines of communication both in and out of Council must always be open. We recognise that no one size fits all and that we need to be flexible and use multiple methods to **connect** and **engage** with everyone. An additional \$30k per annum has been included in our operational budgets to ensure that we can continue to **engage** with you effectively using the communication method that works best for you.

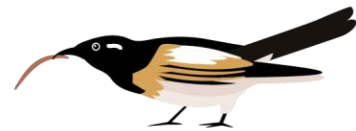
We have been trialling Pop-up Council which is where we get out from behind the front counter and bring Council to a place near you. You said you liked the Pop-ups so we have budgeted for up to 12 per year to be held at various locations around the district. The Pop-ups are part of a wider improvement programme of outreach services (refer to Enhanced Outreach for Better Connectedness, **page XX**).

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
The Community have access to timely and accurate information.	Residents satisfied with Council communication ⁷ .	81.1%	≥ 80%	≥ 80%	≥ 80%	≥ 80%

⁷

As measured by an annual residents' survey.



ENHANCED OUTREACH FOR BETTER CONNECTEDNESS

You've told us that the work we started in the 2021/31 Long Term Plan to better **engage** with you has made a difference, and you would like this to continue and for us to do more. In this long term plan we've included a range of activities for enhanced outreach so that all our communities can benefit from improved **connectedness** with Council. Specifically we have made provision for:

- Getting out of the Council Chambers and holding some of our meetings in different communities and venues giving you the opportunity to be a part of what we do and for us to get to know you better (see Governance activity)
- More Pop-up Councils (up to 12 per annum) where we bring customer service to where you are rather than you travelling into town to see us to pay your rates, find out information about how to apply for a rate rebate, register your dog or pick up a LIM application form (see Support Services)
- Taking the library to the people by increasing outreach opportunities to our rural communities, schools, early education centres and marae (see also Strong Communities Group of Activities).

We can provide this extra service at a very little additional cost. However, there are ways we could further enhance our outreach services to you but they involve the purchase and fitout of a multi-purpose van for in person delivery of Council services and support. A kitted out van would enable us to:

- Provide support in civil defence emergencies
- Double as a mobile library
- Support communication and engagement events
- Deliver Pop-up Council, off-site governance meetings and library outreach services more efficiently and effectively.

While a van could have multiple benefits and step up the level of service we are able to offer, we feel it's not the time to make this investment but we would be keen to hear your views.

If you would like to tell us what you think about this idea please refer to our Consultation Document.





TRUSTED LEADERSHIP AND RELATIONSHIPS

WHAT IT COSTS AND HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM



COST OF SERVICE STATEMENT



TRUSTED LEADERSHIP AND RELATIONSHIPS - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	53	70	71	73	74	76	77	79	80	81	82
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	2,716	2,635	2,920	3,324	3,360	3,602	3,802	3,607	3,678	3,960	3,737
Other General Sources	10,394	12,958	14,077	14,641	15,043	15,288	15,505	15,645	15,809	15,908	16,027
<i>Total Operating Revenue</i>	13,163	15,663	17,069	18,038	18,478	18,966	19,384	19,330	19,567	19,949	19,846
OPERATING EXPENDITURE											
Governance	1,866	2,127	2,248	2,303	2,381	2,470	2,411	2,512	2,521	2,534	2,625
Iwi Liaison	-	152	227	226	227	241	234	238	252	244	246
Corporate Planning/Projects	1,659	615	656	904	626	691	957	658	725	1,002	687
Support Services	10,941	12,739	13,531	14,106	14,519	14,787	15,051	15,237	15,440	15,573	15,722
<i>Total Operating Expenditure</i>	14,466	15,633	16,662	17,539	17,754	18,189	18,654	18,644	18,938	19,353	19,279
Includes:											
Salaries and Wages	5,601	6,276	6,428	6,608	6,741	6,868	6,989	7,109	7,229	7,343	7,457
Depreciation and Amortisation	394	570	664	795	880	912	942	935	930	903	882
Interest	219	277	383	379	535	533	394	425	387	278	344
Operating Surplus (Deficit)	- 1,303	30	407	499	724	777	731	686	629	596	567
Operating Surplus Transferred to Reserves; or	-	30	407	499	724	777	731	686	629	596	567
Operating Deficit Funded from Reserves	- 1,303	-	-	-	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	554	920	616	592	642	612	577	564	562	764	529
Capital Growth	-	-	-	-	-	-	-	-	-	-	-
Capital Level of Service	240	35	10	10	11	11	11	11	46	12	12
Loans Repaid	92	93	106	109	110	114	114	114	114	114	118
Operating Deficit	1,303	-	-	-	-	-	-	-	-	-	-
<i>Total Funding Required</i>	2,189	1,048	732	712	762	737	702	689	722	890	660
FUNDED BY:											
Funding from Non-Cash Expenses	548	613	589	550	528	575	531	527	550	600	489
Loans Raised	-	375	31	21	106	-	-	-	-	116	-
Transfer from General and Special Reserves	1,551	- 30	- 448	- 561	- 782	- 885	- 758	- 692	- 657	- 625	- 567
Capital Income	90	60	153	203	186	271	199	168	200	203	171
Operating Surplus (via reserve)	-	30	407	499	724	777	731	686	629	596	567
<i>Total Funding Applied</i>	2,189	1,048	732	712	762	737	702	689	722	890	660



FUNDING IMPACT STATEMENT



TRUSTED LEADERSHIP AND RELATIONSHIPS - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	2,716	2,635	2,920	3,324	3,360	3,602	3,802	3,607	3,678	3,960	3,737
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	30	40	41	42	43	43	44	45	46	46	47
Internal Charges and Overheads Recovered	10,079	12,433	13,532	14,112	14,528	14,793	15,039	15,210	15,405	15,533	15,681
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	23	30	31	31	32	33	33	34	34	35	35
TOTAL SOURCES OF OPERATING FUNDING	12,848	15,139	16,523	17,509	17,962	18,470	18,918	18,896	19,163	19,574	19,500
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	8,588	9,140	9,336	9,821	9,731	10,016	10,339	10,263	10,486	10,874	10,764
Finance Costs	80	228	144	130	39	58	51	12	4	75	20
Internal Charges and Overheads Applied	4,393	5,777	6,516	6,772	6,973	7,096	7,201	7,260	7,344	7,395	7,437
Other Operating Funding Applications	139	166	181	185	200	193	196	211	203	206	221
TOTAL APPLICATION OF OPERATING FUNDING	13,039	14,854	15,890	16,648	16,944	17,363	17,685	17,746	18,037	18,400	18,442
SURPLUS (DEFICIT) IN OPERATING FUNDING	- 191	285	633	860	1,018	1,107	1,233	1,150	1,126	1,174	1,058
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	92	283	75	88	3	114	114	114	114	2	118
Gross Proceeds from Sale of Assets	90	60	153	203	186	271	199	168	200	203	171
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	- 2	343	78	116	183	157	85	54	86	205	52
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	-	-	-	-	-	-	-	-	-	-
* To improve level of service	240	35	10	10	11	11	11	11	46	12	12
* To replace existing assets	554	920	616	592	642	612	577	564	562	764	529
Increase (Decrease) in Reserves	987	327	85	373	549	641	730	629	604	603	569
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	- 193	628	711	976	1,201	1,264	1,318	1,205	1,212	1,379	1,110
SURPLUS (DEFICIT) IN CAPITAL FUNDING	191	285	633	860	1,018	1,107	1,233	1,150	1,126	1,174	1,058
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

DRAFT STRONG COMMUNITIES

STATEMENT OF SERVICE PERFORMANCE

MARCH 2024



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



GROUP OF ACTIVITIES

STRONG COMMUNITIES

WHAT WE DO AND WHY

We work with people, businesses and other organisations to find creative, future-focused solutions to fulfil local needs.

Strong communities covers the following five areas of activity:

- Community Development and Empowerment
- Community Service Providers and Contestable Grants
- Economic Development and Wellbeing
- Libraries, Learning and Development
- Civil Defence and Emergency Management

Creating opportunities and supporting people and groups to come together is an important way Council can help resolve local issues and celebrate who we are to create a stronger, united, **resilient** and more **connected** community.

COMMUNITY OUTCOMES

Strong Communities contributes to the following community outcomes:



PEOPLE

- Connected, empowered, engaged communities
- Welcoming, proud, thriving district



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Progressive, enduring, supportive partnerships for district wellbeing.

Effective delivery of the Strong Communities group of activities relies on good working relationships between Council, its service providers and the wider community. A breakdown in relationships could result in services not being delivered or delivered in a way that does not achieve the outcomes wanted. Council addresses this risk by employing skilled staff, maintaining open communication with its service providers and placing emphasis on relationship building with the community.

COMMUNITY DEVELOPMENT AND EMPOWERMENT

Community development is about finding local solutions to local needs. We work alongside groups and communities to understand what is needed and develop agreed action plans and projects. These are not our plans or projects – they belong to the community. Our role is facilitating opportunities for sharing, growing and creating together thereby **empowering** communities to take collective action.

OUR PLANS

From 2024/25 we will be working alongside you to progress opportunities for arts and culture. An Arts, Culture and Heritage Strategy was identified as a priority project in the Ōtorohanga Town Concept Plan 2023. We won't be undertaking the development of a strategy immediately as we think it is more important to first understand what's needed before we head down the path of creating another strategy.

In 2025/26, we will be drawing the threads of the work we've been doing in the wellbeing space together and developing an overarching wellbeing roadmap. This roadmap will apply a wellbeing lens to all of Council's business and guide decision making and the delivery of services.





COMMUNITY SERVICE PROVIDERS AND CONTESTABLE GRANTS

This activity has three components. These are:

- Funding specific community service providers to deliver social, cultural, and other wellbeing services¹.
- Managing and distributing contestable funding from Council (\$100k) and Government sources totalling approximately \$126k for the following purposes:
 - social (community focussed initiatives)²
 - cultural (creative projects)³
 - recreational (travel for youth sport)⁴
- Providing advice and information to link people and groups to the resources needed to implement their projects.

The projects we fund and the grants distributed give colour to our community – it is what makes us **vibrant**, **connected** and united.

OUR PLANS

Following a successful event in 2023 (Funding Expo), we intend to run an annual capacity building event to encourage **connectedness** and **empower** local groups and organisations.

Raising sufficient funds can be a barrier for community organisations and projects. To complement the assistance we provide, Council will be signing up to the Funding HQ Programme from 2024/25. Funding HQ is a New Zealand based online fund raising platform which lists over 1,000 individual funds and 200 plus funders. As a service provider, Funding HQ also provides access to training to assist staff to help groups achieve their goals. Costs associated with the programme are \$3.5k per annum. Investment in the platform is an investment in the long term **sustainability** of community groups and projects.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Improved community wellbeing through the provision of financial support for social, cultural and recreational purposes.	Community groups/organisation and individuals funded by Council fulfil their funding obligations ⁵ .	Achieved	Obligations fulfilled	Obligations fulfilled	Obligations fulfilled	Obligations fulfilled

ACTIVITY SPECIFIC ASSUMPTION

We assume that:	Our level of uncertainty	Risk	Impact	What we will do
External funders will continue to support existing grant schemes at the same or similar levels.	Medium	Reduced funding for community purposes	<ul style="list-style-type: none"> • Requests for additional or top-up funding from Council. • Loss of local services/events. 	Any requests for additional funding would be considered on a case-by-case basis and through the appropriate Council channels.

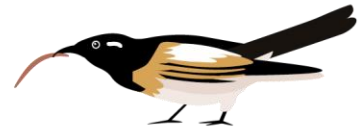
¹ Organisations funded by Council include Ōtorohanga Support House Whare Āwhina, Thrive Youth Trust Ōtorohanga and Sport Waikato.

² Funded by Council via rates.

³ Funded by Creative New Zealand.

⁴ Funded by Sport Waikato.

⁵ As measured by group's/organisation's reports to Council.



ECONOMIC DEVELOPMENT AND WELLBEING

Much of what Council does is about economic wellbeing to support a **sustainable** future. As well as providing and maintaining infrastructure and community facilities that underpin the local economy, we work to attract and grow businesses, and to promote our district as a **welcoming, thriving** place to live or visit. We also play our part in ensuring that there are opportunities available for our residents to realise their aspirations and their potential.

This activity focuses on the development component of economic wellbeing. One of the main ways Council does this is through **partnerships** with local, regional and national organisations. This includes:

- Funding local and regional economic development and promotion agencies through service level agreements for the delivery of economic development services⁶
- Working with other organisations to support the implementation of a community-led Housing Plan and delivering on key actions assigned to Council
- Supporting businesses to progress development and help keep our community growing
- Delivering the Mayor's Task Force for Jobs employment programme
- Growing and strengthening relationships with other anchor institutions⁷ in our district.

Other ways that Council gets involved in economic development includes:

- Co-design (with our community) and implementation of concept plans that identify economic priorities
- Working with or supporting other organisations to address issues which affect the district's ability to **thrive** such as community safety and health
- Strategic property purchases.

OUR PLANS

In parallel with this long term plan, we have been working on an Economic Wellbeing Strategy for the district. The Strategy is a high-level guide for Council's delivery of economic wellbeing and while the quantum of funding for this activity remains similar to previous years, expected delivery outcomes may be changed to align with the Strategy.

A sense of safety is important for community confidence particularly in urban centres. When people feel safe, the community is vibrant, people feel **welcome** and community **pride** is enhanced. Council currently provides security services for business in the Ōtorohanga CBD and Progress Drive area which is funded through a targeted rate. We are also proposing to work with local businesses with CCTV cameras to facilitate a collaborative approach to monitoring community safety. The aim is to utilise the investment businesses have already made in security to enable more comprehensive coverage.

⁶ In the 2021/31 Long Term Plan Council funded Te Waka, Hamilton Waikato Tourism and the Ōtorohanga District Development Board.

⁷ 'Anchor institutions' is used to refer to organisations which: "Have an important presence in a place, usually through a combination of: being largescale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed assets". Source: Centre for Local Economic Strategies



FOCUS ON HOUSING

Recently, a spotlight has been shone on housing in New Zealand highlighting the challenges around availability, affordability, and quality. Ōtorohanga is no exception:

- There has been a significant increase in the support needed for emergency housing (\$116k in 2022; Cf. \$9k in 2018)
- 29.2% of our community live in damp dwellings and 21.4% in mouldy dwellings (2018)
- Public Housing demand increased from 8% to 42% (2018 to 2022)
- Median rent as a proportion of median income is at 34% (2021)
- A shortfall of homes by 2043 of 281 is projected (Waikato Regional Housing Plan 2018)

Source: Ōtorohanga Housing Group, Dec 2022

Council has participated in a community-led housing plan that has looked at issues affecting the district and considered ways in which our community can take a collective approach to change the housing tide for our people now and into the future. Actions for Council identified in the plan will be progressively implemented via our various work programmes. These actions include:

- Continued support for Maru Energy Trust (home insulation) - \$30k per annum
- Review of Council's elder persons housing (\$40k allocated in 2024/25, refer Vibrant Places & Spaces)
- Enablement for infill or secondary dwellings/tiny homes/papakāinga on one title will be considered as part of the district plan review
- Changes to Council's Development Contribution Policy (DCP) to include Financial Contributions to enable and facilitate affordable housing (The changes will be incorporated into the policy when a full review is undertaken planned for 2024/25).

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Implementation of an economic wellbeing strategy.	Economic wellbeing service providers funded by Council fulfil their funding obligations ⁸ .	Achieved	Funding obligations fulfilled	Funding obligations fulfilled	Funding obligations fulfilled	Funding obligations fulfilled

LIBRARIES, LEARNING AND DEVELOPMENT

The district has two libraries – one in Ōtorohanga and the other in Kāwhia – providing access to a wide range of knowledge and information as well as opportunities for learning and a space to **connect** and **engage**.

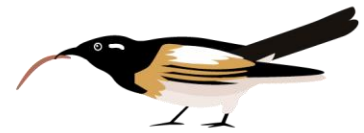
Services include:

- Physical and digital collections and resources
- Programmes supporting literacy in all its forms, with an emphasis on children's⁹ programmes
- 24/7 wifi access, as well as access to devices, printing and scanning during opening hours.

Public libraries play a key role in wellbeing through improving individual and community outcomes in literacy (language, numeracy, digital). Literate communities are more **empowered**, **resilient**, tolerant, and better able to develop and participate in enterprise and growth opportunities and **thrive**.

⁸ As measured by their reporting to Council.

⁹ Programmes cater for children from newborns through to the end of primary school age.



OUR PLANS

Learning does not just come from books. We're looking to introduce 'Makerspace' – an area within the library for self-directed learning. Makerspace encourages people to explore, design, experiment and create with the digital and physical resources provided (eg. sewing machines, 3D printers). We will be expanding this service and complementing the space by introducing tech kits for loan. The kits will require a small initial capital outlay in 2024/25 of \$5k for the base collection and thereafter the service will be funded from the collections budget.

As suggested by residents and users¹⁰, other ways we will be enhancing our services include:

- Increasing the te reo Māori collection
- Extending our library programmes beyond the under-five's and primary aged children to teens and adults.
- Investigate shared services/combined collections with neighbouring districts to increase collection diversity.

One of the barriers to people using the library can be the imposition of fines for overdue loans. Although the fines are small, they can mount up, stopping people from accessing library services. We are intending to eliminate fines and join Fines Free Public Libraries Aotearoa from 2024/25.

OUTREACH

Accessing services can be difficult in a predominately rural district. For this reason we are looking to take the library to people. This involves increasing outreach opportunities to our rural communities, schools, early education centres and marae costing an additional \$5k per annum. The outreach service will help promote **connectedness** and help **empower** our more remote communities who have more limited access to services.

See also Trusted Leadership and Relationships for a proposal relating to enhanced community outreach.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Library services and activities meet community needs	Users satisfied with library services ¹¹ .	95.7% satisfaction	≥ 90% satisfaction	≥ 90% satisfaction	≥ 90% satisfaction	≥ 90% satisfaction
	Increasing participation in Library programmes and activities, and service users ¹² .	39,521	≥ 40,000 participants	≥ 40,000 participants	≥ 40,000 participants	≥ 40,000 participants

¹⁰ Ōtorohanga Annual Resident's Survey Report 2023

¹¹ As measured by annual customer survey.

¹² As per quarterly reports to Council. Note: The target in the 2021/31 LTP was for a 10% increase per annum. Library users have been increasing due to improved/enhanced services but in a district with limited population it is unrealistic to assume that usage will increase 10% year on year.



CIVIL DEFENCE AND EMERGENCY MANAGEMENT (CDEM)

This activity focuses on preparedness for emergencies, both internally by having sufficiently trained staff and externally by educating the wider community on the need for being prepared. It is also about responding during the emergency event, and getting our organisation back up and running, through the transition and recovery phases after the emergency.

Council is part of the Waikato CDEM Group, which is a collective approach to managing emergencies in the Waikato Region. The CDEM Group works closely with research institutions, utility operators and central government to reduce risks and improve **community resilience**. Council is also part of the Western Waikato Emergency Operations Area which provides Civil Defence services at the local level. This is a shared service arrangement, where we **partner** with Waipā and Waitomo district councils. Waipā is the lead agency in this arrangement and if an emergency happens in our district, we know that our neighbouring councils are well prepared to help us and vice versa.

OUR PLANS

A new Emergency Management Bill has been introduced to replace the CDEM Act 2002¹³. The Bill proposes practical improvements to the emergency management system to ensure that it meets current and future needs. Although some changes will be necessary once enacted, the Bill does not fundamentally transform the current system. Apart from adjustments to meet the new requirements, we are not expecting any significant change to our CDEM services over the next 10 years.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Council and the community well prepared for a civil defence emergency	Percentage scored in an emergency response annual evaluation exercise ¹⁴ .	Achieved	>60% (advancing)	> 60% (advancing)	> 60% (advancing)	> 60% (advancing)
	Community response plans in place for Kāwhia and Ōtorohanga reviewed every 3 years	Achieved Plans in place and reviewed	Plans in place	Plans in place	Plans in place and reviewed	Plans in place

¹³ At the time of writing the Emergency Management Bill was in the Select Committee stage.

¹⁴ Council will be assessed on the capability shown during the exercise and scored a percentage based on the CDEM Capability Scoring Guide & Capability level: Unsatisfactory = 0-20%, Early Developing = 21-40%, Late Developing = 41-60%, Advancing = 61-80%, Mature = 81-100%



STRONG COMMUNITIES

WHAT IT COSTS AND HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM



COST OF SERVICE STATEMENT



STRONG COMMUNITIES - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	54	313	323	330	337	344	350	356	362	368	374
Targeted Rates	95	95	76	78	79	81	82	83	85	86	87
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	1,515	1,801	1,876	2,010	2,062	2,109	2,161	2,182	2,222	2,261	2,307
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	1,665	2,209	2,275	2,417	2,478	2,534	2,593	2,621	2,669	2,715	2,768
OPERATING EXPENDITURE											
Community Development and Empowerment	-	549	523	620	635	652	674	668	678	688	716
Community Service Providers and Contestable Grants	222	225	232	233	239	243	247	251	255	259	263
Economic Development and Wellbeing	762	723	763	775	792	807	821	835	848	862	875
Libraries, Learning and Development	504	530	563	581	600	617	632	647	663	679	695
Civil Defence and Emergency Management	171	165	174	179	182	185	189	191	194	197	200
<i>Total Operating Expenditure</i>	1,660	2,192	2,255	2,387	2,448	2,504	2,563	2,591	2,639	2,685	2,748
Includes:											
Salaries and Wages	203	256	261	266	272	277	282	287	292	297	302
Depreciation and Amortisation	64	18	22	25	31	36	43	49	56	63	69
Interest	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (Deficit)	5	17	20	30	30	30	30	30	30	30	20
Operating Surplus Transferred to Reserves; or	5	17	20	30	30	30	30	30	30	30	20
Operating Deficit Funded from Reserves	-	-	-	-	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	167	64	65	67	68	69	71	72	73	70	71
Capital Growth	-	-	-	-	-	-	-	-	-	-	-
Capital Level of Service	-	-	-	-	-	-	-	-	-	-	-
Loans Repaid	-	-	-	-	-	-	-	-	-	-	-
Operating Deficit	-	-	-	-	-	-	-	-	-	-	-
<i>Total Funding Required</i>	167	64	65	67	68	69	71	72	73	70	71
FUNDED BY:											
Funding from Non-Cash Expenses	64	44	45	37	38	39	41	42	43	40	51
Loans Raised	-	-	-	-	-	-	-	-	-	-	-
Transfer from General and Special Reserves	98	3	-	0	0	-	0.00200	-	0	-	0
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	5	17	20	30	30	30	30	30	30	30	20
<i>Total Funding Applied</i>	167	64	65	67	68	69	71	72	73	70	71



FUNDING IMPACT STATEMENT



STRONG COMMUNITIES - 2024/34											
	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	1,515	1,801	1,876	2,010	2,062	2,109	2,161	2,182	2,222	2,261	2,307
Targeted Rates	95	95	76	78	79	81	82	83	85	86	87
Subsidies and Grants for Operating Purposes	34	294	296	303	309	315	321	327	332	338	343
Fees and Charges	20	19	27	27	28	29	29	30	30	31	31
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF OPERATING FUNDING	1,665	2,209	2,275	2,417	2,478	2,534	2,593	2,621	2,669	2,715	2,768
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	572	1,035	1,043	1,065	1,087	1,114	1,145	1,148	1,168	1,187	1,223
Finance Costs	-	-	-	-	-	-	-	-	-	-	-
Internal Charges and Overheads Applied	417	570	608	702	723	734	745	753	764	774	784
Other Operating Funding Applications	606	567	582	594	606	618	629	639	650	661	671
TOTAL APPLICATION OF OPERATING FUNDING	1,595	2,172	2,232	2,361	2,417	2,466	2,518	2,541	2,582	2,621	2,678
SURPLUS (DEFICIT) IN OPERATING FUNDING	69	37	43	56	62	68	74	81	87	94	91
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 SOURCES OF CAPITAL FUNDING	-	-	-	-	-	-	-	-	-	-	-
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	-	-	-	-	-	-	-	-	-	-
* To improve level of service	-	-	-	-	-	-	-	-	-	-	-
* To replace existing assets	167	64	65	67	68	69	71	72	73	70	71
Increase (Decrease) in Reserves	97	27	22	10	6	2	4	9	14	24	19
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	70	37	43	56	62	68	74	81	87	94	91
SURPLUS (DEFICIT) IN CAPITAL FUNDING	- 70	- 37	- 43	- 56	- 62	- 68	- 74	- 81	- 87	- 94	- 91
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

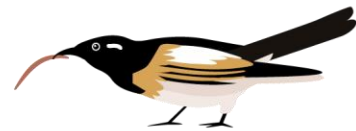
DRAFT VIBRANT PLACES AND SPACES

STATEMENT OF SERVICE PERFORMANCE

MARCH 2024



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



GROUP OF ACTIVITIES

VIBRANT PLACES AND SPACES

WHAT WE DO AND WHY

We operate and maintain a range of community facilities for residents and visitors to the district. Collectively valued at an estimated \$30 million, these assets help lay the foundation for creating **vibrant, diverse, liveable communities**.

The particular facilities we manage are divided into following activities:

- Parks and Reserves and Council Owned Property¹
- Cemeteries
- Swimming Pools
- Older Person's Housing

COMMUNITY FACILITIES OVERALL MANAGEMENT

We are currently in the process of consolidating how we manage our facilities through the preparation of a community services asset management plan (AMP). Once completed the plan will be an all-encompassing document covering a wide range of facilities from cemeteries to solid waste. Work to date on the draft AMP has identified several challenges for facilities management that require navigation. These include:

- Aging facilities
- Changes in user preferences and expectations
- Demand management due to changes in population, economic conditions and policy.

We intend that Community Services AMP, once completed, will be supplemented by separate comprehensive asset management plans for each activity which will hone the information about the different facilities and customize strategies for their management. The majority of this more detailed planning work will be carried out during the first three years of this long term plan.

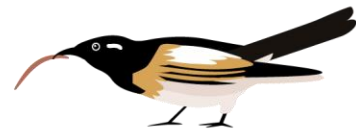
A WORD ABOUT PLACEMAKING

An important contributor to the work we do in the Vibrant Places and Spaces group of activities, and indeed all our activities, is placemaking and development of spatial plans for the district. Placemaking is all about creating quality places for people to live, work, learn and play.

In 2022 we adopted the Ōtorohanga Town Concept Plan (ŌTCP) - a blueprint for the future of Ōtorohanga. The ŌTCP was created with you for your town. This was followed in 2023 with the commencement of the Kāwhia, Aotea, Ōpārau and Rural Concept Plans. Collectively, these plans identify actions that we can undertake together that will help make the district even more **liveable** and **vibrant**, while improving **resilience** and providing for growth.

Capital expenditure of \$550k has been set aside for each of the first three years of the long term plan to progress priority Council-led actions identified in all three of the concept plans. Some priority projects from the ŌTCP are already underway. Not confined to Vibrant Place and Spaces, the priority actions/projects from these concept plans are pepper-potted throughout all groups of activities in this long term plan.

¹ This activity also includes public toilets, maintenance of the Girl Guide Hall (Ōtorohanga) and Kāwhia Community Centre, maintenance of library buildings, dog pound and other Council owned property.



COMMUNITY OUTCOMES

This group of activities mainly supports outcomes related to people and place.



PEOPLE

- Connected, empowered, engaged communities
- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district

Community facilities such as parks and halls are important places for people to be able to **connect** and **engage**. Furthermore, well used and well-maintained facilities are a good indicator of **welcoming, proud, thriving communities**. If not managed properly, this group of activities could affect community wellbeing. Examples of potential effects include:

- Residents not being able to provide for their mental and physical wellbeing if facilities are not aligned with community needs
- Harmful effects on the **sustainability** of our environment if facilities such as cemeteries aren't properly managed.

The 2024-2034 Community Services AMP and the proposed asset management plans for specific facility types are important tools for managing any of these potential effects.

PARKS AND RESERVES AND COUNCIL OWNED PROPERTY

We manage 26 parks and reserves in the district totalling 45 hectares² spread between Ōtorohanga and Kāwhia/Aotea. Together these areas provide for the district's active and passive recreation needs while making a significant contribution to the **vibrancy** and **liveability** of our communities. Included in the mix are five playgrounds catering for people of all ages and abilities. We also have agreements in place with sporting groups regarding the care and maintenance of playing fields.

Other facilities included in this activity are:

- Public toilets (we have nine)
- The Girl Guide Hall (Ōtorohanga) and the Kāwhia Community Centre
- Library buildings
- Dog pound and other Council owned property not covered under other activities.

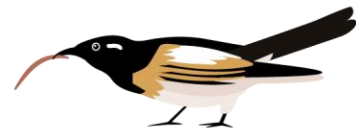
OUR PLANS

We will be moving forward with priority projects for parks and reserves identified in the ŌTCP. These include:

- Progressing and implementing the Huipūtea Reserve Development Plan
- Finalising the development and implementing actions from the Reserves Strategy and Reserve Management Plan³
- Continuing to investigate the potential for a multi-purpose facility (see below).

² These are reserves specifically maintained for active and passive recreation purposes. In total Council owns 178.839 hectares of reserves including flood protection and road reserves.

³ Currently in development, this work has links with the Sports Hub investigations our partner Sport Waikato is undertaking for increased collaboration and sharing of expertise between clubs and other organisations



MULTI-PURPOSE FACILITY INVESTIGATION

The possibility of developing a multipurpose community facility focusing on culture and arts in the town centre was identified as a project in the ŌTCP. A feasibility study is underway to establish the need, community appetite and potential funding sources for such a facility. Early indications point to a ‘hub’ concept as a preferred option, whereby a small cluster of existing town centre facilities could be upgraded to meet community needs rather than building a large and expensive new facility. Depending on the outcomes of this preliminary work, we will be consulting further with you before making any decisions in relation to this project.

Other key projects for parks and reserves are listed in the table below.

KEY PROJECTS

Parks and Reserves	When
Huipūtea Reserve Development Plan implementation (\$30k per annum)	2024/25 – 2026/27, and 2029/30
Ōtorohanga Library Mobility Scooter covered area (\$20k)	2024/25
Jervois Street (Kāwhia) toilet upgrade (\$15k)	2025/26

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Parks and reserves meet resident’s needs.	Residents satisfied with parks/reserves ⁴ : <ul style="list-style-type: none"> Variety Quality 	95.8% 88.6%	≥ 90% Satisfaction combined average	≥ 90% Satisfaction combined average	≥ 90% Satisfaction combined average	≥ 90% Satisfaction combined average
Provision of clean, well maintained public toilets.	Number of complaints per annum in relation to cleanliness and maintenance ⁵ .	11 Complaints	<12 Complaints	<12 Complaints	<12 Complaints	<12 Complaints

CEMETERIES

We manage public cemeteries at Ōtorohanga and Kāwhia, with a combined area of 7.8 ha. This involves:

- Provision of well-managed places for interment
- Online cemetery records

Our commitment is to maintain these cemeteries as respectful, attractive places for people to be able to **connect** with their loved ones.

⁴ As measured by annual residents’ survey.

⁵ As recorded in service request system.



OUR PLANS

Berm extensions and pathways are planned for both Ōtorohanga and Kāwhia Cemeteries. These extensions are part of the ongoing efforts to meet community needs and ensure that there is sufficient space for future burials and memorials.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Well maintained cemeteries.	Number of complaints per annum in relation to grounds maintenance ⁶ .	4 Complaints	<5 Complaints	<5 Complaints	<5 Complaints	<5 Complaints

SWIMMING POOLS

The Ōtorohanga pool facility includes a 20 metre indoor pool, which operates year-round, a 33.5 metre outdoor pool and separate toddler's pool. This facility is managed by a contractor on Council's behalf and, although not required by the contract, a gym facility is provided at the contractor's discretion⁷.

The provision of a community swimming pool is seen as an important recreational option for the community, and a key public safety initiative through learn to swim. Although aging, recent upgrades have improved the facility so that it complies with New Zealand Building Act and regulations, and Water Safety NZ – Swimming Pool Guidelines. A rigorous maintenance programme is also in place.

OUR PLANS

Originally built in 1959, it has been 25 years since the Ōtorohanga Memorial Pool Complex had a makeover. The complex was altered and expanded in 1999 and now needs work to address weather tightness issues, relining of the outdoor pool and other upgrades to update and refresh the facilities. We have budgeted for various upgrades to improve the **resilience** and **sustainability** of the complex. However, before we undertake this work, we need to consider the best investment for the future – upgrading or replacing the facilities – and we'll have a conversation with you first to flesh out a plan.

The upgrades we have budgeted for include:

- Addressing issues related to weather tightness
- Carrying out a basic upgrade to the building, including the bathroom and changing rooms
- Outdoor area improvement such as new seating areas, shade structures/landscaping to make the area more inviting
- Relining of the outdoor pool.

KEY PROJECTS

Swimming Pools	When
Building upgrades (\$50k)	2024/25
Outdoor area improvement (\$5k)	2024/25
Outdoor pool relining (\$350k)	2028/29
Weather tightness (\$50k)	2029/30

⁶ As recorded in service request system.

⁷ At the time of preparing this long term plan the contract for the pool was due to expire and a new contract scheduled to commence from 1 July 2024. There may be consequential effects from the renegotiation of the new contract.



WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Provision of community swimming pool facilities, safe for users and staff.	Swimming pools maintain PoolSafe Accreditation and compliance with pool water quality standard ⁸ .	91.17% Compliance	≥ 95% Compliance	≥ 95% Compliance	≥ 95% Compliance	≥ 95% Compliance

OLDER PERSON'S HOUSING

We have 28 residential units for older persons - 22 in Ōtorohanga and six in Kāwhia. A mix of studio and one-bedroom, the units are provided on a user pays basis. Rentals are set at 90% of the market for similar properties, on the basis of covering our costs rather than making a profit. There is strong demand for these properties, with waiting lists.

OUR PLANS

A review of housing for older persons will be carried out in 2024/25 alongside the work that will be undertaken to develop the asset management plan for Council owned units. This review is an action resulting from the community-led housing plan which looked at housing issues affecting the district⁹. The review will include consideration of community need, delivery and possible extension of the current service.

We will be continuing to upgrade our units as required and ensuring they meet the national Healthy Homes and heating standards.

KEY PROJECTS

Housing for the Elderly	When
Review	2024/25

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Housing units that are well maintained, safe and fully utilised.	Tenants satisfied with of their unit ¹⁰ : <ul style="list-style-type: none"> Comfort Safety 	90% 100%	>95% Satisfaction combined average	>95% Satisfaction combined average	>95% Satisfaction combined average	>95% Satisfaction combined average
	Percentage occupancy rate for elder person's housing ¹¹ : <ul style="list-style-type: none"> Ōtorohanga Kāwhia 	97.5% 100%	>95% Combined average	>95% Combined average	>95% Combined average	>95% Combined average

⁸ NZ Standard 5862 (Swimming Pools). As reported in Pool Manager's monthly reports.

⁹ See also Strong Communities Group of Activities – Economic Development.

¹⁰ As measured by the annual tenant satisfaction survey.

¹¹ Expressed as an annualised monthly average.



VARIATION BETWEEN THIS LONG-TERM PLAN AND THE ASSESSMENT OF WATER AND SANITARY SERVICES AND WASTE MANAGEMENT PLAN

The last review of the Water and Sanitary Services Assessment was undertaken in 2005. This long term plan does not signal any significant variation for public toilets and cemeteries from that assessment.





VIBRANT PLACES AND SPACES

WHAT IT COSTS AND HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM





COST OF SERVICE STATEMENT

VIBRANT PLACES AND SPACES - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	376	479	470	480	490	500	509	518	527	535	544
Targeted Rates	26	26	26	26	26	26	26	26	26	26	26
Development Contributions	10	10	10	10	11	11	11	11	11	12	12
General Rates	1,688	2,196	2,458	2,539	2,770	2,814	2,876	2,914	2,941	2,981	3,030
Other General Sources	-	50	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	2,100	2,660	2,965	3,055	3,298	3,351	3,422	3,470	3,505	3,554	3,612
OPERATING EXPENDITURE											
Parks and Reserves and Council Owned Property	2,123	2,495	2,703	2,766	2,332	2,359	2,402	2,432	2,433	2,469	2,511
Swimming Pools	432	474	489	504	514	532	554	563	572	582	590
Cemeteries	122	155	162	165	169	172	175	178	181	185	188
Older Person's Housing	272	316	332	269	255	263	275	281	286	293	297
<i>Total Operating Expenditure</i>	2,949	3,439	3,686	3,704	3,270	3,326	3,406	3,455	3,472	3,529	3,586
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	555	591	641	580	560	580	616	625	600	616	620
Interest	36	41	44	47	47	44	40	37	35	33	31
Operating Surplus (Deficit)	- 849	- 779	- 721	- 649	28	25	16	15	33	25	26
Operating Surplus Transferred to Reserves; or	-	-	-	-	28	25	16	15	33	25	26
Operating Deficit Funded from Reserves	- 849	- 779	- 721	- 649	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	164	382	297	196	205	545	290	158	114	126	178
Capital Growth	-	-	-	-	-	-	-	-	-	-	-
Capital Level of Service	322	115	51	172	63	125	72	39	89	35	83
Loans Repaid	114	92	112	133	182	199	181	189	169	167	176
Operating Deficit	849	779	721	649	-	-	-	-	-	-	-
<i>Total Funding Required</i>	1,448	1,367	1,181	1,150	449	869	543	387	371	328	436
FUNDED BY:											
Funding from Non-Cash Expenses	336	360	267	387	277	352	371	291	274	215	314
Loans Raised	763	725	668	625	32	396	55	-	-	29	38
Transfer from General and Special Reserves	349	282	245	137	113	96	101	81	64	59	58
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	-	-	-	-	28	25	16	15	33	25	26
<i>Total Funding Applied</i>	1,448	1,367	1,181	1,150	449	869	543	387	371	328	436





FUNDING IMPACT STATEMENT

VIBRANT PLACES AND SPACES - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	1,688	2,196	2,458	2,539	2,770	2,814	2,876	2,914	2,941	2,981	3,030
Targeted Rates	26	26	26	26	26	26	26	26	26	26	26
Subsidies and Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	41	41	42	43	44	44	45	46	47	48	48
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	335	438	428	437	447	455	464	472	480	488	495
TOTAL SOURCES OF OPERATING FUNDING	2,090	2,700	2,955	3,045	3,287	3,340	3,411	3,459	3,494	3,542	3,600
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	1,629	1,535	1,641	1,683	1,236	1,261	1,284	1,306	1,328	1,350	1,383
Finance Costs	36	41	44	47	47	44	40	37	35	33	31
Internal Charges and Overheads Applied	587	1,117	1,151	1,180	1,208	1,218	1,237	1,251	1,267	1,282	1,297
Other Operating Funding Applications	143	207	209	213	216	220	224	227	231	234	237
TOTAL APPLICATION OF OPERATING FUNDING	2,395	2,899	3,045	3,123	2,708	2,743	2,785	2,822	2,861	2,899	2,948
SURPLUS (DEFICIT) IN OPERATING FUNDING	- 305 -	198 -	90 -	78	579	598	626	637	633	643	652
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	10	10	10	10	11	11	11	11	11	12	12
Increase (Decrease) in Debt	649	633	557	493 -	150	197 -	126 -	189 -	169 -	138 -	138
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	659	643	567	503 -	139	208 -	115 -	178 -	157 -	127 -	127
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	-	-	-	-	-	-	-	-	-	-
* To improve level of service	322	115	51	172	63	125	72	39	89	35	83
* To replace existing assets	164	382	297	196	205	545	290	158	114	126	178
Increase (Decrease) in Reserves	- 131 -	51	128	57	173	136	149	261	273	355	265
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	355	445	476	425	440	806	511	459	476	516	525
SURPLUS (DEFICIT) IN CAPITAL FUNDING	304	198	90	78 -	579 -	598 -	626 -	637 -	633 -	643 -	652
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

DRAFT SUSTAINABLE DEVELOPMENT AND PUBLIC SAFETY

STATEMENT OF SERVICE PERFORMANCE

MARCH 2024



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



GROUP OF ACTIVITIES

SUSTAINABLE DEVELOPMENT AND PUBLIC SAFETY

WHAT WE DO AND WHY

We provide planning and regulatory services to **sustainably** manage the district's natural and physical resources, and to promote and protect the health, safety and **resilience** of our communities.

Activities covered include:

- Resource Management
- Building Control
- Animal Control
- Environmental Health, Public Amenity and Safety

The activities in this group are governed by national legislation and directives as well as regional and local policies and bylaws. Together these laws, rules and policies are intended to be both enabling while safeguarding and protecting people and the environment.

COMMUNITY OUTCOMES

This group of activities supports outcomes related to people, place and partnerships.



PEOPLE

- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Aspirational, united, responsible leadership
- Progressive, enduring, supportive partnerships for district wellbeing

Managing this group of activities is often a balance and, tipped too far one way or the other, there is the potential for negative effects to occur. Examples include:

- Excessive processing times for resource and building consents, where this is within Council's control, may have economic implications for applicants
- The cost of compliance with regulatory requirements may be considered excessive or the imposition of rules as simply too much 'red tape'
- Non compliance with rules, regulations, legislation or consents may lead to environmental damage or threats to public safety.

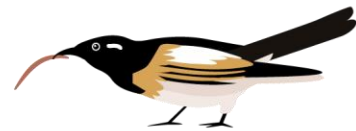
We monitor the delivery of our services to manage for these potential effects. Regular reviews are also carried out for efficiency and effectiveness and improvement programmes implemented where necessary. Monitoring and auditing by external organisations ensures that we are complying with the legislation.

RESOURCE MANAGEMENT

This activity covers the planning functions we carry out under the Resource Management Act 1991 (RMA) and includes:

- Preparing and reviewing the District Plan
- Processing planning applications and issuing resource consents
- Processing of private plan changes and designation applications





- Providing development advice
- Compliance and enforcement around District Plan requirements and consent conditions.

Issuing LIMs¹ in relation to property transactions and development proposals and administering our Development and Financial Contributions Policy² are also a part of this activity.

OUR PLANS

Non-compliance with the district plan and resource consents can have detrimental effect on neighbouring properties and the wider environment. We are looking to make improvements in this area from 2024/25 through internal reallocation of resources enabling us to increase our capacity for monitoring, enforcement and compliance. This increased capacity will help maintain **liveable, thriving** communities while meeting our statutory obligations for resource management monitoring and enforcement.

Our resource management activities are particularly affected by changes in legislation and national and regional policies. We will continue to maintain a watching brief on what's being proposed by government and the regional council and aligning our plans and policies as required. Where necessary, we will also play a **leadership** role in representing the district's views on any proposed changes to ensure that the resulting rules and regulations are workable locally.

REVIEWING OUR DISTRICT PLAN

Under the RMA all councils are required to begin a review of their district plans if they have not done so during the previous ten years. Our District Plan became operative in 2014 which means we need to commence the next review in 2024. Our intentions are for some initial project planning work in 2024/25 with the majority of the plan review occurring over a four year period from 2025/26.

The review is expected to cost \$970k in total which will be loan funded and spread over the life of the District Plan.

KEY PROJECTS

Resource Management	When
District Plan Review Preliminary work	2024/25
District Plan Review	2025/26 – 2028/29

¹ Land Information Memorandum (LIMs) issued in accordance with the Local Government Official Information and Meetings Act 1987 (LGOIMA).

² As noted in the Strong Communities Group of Activities, we have made changes to Council's Development Contribution Policy (DCP) to include Financial Contributions to enable and facilitate affordable housing (The DCP is being consulted on concurrently with the long term plan. Refer to draft policy for details.)



WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Maintained and updated District Plan	Ōtorohanga District Plan is maintained, reviewed, and updated in accordance with legislation.	New measure	100% Compliance	100% Compliance	100% Compliance	100% Compliance
Processing of all applications within agreed timeframes.	Resource consent applications processed and decisions issued within statutory timeframes.	68.5% Compliance	100% Compliance	100% Compliance	100% Compliance	100% Compliance

BUILDING CONTROL

Building control covers:

- Processing and monitoring of building consents
- Issuing of Code of Compliance Certificates and Compliance Schedules under the Building Act 2004
- Monitoring and enforcing earthquake-prone building requirements
- Inspecting private swimming pools for compliance with safety regulations
- Issuing and monitoring of building warrants of fitness
- Investigating alleged breaches of building regulation.

Another important part of our work is advising builders and the community about what building work requires a consent and other requirements such as using licensed building practitioners.

As a Building Consent Authority (BCA) we are audited every two years by International Accreditation New Zealand (IANZ). To retain our BCA accreditation, it is important that staff knowledge and our systems and processes are up-to-date and accurate.

Building control tends to be cyclic with times of more activity (boom) and times of less activity (bust). This is compounded by an identified skills shortage in this area, and an increase in specialisation and building procedures. It is important that Council retains minimum levels of staffing to carry out our building function.

OUR PLANS

Together with other Waikato councils, we have been working on improving our systems for building consent processing. In 2024/25 we will introduce new software enabling online applications, tracking and receipt of consents. We are looking for compatibility with neighbouring districts and, once operational, this new software is expected to **transform** processes by improving transparency and processing efficiency for customers.

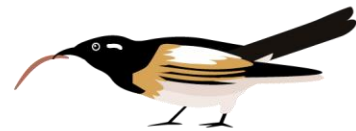
WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Buildings safe and fit for purpose.	Building consent applications processed within 20 working days ³ .	97.65% Compliance	100% Compliance	100% Compliance	100% Compliance	100% Compliance

³

As measured by the Building Consent Tracking Database.





Required safety inspections of swimming pools and associated barriers completed.	All registered private swimming pools inspected at least every three years.	44% Pools inspected	> 33% Pools inspected ⁴	> 33% Pools inspected ⁴	> 33% Pools inspected ⁴	> 33% Pools inspected ⁴
Required standards for processing and issuing building consents met.	Retention of biennial BCA accreditation ⁵ .	Achieved	n/a	Achieved	n/a	Achieved

ACTIVITY SPECIFIC ASSUMPTION

We assume that:	Our level of uncertainty	Risk	Impact	What we will do
Building consents numbers will continue to slow in the short-term (1-2 years) then gradually rise.	High	<ul style="list-style-type: none"> Loss of revenue Staff retention 	Potential excess capacity for period of reduced consent activity.	Existing staff levels will be maintained to ensure industry knowledge is retained. Staff will be reassigned to other related duties (eg. assisting neighbouring councils, improving building quality control processes and systems).

ANIMAL CONTROL

Animal control is important for ensuring public safety. Our role involves dog registration, impounding wandering stock and roaming dogs, and implementing and enforcing our Dog Control Policy and Bylaw. Dog owner education and promoting animal welfare are also covered by this activity.

OUR PLANS

Levels of service have been enhanced through a new shared service arrangement with Waitomo District Council (with back-up support provided by Waipā District Council, if required). We will also be undertaking improvements and upgrades to our dog pound⁶.

We are not expecting any further significant changes to our animal control services in the near future.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Timely provision of animal control services supporting animal welfare and community safety.	Known dogs in the district are registered ⁷ .	92.2% Registered	≥ 98% Registered	≥ 98% Registered	≥ 98% Registered	≥ 98% Registered
	Complaints about dog attacks and wandering stock on public roads	100% Compliance	100% Compliance	100% Compliance	100% Compliance	100% Compliance

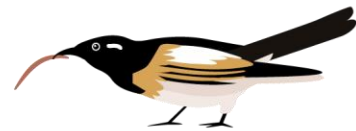
⁴ As an annual average over 3-year period.

⁵ Council's next audit is scheduled for 2025.

⁶ Note: The funding for these improvements is included under the Vibrant Places and Spaces group of activities – Parks and Reserves and Council Owned Property.

⁷ As recorded in Council's dog registration database.





	responded ⁸ to within two hours ⁹ .					
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ENVIRONMENTAL HEALTH, PUBLIC AMENITY AND SAFETY

This activity involves:

- licensing and monitoring of food premises, alcohol sellers, hairdressers and camping grounds
- control of nuisances related to noise and compliance with our bylaws and the freedom camping legislation.

By ensuring that the regulations and standards for these services are met we help protect public health and safeguard the liveability of our communities

Service delivery for Environmental Health is via a shared service arrangement with our **partner** Waipā District Council. Responding to noise is provided through the day-time by staff and after hours by a contracted service. Other nuisance complaints and bylaw breaches are investigated on a case-by-case basis.

Liquor licensing is governed by a joint district licensing committee covering Ōtorohanga, Waipā and Waitomo District Councils. While our staff issue and administer licences for the district, we also collaborate with our **partner** councils on aspects of local administration.

OUR PLANS

We are not proposing any significant changes to levels of service for this activity; however, cover has been extended within existing budgets to provide 24/7 noise control for Ōtorohanga town and the surrounding rural areas¹⁰.

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Public sale and supply of alcohol is undertaken safely and responsibly and a high level of food safety is maintained by food premises.	All venues selling or supplying alcohol and all food premises monitored for compliance with statutory requirements ¹¹ .	100% Compliance	100% Compliance	100% Compliance	100% Compliance	100% Compliance
Timely response to excessive noise complaints.	All excessive noise complaints investigated within two hours of the complaint being received ¹² .	<90% Compliance	95% Compliance	95% Compliance	95% Compliance	95% Compliance

⁸ 'Responded to' means acknowledged and investigated.

⁹ As reported in contractor's monthly report.

¹⁰ Note: Due to travel times, delays in receiving a complaint and after-hours noise response being provided by security services located outside the district, there may be some delay in responding to noise complaints.

¹¹ As measured by inspection records.

¹² As recorded in the service request system and outcome reported in contractor's monthly report.





Respond to public nuisance complaints.	Investigate ¹³ complaints within five working days of receiving a complaint ¹⁴ .	New measure	90% Compliance	90% Compliance	90% Compliance	90% Compliance
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¹³ “Investigate” means acknowledging the complaint, triaging and assessing if a response and any enforcement is required.

¹⁴ Covers complaints made under the following by laws/legislation:

- Dangerous and Insanitary Building Policy 2022
- Keeping of Stock, Poultry and Bees Bylaw 2009
- Liquor Control Bylaw 2007
- Stock Movement Bylaw 2014
- Structures and Works in Public Places Bylaw 2015
- Trade Waste Bylaw 2000
- Freedom camping legislation



SUSTAINABLE DEVELOPMENT AND PUBLIC SAFETY

WHAT IT COSTS AND HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM

CHANGES TO CHARGE OUT RATES

Regulatory services are based on 'user pays' and costs recovery. This includes recovery of staff time spent on processing and responding to resource consent and building consent processes, and compliance enforcement. Currently, we charge on an actual staff cost basis but this has not been transparent. We are now proposing to be consistent with other councils and list the rates for different staff roles. This enables us to provide more accurate fee estimates and helps applicants budget.





COST OF SERVICE STATEMENT

SUSTAINABLE DEVELOPMENT AND PUBLIC SAFETY - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	1,413	879	896	915	933	951	968	984	1,001	1,017	1,033
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	881	1,442	1,445	1,523	1,576	1,671	1,687	1,740	1,728	1,773	1,767
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	2,294	2,321	2,341	2,438	2,510	2,622	2,655	2,724	2,729	2,790	2,800
OPERATING EXPENDITURE											
Resource Management	640	464	621	795	750	618	507	467	470	473	476
Building Control	1,161	1,096	1,132	1,192	1,191	1,250	1,246	1,295	1,282	1,328	1,323
Environmental Health, Public Amenity and Safety	262	390	416	426	439	446	453	459	467	473	479
Animal Control	274	430	432	443	454	462	470	477	485	492	499
<i>Total Operating Expenditure</i>	2,336	2,379	2,601	2,857	2,835	2,777	2,676	2,698	2,704	2,765	2,776
Includes:											
Salaries and Wages	456	463	473	483	493	502	511	519	528	537	545
Depreciation and Amortisation	2	-	-	-	-	-	-	-	-	-	-
Interest	-	-	4	13	24	31	32	29	26	23	20
Operating Surplus (Deficit)	- 43 -	57 -	260 -	419 -	325 -	154 -	22	26	25	25	24
Operating Surplus Transferred to Reserves; or	-	-	-	-	-	-	-	26	25	25	24
Operating Deficit Funded from Reserves	- 43 -	57 -	260 -	419 -	325 -	154 -	22	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	-	-	-	-	-	-	-	-	-	-	-
Capital Growth	-	-	-	-	-	-	-	-	-	-	-
Capital Level of Service	7	-	-	-	-	-	-	-	-	-	-
Loans Repaid	-	-	-	15	43	69	84	88	88	88	88
Operating Deficit	43	57	260	419	325	154	22	-	-	-	-
<i>Total Funding Required</i>	50	57	260	433	369	223	106	88	88	88	88
FUNDED BY:											
Funding from Non-Cash Expenses	7	-	-	-	-	-	-	-	-	-	-
Loans Raised	-	-	204	375	309	163	44	-	-	-	-
Transfer from General and Special Reserves	43	57	55	58	60	61	62	62	63	64	64
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	-	-	-	-	-	-	-	26	25	25	24
<i>Total Funding Applied</i>	50	57	260	433	369	223	106	88	88	88	88





FUNDING IMPACT STATEMENT

SUSTAINABLE DEVELOPMENT AND PUBLIC SAFETY - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	881	1,442	1,445	1,523	1,576	1,671	1,687	1,740	1,728	1,773	1,767
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	1,409	875	892	911	929	947	963	980	996	1,012	1,028
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	4	4	4	4	4	4	4	4	5	5	5
TOTAL SOURCES OF OPERATING FUNDING	2,294	2,321	2,341	2,438	2,510	2,622	2,655	2,724	2,729	2,790	2,800
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	1,251	1,159	1,271	1,470	1,396	1,300	1,172	1,177	1,166	1,216	1,203
Finance Costs	-	-	4	13	24	31	32	29	26	23	20
Internal Charges and Overheads Applied	1,073	1,212	1,320	1,369	1,412	1,446	1,476	1,496	1,519	1,536	1,566
Other Operating Funding Applications	10	10	11	11	11	11	11	12	12	12	12
TOTAL APPLICATION OF OPERATING FUNDING	2,334	2,381	2,605	2,864	2,844	2,788	2,690	2,714	2,723	2,788	2,801
SURPLUS (DEFICIT) IN OPERATING FUNDING	- 41	- 60	- 264	- 425	- 334	- 166	- 36	- 9	- 6	- 2	- 1
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	-	-	204	361	265	93	40	88	88	88	88
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	-	-	204	361	265	93	40	88	88	88	88
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	-	-	-	-	-	-	-	-	-	-
* To improve level of service	7	-	-	-	-	-	-	-	-	-	-
* To replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Reserves	- 48	- 60	- 60	- 65	- 69	- 72	- 76	- 79	- 83	- 86	- 90
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	- 41	- 60	- 60	- 65	- 69	- 72	- 76	- 79	- 83	- 86	- 90
SURPLUS (DEFICIT) IN CAPITAL FUNDING	41	60	264	425	334	166	36	9	6	2	1
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

DRAFT RESILIENT INFRASTRUCTURE

STATEMENTS OF SERVICE PERFORMANCE

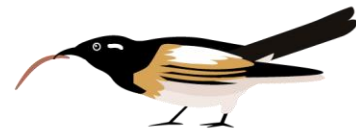
MARCH 2024

Five separate groups of activities are included under the broad heading of Resilient Infrastructure. The groups are:

- Land Transport
- Wastewater
- Water Supply
- Stormwater
- Flood Protection



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



GROUP OF ACTIVITIES

LAND TRANSPORT

WHAT WE DO AND WHY

Integral to everyday district life, land transport is our biggest area of spending. We look after 804 kilometres of roads¹ that link to the national state highway network **connecting** residents and visitors to their destination, businesses to customers and suppliers and local production to markets. As a rural district with a dispersed population, we are acutely aware of the importance of having a well maintained, **resilient** roading network – the backbone connecting people and enabling economic activity.

Our land transport work is not only about roads - we also maintain:

- 24 kilometres of footpaths
- 134 bridges;
- 81 stock underpasses
- 5,686 culverts
- 2,805 signs.

Promoting road safety, kerb and channel management, roadmarking, safety barriers/works and roadside vegetation and litter management are also part of land transport.

COMMUNITY OUTCOMES

Land transport underpins outcomes related to people, place and partnerships.



PEOPLE

- Connected, empowered, engaged communities
- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Progressive, enduring, supportive partnerships for district wellbeing

Vital for district wellbeing, however, land transport can negatively affect people, the economy and the environment. Examples include:

- Social costs associated with crashes on our roading network
- Economic costs for businesses not being able to transport goods and services efficiently
- Environmental effects from vehicle emissions and contaminants washing off the network and entering water bodies.

We manage these effects through measures such as:

- Road safety programmes which include both education and network improvements
- Applying industry best practice for both maintenance and construction and by ensuring contractors who undertake the work are suitably qualified.

LAND TRANSPORT

Our priorities for a cost effective, **sustainable**, **resilient** land transport programme are:

- Maintaining existing levels of services, with our road network continuing to be our largest spend area

¹ Comprised of 526 sealed (65%) and 278 unsealed (35%).





- Understanding the likely impacts of climate change on district assets and reflecting this in our ongoing work programmes.

Maintenance of our roading network is undertaken under contract on our behalf and funding for the land transport programme is a mixture of district rates and subsidies from our roading **partner** Waka Kōtahi. The current subsidy rate for roads and footpaths is 63%², but this may be subject to change.

OUR PLANS

We are planning to invest a total of \$41M over the next three years to keep our road and footpath network to a standard our communities expect. Here's an overview of what we are proposing to spend on the main components of our programme:

ROADING BUDGET	TOTAL EXPENDITURE 2024/25 – 2026/27
• Maintenance and operations	\$17M
• Road resealing (resurfacing)	\$6.4M
• Unsealed road metalling	\$2.5M
• Rebuilding roads (reconstruction/rehabilitation)	\$4.8M (capital – renewals)
• Low cost low risk road improvements	\$6M ³
• Footpaths (renewals)	\$1.2M (capital – level of service/renewals)
• Road safety initiatives	\$0.8M (capital – level of service)
• Structures, traffic services and drainage (renewals)	\$2.4M (capital – renewals)

Our focus is to continue to maintain and improve the district's land transport infrastructure so that it is sustainable and fit for purpose. Here are some examples.

- Our approach to maintaining the sealed network is to be proactive which means resealing a minimum of 43 kms per annum. Currently we have a backlog so, to catch-up, we are planning an average reseal programme of 48 kms per year for the next five years. This will help reduce the backlog and improve the overall network condition.
- We will be continuing to improve the resilience of culverts to withstand the effects of climate change. When culverts come up for renewal, we'll be replacing existing pipes with larger ones to keep the increased stormwater volumes off our roads. The relative cost of this approach is low.
- A new approach is to be taken to footpaths. Renewals are the priority rather than building new roadside footpaths as the existing network is sufficient to meet community needs. When we do the work we will be focussing on renewing larger sections instead of taking piecemeal approach. We expect this will improve results and reduce the cost of smaller repairs.

KEY PROJECTS (next 3 years)

Land Transport	\$000		
	2024/25	2025/26	2026/27
Sealed road pavement rehabilitation	\$1,300	\$2,000	\$1,500
Sealed road resealing	\$2,000	\$2,300	\$2,000
Unsealed road metalling	\$660	\$820	\$1,000
Ōtorohanga Town Concept Plan:			
• Intersection upgrades	\$302	\$301	\$454
• Signage			
• Walking/cycling improvements			

² This is up from 61% cited in the 2021/31 Long Term Plan.

³ Low cost low risk road improvements include numerous smaller components relating to road widening associated with pavement rehabilitations, and prior to resealing, stormwater and drainage resilience work, costs associated with the Ōtorohanga Town Concept Plan during the implementation of roading projects and speed management implementation costs.





District wide speed management design and implementation	\$381	\$264	\$323
District wide identification and design of resilience improvements (sites subject to identification)	\$40	\$40	\$40
District wide resilience works implementation	\$135	\$135	\$135
Footpath renewals	\$363	\$363	\$363

FUNDING CHALLENGES FOR ROAD MAINTENANCE AND RENEWALS

Since we prepared the last long term plan, the costs for land transport have increased significantly (between 30 - 50%). We have listened carefully to you and the message we have received is that well maintained roads are a priority for the district. In this long term plan we are proposing to keep forging ahead with providing you with the same level of service that we have in previous years but it will cost more to deliver.

Some of the work we do also receives funding from government and there is a possibility that we may not get the full amount we need to deliver the programme we have planned. If we don't get the full amount of funding, we expect we may have to make some decisions about whether to stick to the programme. Our only other choice is cutting back on some work (eg. run the grader over the roads less often) or delaying the timing of maintenance/renewals work such as reseals. The problem with doing this is that we risk:

- Possible deterioration in road quality
- More expensive repairs at a later date
- The potential for reductions in road safety and increase in travel disruption.

We're confident that we will get the funding we expect and if, for any reason, this does not occur we'll consider the options through our annual plan process and make adjustments after talking to you. We understand how important roading is to you and our objective is to keep up the standard to maintain a **resilient** network.





WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Provision of a safe local transport network for users and the community.	Change from the previous financial year in the number of fatalities and serious injury crashes on the local road network ^(M) ⁴ .	5 less than previous year	Fatalities/serious injuries ≤ previous year	Fatalities/serious injuries ≤ previous year	Fatalities/serious injuries ≤ previous year	Fatalities/serious injuries ≤ previous year
Road and footpath networks which support usability and user comfort.	Percentage of footpaths whose condition meets the standard of 3 or better (minor cracking only) ^(M) ⁵ .	60.9%	80%	85%	90%	90%
	Average quality of ride on a sealed local road network, measured by smooth travel exposure value of 150 or better ^(M) .	96%	97%	97%	97%	97%
	Percentage of the sealed local road network that is resurfaced annually ^(M) .	9%	8%	8%	9%	9%
Customer service requests dealt with promptly and appropriately.	Percentage of customer service requests for roads and footpaths recorded in the request for service system and responded ⁶ to within 5 working days or less ^(M) ⁷ .	61.4%	90%	90%	90%	90%

M = Mandatory measure

⁴ (M) Expressed as a number.

⁵ (M) Full wording: The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan). For Council this is based on a five-point scale (excellent, good, average, poor and very poor) the percentage will be the length of footpath recorded as average, good or excellent condition grade.

⁶ Responded to means acknowledgment by the Roading Team.

⁷ (M) Full wording: The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan.





ACTIVITY SPECIFIC ASSUMPTION

We assume that:	Our level of uncertainty	Risk	Impact	What we will do
<ul style="list-style-type: none">• Our current, approved local Funding Assistance Rate (FAR) from Waka Kōtahi/NZ Transport Agency (NZTA) of 63% rate will continue to apply for the balance of the 10 years covered by this long term plan.• Our land transport programme will be fully funded.	Low	<ul style="list-style-type: none">• The FAR is reduced below forecast levels as a result of a future review by the NZTA.• Insufficient funding to maintain current levels of service	High (depending on the magnitude of the change)	<ul style="list-style-type: none">• Reprioritise the roading programme according to the level of funding available.• If necessary, consider and consult on increasing the 'local share' of funding in order to maintain levels of service.



LAND TRANSPORT

WHAT IT COSTS & HOW WE FUND IT

HOW MUCH IT COSTS	WHERE THE MONEY WILL COME FROM



COST OF SERVICE STATEMENT



LAND TRANSPORT - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	5,754	7,999	8,148	8,332	8,516	8,692	8,859	9,019	9,179	9,339	9,491
Targeted Rates	4,612	4,797	4,979	5,361	6,216	6,717	6,859	7,214	7,314	7,875	7,927
Development Contributions	-	-	255	261	-	-	-	-	285	-	-
General Rates	-	-	-	-	-	-	-	-	-	-	-
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	10,366	12,795	13,383	13,954	14,732	15,409	15,719	16,234	16,778	17,214	17,417
OPERATING EXPENDITURE											
Land Transport	9,889	11,974	12,306	12,740	13,222	13,654	13,725	14,250	14,676	14,738	14,515
<i>Total Operating Expenditure</i>	9,889	11,974	12,306	12,740	13,222	13,654	13,725	14,250	14,676	14,738	14,515
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	4,308	4,546	4,695	4,941	5,300	5,428	5,445	5,864	6,109	5,952	5,717
Interest	33	45	35	26	19	13	8	5	3	1	1
Operating Surplus (Deficit)	477	822	1,077	1,213	1,510	1,755	1,994	1,984	2,102	2,476	2,902
Operating Surplus Transferred to Reserves; or	477	822	1,077	1,213	1,510	1,755	1,994	1,984	2,102	2,476	2,902
Operating Deficit Funded from Reserves	-	-	-	-	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	6,256	6,882	7,540	7,170	8,520	7,179	6,961	8,001	8,533	8,386	9,488
Capital Growth	-	250	255	-	-	-	-	282	-	-	-
Capital Level of Service	-	-	-	-	-	-	-	-	-	-	-
Loans Repaid	411	363	301	246	202	164	142	106	59	41	21
Operating Deficit	-	-	-	-	-	-	-	-	-	-	-
<i>Total Funding Required</i>	6,667	7,495	8,096	7,416	8,722	7,344	7,103	8,389	8,592	8,427	9,510
FUNDED BY:											
Funding from Non-Cash Expenses	2,190	3,247	3,763	2,985	4,194	2,722	2,392	3,593	3,711	3,461	4,463
Loans Raised	-	208	212	217	208	208	208	208	208	208	208
Transfer from General and Special Reserves	4,000	3,219	3,044	3,001	2,810	2,659	2,509	2,604	2,571	2,282	1,937
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	477	822	1,077	1,213	1,510	1,755	1,994	1,984	2,102	2,476	2,902
<i>Total Funding Applied</i>	6,667	7,495	8,096	7,416	8,722	7,344	7,103	8,389	8,592	8,427	9,510



FUNDING IMPACT STATEMENT



LAND TRANSPORT - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted Rates	4,612	4,797	4,979	5,361	6,216	6,717	6,859	7,214	7,314	7,875	7,927
Subsidies and Grants for Operating Purposes	2,849	3,665	3,738	3,822	3,907	3,987	4,064	4,138	4,211	4,284	4,354
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	86	86	78	79	81	83	84	86	87	89	90
TOTAL SOURCES OF OPERATING FUNDING	7,547	8,547	8,795	9,262	10,204	10,787	11,008	11,438	11,612	12,248	12,371
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	3,746	5,358	5,431	5,561	5,632	5,899	5,918	5,991	6,138	6,347	6,338
Finance Costs	33	45	35	26	19	13	8	5	3	1	1
Internal Charges and Overheads Applied	1,797	1,996	2,130	2,208	2,277	2,322	2,363	2,399	2,436	2,447	2,469
Other Operating Funding Applications	3	3	3	3	3	3	3	3	3	3	3
TOTAL APPLICATION OF OPERATING FUNDING	5,579	7,402	7,599	7,798	7,931	8,237	8,292	8,398	8,579	8,799	8,811
SURPLUS (DEFICIT) IN OPERATING FUNDING	1,967	1,146	1,196	1,464	2,273	2,550	2,716	3,040	3,032	3,449	3,560
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	2,819	4,248	4,333	4,431	4,528	4,622	4,711	4,796	4,881	4,966	5,047
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	411	155	89	29	5	43	66	102	149	167	187
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	2,408	4,093	4,244	4,401	4,534	4,665	4,777	4,898	5,030	5,133	5,233
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	250	255	-	-	-	-	282	-	-	-
* To improve level of service	-	-	-	-	-	-	-	-	-	-	-
* To replace existing assets	6,256	6,882	7,540	7,170	8,520	7,179	6,961	8,001	8,533	8,386	9,488
Increase (Decrease) in Reserves	1,880	1,893	2,355	1,305	1,712	36	532	345	471	196	696
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	4,376	5,238	5,440	5,866	6,807	7,215	7,493	7,938	8,062	8,582	8,793
SURPLUS (DEFICIT) IN CAPITAL FUNDING	- 1,968	- 1,146	- 1,196	- 1,464	- 2,273	- 2,550	- 2,716	- 3,040	- 3,032	- 3,449	- 3,560
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





WHAT'S HAPPENING WITH WATER?

THREE WATERS UPDATE

The following information applies to all three Groups of Activities relating to Wastewater, Water Supply and Stormwater.

LOCAL WATER DONE WELL

Preparing our programmes for the wastewater, water supply and stormwater groups of activities have been a challenge for us in this long term plan. We started the process with the expectation that our assets for the three waters would be transferred to one of the 10 water management entities legislated for by the previous government and that this transfer would occur no later than July 2026. In late 2023 the incoming National/Act/NZ First Government clearly signalled that the three waters legislation would be repealed and replaced by a new regime – *Local Water Done Well*. The repeal has subsequently occurred (February 2024) and details of the new regime are being worked on. To date we have been told that:

- Drinking water, stormwater and wastewater will remain in local control
- There will be stricter rules for water quality and investment in infrastructure
- Council's will need to ringfence money for water infrastructure
- New or replacement water infrastructure will be loan funded and paid back from either rates or user charges.

WHAT DOES THIS MEAN FOR US?

It's business as usual until there is more information on the government's intentions with respect to the three waters. We have updated our water asset management plans and our Infrastructure Strategy for the next 10 and 30 years respectively so we know what work needs to be done and when. We have also made provision in our long term plan programmes for the ongoing management and operation of our water infrastructure by Council staff. This means re-engaging a water manager - we had left this position vacant when it was thought that the three waters would be transferred to one of the new water entities - and ensuring we have the right staff resources in place to operate and maintain the networks.

Overall, our water assets are in good shape. The accelerated programme of works we started in 2021 has been hugely important for the district. It has enabled us to catch-up on renewing assets that are worn out and increase the capacity of these assets to give us some head room for growth.

COSTS

At this stage, we are not anticipating having to build new assets or undertake any major improvement works of existing assets. However, we are budgeting for more loans to help pay for assets when they need replacing as our depreciation reserves are unlikely to be big enough to cover these costs. This will mean that we will have a bigger debt to service in the future for some water schemes.

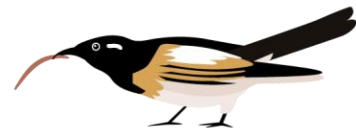
Water use charges for Ōtorohanga residents will increase on average **X%** per annum for the next three years. This is to cover increased costs due to inflation for the treatment and supply of clean drinking water.

LOOKING INTO THE FUTURE

Until we have more detail about *Local Water Done Well*, it is difficult to determine Council's future role in water management. However, once these details are made public, we will use the channels we have available nationally and regionally to participate in the discussions on your behalf to help ensure that the government's proposals are workable at the local level.

Roading is our backbone and water is our lifeblood - we know these things don't come cheaply. We expect that as the environmental and health standards for the delivery of quality water services continue to rise so too will the cost to customers. Finding efficient, affordable ways for delivery of water services is an issue we share with our neighbours and we will be encouraging ongoing regional conversations around making improvements. This may mean joining with others to get better economies of scale in the delivery of services.





GROUP OF ACTIVITIES

WASTEWATER

WHAT WE DO AND WHY

Wastewater treatment and disposal includes the network of pipes for the collection of sewage and trade waste and its safe treatment and disposal. We collect and treat wastewater from residential, business and other properties in the Ōtorohanga urban area to maintain public health and **sustain** and protect land and waterways from contamination.

An asset management plan (covering stormwater and wastewater) is in place for this activity. The plan was substantially reviewed in 2020/21 and updated as part of the process for developing this long term plan.

The resource consent for wastewater discharges for the Ōtorohanga plant is for 25 years expiring in 2037. At the time of its renewal in 2012, it was estimated that the plant could provide an additional 50 per cent capacity with some improvements and treatment measures. This would allow for approximately 500 to 700 additional homes to connect to the network or business expansion. With new subdivisions underway and in anticipation of business growth, in 2021 we embarked in on an accelerated programme of works across all our water activities spending upwards of \$4M on wastewater reticulation upgrades. This work is expected to continue into 2025 when the focus will shift to keeping the momentum going with our scheduled renewals and maintenance for system performance.

ONGOING MONITORING FOR KĀWHIA

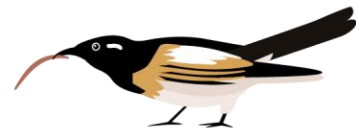
As signalled in our last long term plan, we agreed to undertake an assessment to see if a community wastewater scheme was needed in Kāwhia. This work began 2022 and involved:

- Developing a profile of the condition and performance of septic tanks in Kāwhia
- Testing groundwater and the stormwater entering the harbour for the presence of septic tank wastewater (*Note: testing was undertaken over an extended period to cover weather and seasonal variation*).

While the assessment is ongoing, the work undertaken signals a high public and environmental health risk associated with continued use of septic tanks, although testing so far has not shown any measurable impact on harbour water quality. We acknowledge the desirability and value of a community wastewater scheme in Kāwhia as an enabler of good public and environmental health and development, but any such scheme must be affordable for the community and the district. We believe that affordability can only be achieved with substantial external/government funding, so until that is secured, we will not commit to a new community wastewater scheme in Kāwhia. We will, however, continue to monitor septic tank performance and impacts.

The management and delivery of wastewater services is of special interest to iwi/Māori given the potential for adverse impacts on natural waters. Furthermore, changes to government standards (national freshwater policy statements) mean we will need to continue to improve the treatment of wastewater in order to keep improving the quality of our natural waterways and environment. Our strategy is for ongoing dialogue with our iwi/Māori **partners** alongside undertaking regular condition assessments of our pipe network and preventative maintenance of our plant and equipment to reduce the likelihood of spills and other





incidences that could adversely affect the environment. We will also continue our work to reduce groundwater and stormwater entering our sewerage system, which is under pressure during periods of heavy rainfall. This work will be beneficial and help build network **resilience** given what we know about future rainfall patterns as a result of climate change.

COMMUNITY OUTCOMES

This group of activities supports outcomes related to people, place and partnerships.



PEOPLE

- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Aspirational, united, responsible leadership
- Progressive, enduring, supportive partnerships for district wellbeing

Wastewater activities may potentially cause negative environmental effects if increased loading on the system and/or inadequate operation and maintenance practices compromise the effectiveness of treatment processes. We minimise this risk by having appropriately trained and qualified staff and contractors, a proactive maintenance programme, ensuring compliance with discharge consent conditions and appropriate New Zealand standards and responding promptly to sewage complaints of odour and spills. Environmental issues also give rise to cultural and community concerns. Should an event occur, we have procedures in place for timely and open dialogue with our iwi/Māori **partners** and affected communities.

The affordability of new schemes or upgrades to existing schemes can be a significant barrier for small communities. When needed, we will continue to exercise our **leadership** role on your behalf and advocate nationally and regionally for additional resources and/or workable environmental rules and regulations.

WASTEWATER TREATMENT AND DISPOSAL

Around 1400 properties connect to the Ōtorohanga Wastewater System. Forty-two kilometres of pipeline and 15 pump stations transport wastewater to the treatment plant (aerated oxidation pond) at the northern end of the town, with the treated water being discharged into the Mangaorongo Stream via a 2ha wetland.

Commercial and industrial operations that generate larger and/or concentrated quantities of wastewater are subject to trade waste permits, with specific conditions on their wastewater discharges. There are **53** trade waste permits currently issued. Provision is available at the treatment plant for taking and treating septic tank waste.

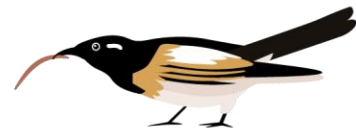
Future expansion of the wastewater treatment plant is limited to land availability and council is currently exploring opportunities.

OUR PLANS

We're investing a total of **\$XXM** to keep our Ōtorohanga wastewater system operational and compliant with resource consents, and provide for further residential and business growth. The accelerated works programme started in 2021 for network upgrades will continue into 2025 then the focus will shift to ongoing maintenance. Further pipe renewals are not expected to be required until a major campaign of replacing older sewer mains commences in the early 2030s.

KEY PROJECTS

Wastewater Treatment and Disposal	\$000		
	2024/25	2025/26	2026/27
Replacement of sewer rising main Te Kawa Street	\$500		
Mechanical desludging of treatment ponds	\$200		
Grit separation and clarifier for phosphorus removal:			



• Design	\$40	\$400	
• Construction			

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Safe, reliable wastewater treatment and disposal system which minimises public health risks and environmental impact.	Number of dry weather sewerage overflows from the Ōtorohanga sewerage system, per 1000 connections (M) ⁸ .	3 Overflows	0 Overflows	0 Overflows	0 Overflows	0 Overflows
	Compliance with consents for discharge from the Ōtorohanga sewerage system (M) ⁹ : • Abatement Notices • Infringement Notices • Enforcement Orders • Convictions	0 Non-compliance actions	0 Non-compliance actions	0 Non-compliance actions	0 Non-compliance actions	0 Non-compliance actions
	Median response time for sewerage overflow callouts due to a blockage or other fault in the Ōtorohanga sewerage system (M) ¹⁰ . Time from notification until: • Service personnel arrive on site • Confirmation of resolution of the blockage or fault.	54 minutes 1 hour 24 mins	< 50 Mins < 24 Hrs	< 50 Mins < 24 Hrs	< 50 Mins < 24 Hrs	< 50 Mins < 24 Hrs
	Number of complaints ¹¹ , per 1000	29 complaints	<15 Complaints	<10 Complaints	<10 Complaints	<10 Complaints

⁸ (M) Full wording: The number of dry weather sewerage overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system.

⁹ (M) Full wording: Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: (a) abatement notices, (b) infringement notices, (c) enforcement orders, (d) convictions received by the territorial authority in relation to those resource consents.

¹⁰ (M) Full wording: Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: (a) Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site, (b) Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.

¹¹ As recorded in the request for service system.





	sewage connections, about (M) ¹² : <ul style="list-style-type: none"> • Odour • System faults • Blockages. 					
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M = Mandatory measure

VARIATION BETWEEN THIS LONG-TERM PLAN AND THE ASSESSMENT OF WATER AND SANITARY SERVICES AND WASTE MANAGEMENT PLAN

The last review of the Water and Sanitary Services Assessment was undertaken in 2005.

As noted above, assessment of a public wastewater system in Kāwhia is ongoing. We acknowledge the desirability and value of a community wastewater scheme in Kāwhia as an enabler of good public and environmental health and development, but any such scheme must be affordable for the community and the district. We believe that affordability can only be achieved with substantial external/government funding, so until that is secured, we will not commit to a new community wastewater scheme in Kāwhia. We will, however, continue to monitor septic tank performance and impacts.

¹² (M) Full wording: The total number of complaints received by the territorial authority about any of the following (expressed per 1000 connections to the territorial authority's sewerage system): Sewerage odour, sewerage system faults, sewerage system blockages, territorial authority's response to issues with its sewerage system.





WASTEWATER

WHAT IT COSTS & HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM





COST OF SERVICE STATEMENT

WASTEWATER - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	65	65	67	68	70	72	73	75	76	77	79
Targeted Rates	775	902	1,068	1,192	1,215	1,262	1,282	1,307	1,351	1,366	1,392
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	37	17	47	51	52	54	54	55	56	57	58
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	877	984	1,181	1,311	1,337	1,387	1,410	1,437	1,483	1,501	1,529
OPERATING EXPENDITURE											
Wastewater	990	1,424	1,259	1,291	1,349	1,367	1,389	1,647	1,463	1,480	1,508
<i>Total Operating Expenditure</i>	990	1,424	1,259	1,291	1,349	1,367	1,389	1,647	1,463	1,480	1,508
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	365	335	373	389	397	437	449	470	508	522	541
Interest	89	138	140	135	130	124	116	109	101	94	87
Operating Surplus (Deficit)	- 113 -	440 -	78	20 -	12	20	20 -	210	20	20	20
Operating Surplus Transferred to Reserves; or	-	-	-	20	-	20	20	-	20	20	20
Operating Deficit Funded from Reserves	- 113 -	440 -	78	- -	12	-	- -	210	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	249	749	829	451	462	473	482	492	502	511	520
Capital Growth	50	50	51	53	54	55	56	57	59	60	61
Capital Level of Service	5,038	-	-	-	-	-	-	-	-	-	-
Loans Repaid	244	218	261	280	293	309	324	329	354	370	382
Operating Deficit	113	440	78	-	12	-	-	210	-	-	-
<i>Total Funding Required</i>	5,693	1,456	1,219	783	821	837	863	1,088	915	940	962
FUNDED BY:											
Funding from Non-Cash Expenses	392	418	354	396	413	432	450	458	486	622	639
Loans Raised	248	1,334	767	367	408	384	392	630	408	298	303
Transfer from General and Special Reserves	5,052 -	295	98	0	-	-	-	0	-	-	-
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	-	-	-	20	-	20	20	-	20	20	20
<i>Total Funding Applied</i>	5,693	1,456	1,219	783	821	837	863	1,088	915	940	962







GROUP OF ACTIVITIES

WATER SUPPLY

WHAT WE DO AND WHY

The supply of safe drinking water is fundamental for the health and wellbeing of residents. An available, reliable water supply is also vital for the health of stock and to support thriving businesses and the rural economy.

We own two urban water supply schemes – Ōtorohanga and Kāwhia – that provide treated water to households and businesses on demand. Four restricted Rural Water Supply (RWS) schemes also deliver treated water to scheme ratepayers, mainly for agricultural purposes. The RWS schemes cover the rural areas of Arohe, Ranginui¹³, Tihoro and Waipā.

An asset management plan guides the management of all our schemes. This plan was substantially reviewed in 2020/21 and updated as part of the process of developing this long term plan.

With new subdivisions underway and in anticipation of business growth, in 2021 we embarked in on a \$8M¹⁴ accelerated programme of works across all our water activities. This work is expected to continue into 2025 when the focus will shift to keeping the momentum going with our scheduled renewals and maintenance for system performance.

As well as supporting growth, our investment in the accelerated programme has helped us address climate change issues through increased storage for resilience in periods of high demand and water metering to help manage water use. We've also reduced our carbon footprint through the introduction of technology enabling us to operate water treatment plants remotely.

COMMUNITY OUTCOMES

This group of activities supports outcomes related to people, place and partnerships.



PEOPLE

- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Progressive, enduring, supportive partnerships for district wellbeing

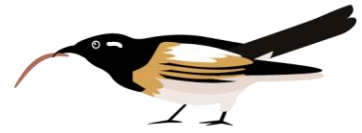
If not managed properly, the water activity has the potential to have significant negative effects on the community wellbeing. Potential effects could include:

- People becoming sick if the drinking water is not treated and stored properly
- Businesses not being able to operate properly if the water supply is unreliable
- Harmful effects on the environment if we take too much water
- Disregarding of Te Mana o te Wai (the integrated and holistic well-being of the water) could have cultural impacts.

These effects are managed by ensuring that our drinking water is treated to the appropriate standard, and having measures in place to reduce our water consumption.

¹³ Note: Ranginui RWS is a non-potable supply.
¹⁴ Including \$2.5M of government funding.





WATER SUPPLY

There are around 1600 connections to the Ōtorohanga urban water supply and 470 in Kāwhia – a total of 183.5 km of pipeline and 8 reservoirs (capacity 4,200m³). The Ōtorohanga water supply is drawn from the Waipa River while Kāwhia draws from local springs. Both supplies are treated.

The four rural water schemes – Arohena (3 components), Ranginui, Tihiroa and Waipā - collectively supply 250 properties and are comprised of 166 km of pipeline and 12 reservoirs with a total capacity of 3800m³. Water is supplied on a controlled ('trickle-feed') basis, with on-farm storage required by the property owner. The Waipā Scheme is supplied via the Ōtorohanga town supply, with the other schemes drawing water from local rivers/streams. The schemes are managed by Council on behalf of the owners of properties connected to the schemes, and oversight of each scheme is provided by a local committee.

OUR PLANS

We're investing a total of \$XXM to undertake our normal maintenance and operations works. This investment also includes the continuation of a modest water renewals programme – modest in comparison to the substantive programme undertaken in the last few years.

Provision has been made in 2024/25 for improvements to the offices and staff facilities at the Ōtorohanga Water Treatment Plant (\$50k). The current facilities are very basic and require upgrading.

Ōtorohanga has shown significant levels of unaccounted water loss across the urban area. While we have been very quick to repair any known leaks, this level of unaccounted water cannot be detected with basic tools. A budget of \$160k has been included for leak detection services for both Ōtorohanga Community and Waipā RWS to help bolster the sustainability of the network.

TAUMATA AROWAI DRINKING WATER STANDARDS

New drinking water rules and standards came into effect in November 2022. The standards require all suppliers (public and private) to manage risks and protect drinking water supplies from contamination using a multi-barrier approach. A multi-barrier approach is required because no single barrier is effective in stopping all sources of contamination. Of particular concern is a barrier against protozoa which requires different treatment to bacteria and viruses.

Our RWS scheme at Arohena does not have a protozoa barrier in place. While the scheme is primarily used for stock watering and agricultural puposes it is available for drinking water albeit with a permanent boil water notice.

We have until 31 December 2024 to complete the installation and have an operational protozoa barrier should the scheme remain available for drinking water. Previous estimates to bring the scheme up to compliance were in excess of \$2M. Our intention is to talk to the government about the appropriateness of these sorts of measures for remote rural schemes which are primarily for agricultural purposes.



KEY PROJECTS

Water Supply	\$000		
	2024/25	2025/26	2026/27
Resource consent renewal <ul style="list-style-type: none"> Tihiroa RWS Ōtorohanga Water Treatment Plant (discharge water) 	\$150	\$50	
Ōtorohanga water main renewals	\$500		
Tihiroa RWS – Cannon Road water main renewal	\$100		
Ōtorohanga Community/Waipā RWS leak detection	\$160		

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Provision of potable ¹⁵ water within specified areas via a safe and reliable treatment and supply system	The extent to which the Council's drinking water supply complies with (M): <ul style="list-style-type: none"> Bacterial Compliance Criteria¹⁶ Protozoal Compliance Criteria⁹ 	Complies in part Complies in part	Complies Complies	Complies Complies	Complies Complies	Complies Complies
	Number of complaints received, per 1000 connections, about (M) ¹⁷ : <ul style="list-style-type: none"> Water clarity Water taste Water odour Water pressure or flow Continuity of supply 	Not achieved (19 Complaints)	≤ 5 Complaints	≤ 5 Complaints	≤ 5 Complaints	≤ 5 Complaints
	Median response times for call-outs in response to a fault or unplanned interruption the network (M) ¹⁸ : Urgent Call-outs: <ul style="list-style-type: none"> Attendance¹⁹ 	Achieved Achieved	< 1.5 Hours < 18 Hours	< 1.5 Hours < 18 Hours	< 1.5 Hours < 18 Hours	< 1.5 Hours < 18 Hours

¹⁵ Note: Ranginui RWS is a non-potable supply.

¹⁶ (M) Full wording: The extent to which the local authority's drinking water supply complies with: (a) part 4 of the drinking water standards (bacteria compliance criteria); and (b) part 5 of the drinking water standards (protozoal compliance criteria).

¹⁷ As recorded in the request for service system.

¹⁸ (M) Full wording: Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response time measured.

¹⁹ (M) Full wording: Attendance for urgent call-outs: from the time the local authority receives notification to the time that service personnel reach the site.



	<ul style="list-style-type: none"> Resolution²⁰ 					
	Non-Urgent Call-outs: <ul style="list-style-type: none"> Attendance²¹ Resolution²² 	Achieved Achieved	< 1.5 Hours < 18 Hours	< 1.5 Hours < 18 Hours	< 1.5 Hours < 18 Hours	< 1.5 Hours < 18 Hours
Water supply and demand managed to ensure prudent use of water.	The percentage of real water loss from the Council's networked reticulation system (M)					
	<ul style="list-style-type: none"> Ōtorohanga 	Not Achieved ²³	<25%	<25%	<25%	<25%
	<ul style="list-style-type: none"> Kāwhia 	Not Achieved ²⁴	<25%	<25%	<25%	<25%
	Average consumption of drinking water per day per resident within the Ōtorohanga District (M).	Achieved (269 Litres/person/day)	< 300 Litres/person/day	< 300 Litres/person/day	< 300 Litres/person/day	< 300 Litres/person/day

M = Mandatory measure

VARIATION BETWEEN THIS LONG-TERM PLAN AND THE ASSESSMENT OF WATER AND SANITARY SERVICES AND WASTE MANAGEMENT PLAN

The Water Supply Group of Activities aligns with the Water and Sanitary Services Assessment undertaken in 2005.

²⁰ (M) Full wording: Resolution of urgent call-outs: from the time the local authority receives notification to the time service personnel confirm resolution of the fault or interruption.

²¹ (M) Full wording: Attendance for non-urgent call-outs: from the time the local authority receives notification to the time that service personnel reach the site.

²² (M) Full wording: Resolution of non-urgent call-outs: from the time the local authority receives notification to the time service personnel confirm resolution of the fault or interruption.

²³ Method 1 (Total water treated, less total consumed) 42%; Method 2 (Minimum night flow) 28%.

²⁴ Method 1 (Total water treated, less total consumed) 35%.



WATER SUPPLY

WHAT IT COSTS & HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM





COST OF SERVICE STATEMENT

WATER SUPPLY - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	2	2	2	1	1	1	1	1	1	1	1
Targeted Rates	2,315	2,635	3,035	3,219	3,287	3,376	3,454	3,545	3,617	3,680	3,749
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	149	30	149	165	172	176	179	183	186	188	190
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	3,102	3,320	3,870	4,150	4,259	4,337	4,449	4,567	4,658	4,737	4,818
OPERATING EXPENDITURE											
On Demand Supply	1,759	1,938	1,993	2,098	2,170	2,221	2,275	2,330	2,370	2,399	2,434
Restricted Supply	1,009	1,202	1,295	1,334	1,343	1,392	1,414	1,443	1,486	1,498	1,523
<i>Total Operating Expenditure</i>	2,768	3,140	3,289	3,433	3,514	3,612	3,689	3,773	3,856	3,897	3,957
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	887	749	777	800	850	955	989	1,030	1,082	1,095	1,123
Interest	95	196	215	205	197	190	181	172	162	153	143
Operating Surplus (Deficit)	334 -	472 -	102 -	47 -	54 -	60 -	55 -	44 -	52 -	28 -	16
Operating Surplus Transferred to Reserves; or	334	-	-	-	-	-	-	-	-	-	-
Operating Deficit Funded from Reserves	- -	472 -	102 -	47 -	54 -	60 -	55 -	44 -	52 -	28 -	16
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	1,420	1,402	768	878	932	805	888	826	785	797	993
Capital Growth	50	50	51	53	54	55	56	57	59	60	61
Capital Level of Service	2,217	90	56	42	329	6	45	6	47	6	49
Loans Repaid	1,496	241	324	343	347	378	393	411	423	439	455
Operating Deficit	-	472	102	47	54	60	55	44	52	28	16
<i>Total Funding Required</i>	5,183	2,254	1,303	1,363	1,716	1,303	1,437	1,344	1,365	1,330	1,573
FUNDED BY:											
Funding from Non-Cash Expenses	1,699	742	686	705	703	749	772	851	816	838	862
Loans Raised	720	2,320	425	526	879	414	529	368	416	381	613
Transfer from General and Special Reserves	2,430 -	808	192	132	134	140	136	126	134	110	99
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	334	-	-	-	-	-	-	-	-	-	-
<i>Total Funding Applied</i>	5,183	2,254	1,303	1,363	1,716	1,303	1,437	1,344	1,365	1,330	1,573

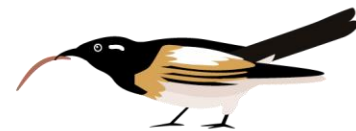




FUNDING IMPACT STATEMENT

WATER SUPPLY - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	149	30	149	165	172	176	179	183	186	188	190
Targeted Rates	2,315	2,635	3,035	3,219	3,287	3,376	3,454	3,545	3,617	3,680	3,749
Subsidies and Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	2	2	2	1	1	1	1	1	1	1	1
Internal Charges and Overheads Recovered	635	652	684	764	800	784	814	838	854	868	877
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF OPERATING FUNDING	3,102	3,320	3,870	4,150	4,259	4,337	4,449	4,567	4,658	4,737	4,818
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	773	958	1,003	1,082	1,085	1,055	1,077	1,105	1,129	1,149	1,169
Finance Costs	95	196	215	205	197	190	181	172	162	153	143
Internal Charges and Overheads Applied	1,615	1,894	1,943	2,076	2,150	2,168	2,230	2,281	2,316	2,350	2,382
Other Operating Funding Applications	56	67	68	70	72	73	75	77	78	79	81
TOTAL APPLICATION OF OPERATING FUNDING	2,539	3,115	3,230	3,434	3,504	3,486	3,564	3,634	3,685	3,731	3,775
SURPLUS (DEFICIT) IN OPERATING FUNDING	563	205	640	716	755	851	885	933	973	1,006	1,043
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	776	2,079	101	183	532	36	137	43	7	58	158
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	776	2,079	101	183	532	36	137	43	7	58	158
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	50	50	51	53	54	55	56	57	59	60	61
* To improve level of service	2,217	90	56	42	329	6	45	6	47	6	49
* To replace existing assets	1,420	1,402	768	878	932	805	888	826	785	797	993
Increase (Decrease) in Reserves	3,900	743	135	74	28	21	32	1	75	86	98
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	213	2,285	741	899	1,287	887	1,022	890	965	948	1,200
SURPLUS (DEFICIT) IN CAPITAL FUNDING	563	205	640	716	755	851	885	933	973	1,006	1,043
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





GROUP OF ACTIVITIES

STORMWATER

WHAT WE DO AND WHY

Hard surfaces, such as roofs, parking and paved areas, driveways, and roads, all contribute to generating stormwater runoff. In the Ōtorohanga and Kāwhia urban areas we collect and dispose of this runoff to prevent/minimise flooding from heavy or prolonged rainfall events. Effective management of stormwater supports community **resilience** and when damage from rainfall events is minimised communities can continue to **thrive**.

Stormwater management for the district is guided by an asset management plan (covering stormwater and wastewater). The plan was substantially reviewed in 2020/21 and updated as part of the process for developing this long term plan.

In 2022 we also prepared catchment management plans (CMPs) for our urban areas to help us understand the catchment and inform how to manage runoff to keep our waterways healthy and productive. Still in draft form, the CMPs:

- Support our application to Waikato Regional Council for a comprehensive stormwater discharge consent covering both Ōtorohanga and Kāwhia urban areas
- Assess, through catchment modelling, the likely impacts of climate change on our networks and communities. The results of this work are being built into our pipe replacement programme helping future-proof the network.

The CMPs will be completed once the comprehensive stormwater discharge consent is granted by the Regional Council.

Minimising any adverse effects on waters bodies such as lakes and rivers is essential for good stormwater management. Collected stormwater in Ōtorohanga is discharged to local streams and rivers, and the harbour in the case of Kāwhia. Resource consent is required from Waikato Regional Council for discharging stormwater. The consents place conditions on us for the removal of debris/pollutants before disposing stormwater into waterways.

Resource consents for the Ōtorohanga network were due for renewal in December 2022 and Kāwhia in May 2023. Instead of lodging separate renewal applications, in December 2022 we applied for a 35-year comprehensive stormwater discharge consent for both schemes and this process has yet to be completed²⁵. While not anticipating increases at this stage, compliance with any new consent conditions may add extra costs to the delivery of stormwater services. Should this occur, these matters will be worked through as part of the consent process. Any significant changes would be subject to engagement and consultation with those affected and factored into future long term plans.

We expect to continue to improve how we manage stormwater and that engagement with our iwi/Māori **partners** and communities is an important part of this process. New standards for the management of freshwater were introduced in 2020 strengthening the existing suite of government policies aimed at reversing past damage and improving waterways and ecosystems²⁶. In December 2023, the incoming Coalition Government signalled that these new standards would be replaced and that this work would take upwards of two years to complete²⁷. More details will become available as this work progresses.

²⁵ Ōtorohanga and Kāwhia schemes are operating on interim consent while the comprehensive resource consent application is progressed.

²⁶ National Environmental Standards for Freshwater (NES)

²⁷ www.beehive.govt.nz/release/government-takes-first-steps-towards-pragmatic-and-sensible-freshwater-rules





COMMUNITY OUTCOMES

This group of activities supports outcomes related to people, place and partnerships.



PEOPLE

- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Progressive, enduring, supportive partnerships for district wellbeing

If not properly managed, stormwater activities may have significant adverse effects including:

- Localised flooding due to failure of drainage infrastructure
- Adverse effects on water bodies because of the quantity, and/or quality of discharged stormwater
- Cultural concerns over discharges to natural water bodies
- Affordability should the cost of meeting stormwater compliance be too high for communities.

The asset management plan and the CMPs are important tools for managing the risks associated with this activity as is ongoing dialogue with our iwi/Māori **partners** and affected properties over any matters of concern.

STORMWATER MANAGEMENT

The Ōtorohanga stormwater network is made up 20.1kms of pipes and 3.2kms of open drains which works in tandem with the Ōtorohanga Flood Protection Scheme's stopbanks and pump stations to protect property and prevent erosion. Recent subdivisions have contributed to an increase in the size of the network. While overall condition and performance of the system is generally good, capacity is limited and, for this reason, new developments are also required to provide for on-site stormwater management, such as retention and ground soakage.

The Kāwhia stormwater system consists of 3.4km of pipes, 0.5km of open drains and one small pump station located in a low-lying area. Network assets are relatively new and in good condition as a major upgrade was undertaken in 1999/00. In contrast to Ōtorohanga, the network has good capacity with any likely future demand in the next ten years able to be met.

Aotea's stormwater assets consist mainly of soakage devices and overland flow soaking through the sand base. Roof water is captured by residents for drinking water. Long term the Aotea community may need to consider stormwater reticulation.

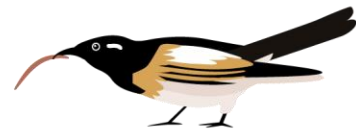
Across the district, directing stormwater from/under roads is managed as a part our land transport group of activities.

OUR PLANS

We're investing a total of **\$XX** million over the next 10 year to keep our stormwater systems operational and compliant with resource consents.

KEY PROJECTS

Stormwater Management	\$000		
	2024/25	2025/26	2026/27
Catchment improvements identified through resource consent renewals	\$10		



Kakamutu Road and Domain Drive stormwater capacity/renewal	\$30	\$100	
Main North Road stormwater improvements	\$75		

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Provision of a safe and reliable stormwater system which minimises flooding and environmental impact.	Number of flooding events in the district and, for each flooding event, the number of habitable floors affected per 1000 properties connected (M) ²⁸ .	Achieved	0 Habitable floors affected by flood events	0 Habitable floors affected by flood events	0 Habitable floors affected by flood events	0 Habitable floors affected by flood events
	Compliance with consents for discharge from the stormwater system (M) ²⁹ : <ul style="list-style-type: none"> Abatement Notices Infringement Notices Enforcement Orders Convictions 	Achieved	0 Non-compliance actions	0 Non-compliance actions	0 Non-compliance actions	0 Non-compliance actions
	Median response time ³⁰ to attend to a flooding event (M) ³¹ .	N/a – no flooding events	< 4 hours 30 minutes	< 4 hours 30 minutes	< 4 hours 30 minutes	< 4 hours 30 minutes
	Number of complaints received, per 1000 properties connected, about the performance of the stormwater system (M) ³² .	Achieved	≤ 2 Complaints	≤ 2 Complaints	≤ 2 Complaints	≤ 2 Complaints

M = Mandatory measure

VARIATION BETWEEN THIS LONG-TERM PLAN AND THE ASSESSMENT OF WATER AND SANITARY SERVICES AND WASTE MANAGEMENT PLAN

The Stormwater Group of Activities aligns with the Water and Sanitary Services Assessment undertaken in 2005.

²⁸ (M) Full wording: (a) The number of flooding events that occur in a territorial authority district. (b) For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)

²⁹ (M) Full wording: Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: (a) abatement notices, (b) infringement notices, (c) enforcement orders, (d) convictions received by the territorial authority in relation to those resource consents.

³⁰ Measured from the time of notification until service personnel arrive on site.

³¹ (M) Full wording: The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.

³² As recorded in the request for service system



STORMWATER

WHAT IT COSTS & HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM





COST OF SERVICE STATEMENT

STORMWATER - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	-	-	-	-	-	-	-	-	-	-	-
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	315	250	318	377	387	411	421	431	453	463	474
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	315	250	318	377	387	411	421	431	453	463	474
OPERATING EXPENDITURE											
Stormwater	315	342	367	377	387	411	421	431	453	463	474
<i>Total Operating Expenditure</i>	315	342	367	377	387	411	421	431	453	463	474
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	186	185	201	207	215	237	245	252	273	282	290
Interest	10	16	14	13	12	11	9	8	7	6	5
Operating Surplus (Deficit)	- 0 -	91 -	48	-	-	-	-	-	-	-	-
Operating Surplus Transferred to Reserves; or	-	-	-	-	-	-	-	-	-	-	-
Operating Deficit Funded from Reserves	- 0 -	91 -	48	-	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	450	61	63	159	163	167	170	173	177	180	183
Capital Growth	50	75	51	53	54	55	56	57	59	60	61
Capital Level of Service	-	40	113	-	-	-	-	-	-	-	-
Loans Repaid	75	60	55	52	51	52	51	52	51	51	50
Operating Deficit	0	91	48	-	-	-	-	-	-	-	-
<i>Total Funding Required</i>	575	327	330	264	268	273	277	283	286	291	294
FUNDED BY:											
Funding from Non-Cash Expenses	163	181	122	227	230	235	238	243	245	249	252
Loans Raised	13	55	159	37	38	39	39	40	41	42	42
Transfer from General and Special Reserves	400	91	48	-	-	-	-	-	-	-	-
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	-	-	-	-	-	-	-	-	-	-	-
<i>Total Funding Applied</i>	575	327	330	264	268	273	277	283	286	291	294





FUNDING IMPACT STATEMENT

STORMWATER - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	315	250	318	377	387	411	421	431	453	463	474
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF OPERATING FUNDING	315	250	318	377	387	411	421	431	453	463	474
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	34	36	42	43	44	45	46	47	47	48	49
Finance Costs	10	16	14	13	12	11	9	8	7	6	5
Internal Charges and Overheads Applied	64	74	79	81	83	85	87	88	89	90	91
Other Operating Funding Applications	21	31	32	33	33	34	35	36	36	37	38
TOTAL APPLICATION OF OPERATING FUNDING	128	157	166	170	172	175	177	178	180	181	183
SURPLUS (DEFICIT) IN OPERATING FUNDING	186	94	152	207	215	237	245	252	273	282	290
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	- 63	- 5	- 104	- 16	- 14	- 13	- 11	- 12	- 10	- 10	- 8
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	- 63	- 5	- 104	- 16	- 14	- 13	- 11	- 12	- 10	- 10	- 8
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	50	75	51	53	54	55	56	57	59	60	61
* To improve level of service	-	40	113	-	-	-	-	-	-	-	-
* To replace existing assets	450	61	63	159	163	167	170	173	177	180	183
Increase (Decrease) in Reserves	- 376	- 87	- 30	- 20	- 16	- 2	- 7	- 10	- 28	- 32	- 39
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	124	89	256	191	201	224	233	241	264	272	282
SURPLUS (DEFICIT) IN CAPITAL FUNDING	- 187	- 94	- 152	- 207	- 215	- 237	- 245	- 252	- 273	- 282	- 290
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





GROUP OF ACTIVITIES

FLOOD PROTECTION

WHAT WE DO AND WHY

The increased frequency and intensity of storm events and rising sea levels expected to affect the district over the medium to long term due to climate change reinforces the importance of this group of activities for community resilience.

Infrastructure managed under this group of activities include:

- Flood Protection Works
- Coastal Structures

The structures we manage not only sustain and protect homes, businesses and properties, doubling as recreation spaces, they add to the vibrancy and liveability of our communities.

COMMUNITY OUTCOMES

This group of activities supports outcomes related to people, place and partnerships.



PEOPLE

- Welcoming, proud, thriving communities



PLACE

- Vibrant, diverse, liveable communities
- Sustainable, resilient district



PARTNERSHIPS

- Progressive, enduring, supportive partnerships for district wellbeing

While protecting people and property and providing for the communities recreation needs, flood schemes and coastal structures may have negative effects. Defence structures, such as seawalls and stopbanks, can impact cultural values. The structures and associated maintenance works may also affect water quality and ecological and other environmental values. We manage for these effects by applying best practice when undertaking any work. Engagement with local iwi/Māori is also undertaken when required.

FLOOD PROTECTION WORKS

Commissioned in 1966, the Ōtorohanga Flood Protection Scheme (ŌFPS) is part of Project Watershed – a flood protection, soil conservation and river management scheme for the greater Waikato catchment.

ŌFPS assets include 4.6 kilometres of stopbanks³³ to keep the Waipā River from flooding Ōtorohanga township and three large flood pumps stations to pump surface water back to the river in a flood event. The scheme design is for a 1 in 100-year event.

We own the stopbanks and all the assets that make up the ŌFPS. Maintenance and operation of the scheme is carried out by our staff under a service level agreement with our partner, Waikato Regional Council. This arrangement means we can coordinate this activity with our local stormwater drainage activities. All ŌFPS work is paid for with funding from Project Watershed³⁴.

³³ www.waikatoregion.govt.nz/assets/WRC/Council/Policy-and-Plans/HR/S32/Part-A/WRC-Policy-Series-2011-07.pdf, page 67

³⁴ Project Watershed rates are collected by Waikato Regional Council.





LEVEL OF SERVICE CHANGE

In recent years the amenity values of the ŌFPS stopbanks have been enhanced. The retirement of the northern stopbanks, the change from grazing to cut and carry, and formation of Te Ara a Waiwaia I O-Rahiri (Ōtorohanga Stopbank Pathway) and associated riparian planting has created a recreation space well used by the community.

The higher amenity value has necessitated a higher level of maintenance including mowing and fertilizing of 3.5 kilometres of previously grazed stopbank. Currently funded from rates collected by Waikato Regional Council through Project Watershed, this increased level of service costs upwards of \$60k per annum. The regional council have noted that the extent of mowing now required is not related to flood protection and therefore not appropriate use of Project Watershed funding. From 2024/25 mowing costs will be our responsibility funded from the land transport budget (the shared pathway is classified as a roading asset).

OUR PLANS

We will continue with the regular maintenance programme for the ŌFPS investing \$X.X million over the next 10 years.

STOPBANK RETIREMENT PROPOSED

In 2024/25, we are proposing to retire from grazing the stopbank on the southern side of Waipā River (at the confluence with Mangawhero Stream). The advantages of retiring this area are:

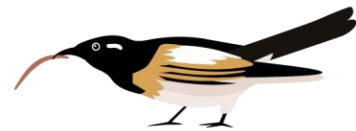
- Improved stormwater quality
- Increased aesthetic values
- Potential for extending the shared pathway.

The disadvantages of making this change are:

- Small loss in grazing income (\$5k)
- Increased maintenance costs for ongoing mowing and riparian planting (\$3k per annum) as these costs will not be eligible for Project Watershed funding.

KEY PROJECTS

Flood Protection Works	When
Retirement of the southern Waipā River stopbank	2024/25



WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
The ŌFPS well managed, maintained and operated.	Maintenance, repairs and renewal undertaken to approved standards ³⁵ (M) ³⁶ .	Achieved	Achieved	Achieved	Achieved	Achieved

M = Mandatory measure

ACTIVITY SPECIFIC ASSUMPTION

We assume that:	Our level of uncertainty	Risk	Impact	What we will do
The ŌFPS will provide adequate protection in accordance with its design capacity during a flood event.	High ³⁷	Weather event of greater severity than scheme design.	<ul style="list-style-type: none"> Stopbank failure/erosion. Property damage and risk to life in the event of catastrophic failure. 	<ul style="list-style-type: none"> Continue to monitor trend data to determine maintenance funding levels. Consider further retirement of stopbanks from grazing.

COASTAL STRUCTURES

This activity focuses on the structures we manage and maintain in coastal areas. These structures are a mix of coastal defences (eg. seawalls) protecting public and private property from coastal erosion and facilities that provide water access (eg. boat ramps). In some instances, these assets are multi-functional, providing for protection and as well as for recreation needs.

Key assets are:

- Kāwhia Seawalls
- Kāwhia Wharf
- Kāwhia boat ramps (x3)

On behalf of the residents and ratepayers in Aotea, we also hold the resource consent and take overall responsibility for maintaining the Aotea Seawall.

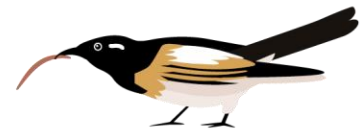
PROPOSED CHANGE TO RATING FOR KĀWHIA AND AOTEA SEAWALLS

We're proposing to change the way we rate for Kāwhia and Aotea seawalls. Please refer to our Consultation Document and Revenue and Financing Policy for more information.

³⁵ As reported in annual scheme report to Waikato Regional Council.

³⁶ (M) Full wording: The major flood protection and control works that are maintained, repaired and renewed to the key standards defined in the local authority's relevant planning documents (such as its activity management plan, asset management plan, annual works program or long term plan).

³⁷ While modelling and monitoring are carried out, the exact severity of an event cannot be predicted.



OUR PLANS

Application was made for renewal of the Aotea Seawall resource consent ahead of its expiration in May 2023. The 750 m long wooden seawall fronted with rock armour provides low-lying properties with protection from coastal erosion and inundation. A budget of \$50k per annum for three years has been included from 2025/26 of the long term plan for any immediate maintenance needed to meet new consent conditions. Once the consent conditions for the seawall and associated monitoring and mitigation of effects have been determined a review of this budget may be required. Decisions may also need to be made about the suitability of the seawall as the best method for managing harbour erosion and inundation in the future.

KĀWHIA SEAWALLS CONDITION ASSESSMENT

Work started in 2023/24 assessing the condition of the various structures in the Kāwhia Harbour that make up of what is collectively referred to as the Kāwhia seawalls. These assessments will help inform what maintenance is required prior to renewal of the resource consents due in 2029. The structures range from concrete seawalls, gabion baskets, riprap, timber retaining walls and timber groynes.

The entire project from assessment through to consent renewal will take five years. We'll take the opportunity when assessing the seawall structures to also assess the condition of the Kāwhia wharf and the boat ramps.

We have utilised government funding we received in 2023/24 for this project (\$730k). At this stage we believe the funding will be sufficient to cover the condition assessments, the required remediation of the seawalls to meet consent conditions and the consent renewal process. We are also investigating whether some of this funding can be applied to the Aotea Seawall as well.

KEY PROJECTS

Coastal Structures	When
Aotea Seawall: <ul style="list-style-type: none">• Consent renewal• Maintenance	2024/25 2025/26 - 2027/28
Kāwhia Seawalls Condition Assessment and associated works	2024/25 – 2028/29
Kāwhia Seawalls Resource Consent Renewals	2028/29, 2029/30



WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
Coastal structures well managed, maintained and renewed.	Maintenance, repairs and renewals undertaken to approved standards ³⁸ (M) ³⁹ .	Achieved ⁴⁰	Achieved	Achieved	Achieved	Achieved

M = Mandatory measure

ACTIVITY SPECIFIC ASSUMPTION

We assume that:	Our level of uncertainty	Risk	Impact	What we will do
The condition of the Kāwhia seawalls and other coastal structures will require minor to moderate maintenance.	Medium	Substantive defects are found affecting the integrity of the structures.	<ul style="list-style-type: none"> Risk of inundation should the structures fail. Community affordability of replacement/repairs. 	If the work required exceeds the funding available, the community will need to be consulted about the possibility of loan funding the shortfall.

³⁸ As reported to Waikato Regional Council.

³⁹ (M) Full wording: The major flood protection and control works that are maintained, repaired and renewed to the key standards defined in the local authority's relevant planning documents (such as its activity management plan, asset management plan, annual works programme, long term plan or resource consent).

⁴⁰ Note: Results for 2022/23 were only for the Aotea Seawall as other coastal structures were not previously included in the measure.



FLOOD PROTECTION

WHAT IT COSTS AND HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM





COST OF SERVICE STATEMENT

FLOOD PROTECTION - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	180	188	209	227	235	245	252	256	265	263	271
Targeted Rates	43	45	121	98	100	63	64	65	66	67	68
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	68	60	73	81	83	81	81	81	82	85	86
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	291	293	403	406	419	389	397	402	412	414	424
OPERATING EXPENDITURE											
Flood Protection	161	182	196	206	214	224	231	234	242	240	247
Coastal Structures	123	138	241	197	202	162	164	165	166	170	173
<i>Total Operating Expenditure</i>	284	320	437	403	416	386	394	399	409	411	420
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	81	68	79	88	94	103	106	106	112	111	116
Interest	5	8	14	13	12	11	11	10	9	9	8
Operating Surplus (Deficit)	7 -	27 -	34	2	2	3	3	3	4	4	4
Operating Surplus Transferred to Reserves; or	7	-	-	2	2	3	3	3	4	4	4
Operating Deficit Funded from Reserves	- -	27 -	34	-	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	63	118	162	61	126	86	60	61	62	133	94
Capital Growth	-	-	-	-	-	-	-	-	-	-	-
Capital Level of Service	-	-	-	-	-	-	-	-	-	-	-
Loans Repaid	21	29	33	29	30	31	32	34	35	37	38
Operating Deficit	-	27	34	-	-	-	-	-	-	-	-
<i>Total Funding Required</i>	84	174	229	90	156	117	92	95	97	169	132
FUNDED BY:											
Funding from Non-Cash Expenses	76	32	97	50	116	76	50	52	54	126	87
Loans Raised	-	100	82	32	32	33	34	34	35	36	36
Transfer from General and Special Reserves	0	43	49	6	6	5	5	5	4	4	4
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	7	-	-	2	2	3	3	3	4	4	4
<i>Total Funding Applied</i>	84	174	229	90	156	117	92	95	97	169	132



FUNDING IMPACT STATEMENT



FLOOD PROTECTION - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	68	60	73	81	83	81	81	81	82	85	86
Targeted Rates	43	45	121	98	100	63	64	65	66	67	68
Subsidies and Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	20	20	20	20	21	21	22	22	22	23	23
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	161	169	189	206	214	224	231	234	242	240	247
TOTAL SOURCES OF OPERATING FUNDING	291	293	403	406	419	389	397	402	412	414	424
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	283	113	206	159	163	123	125	128	130	133	135
Finance Costs	5	8	14	13	12	11	11	10	9	9	8
Internal Charges and Overheads Applied	103	120	128	133	137	139	142	145	147	149	151
Other Operating Funding Applications	9	9	9	9	9	9	10	10	10	10	10
TOTAL APPLICATION OF OPERATING FUNDING	401	250	356	314	321	283	288	292	296	300	304
SURPLUS (DEFICIT) IN OPERATING FUNDING	- 110	43	47	91	97	106	109	110	116	114	120
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	- 21	71	49	3	3	2	1	1	0 -	1 -	2
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	- 21	71	49	3	3	2	1	1	0 -	1 -	2
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	-	-	-	-	-	-	-	-	-	-
* To improve level of service	-	-	-	-	-	-	-	-	-	-	-
* To replace existing assets	63	118	162	61	126	86	60	61	62	133	94
Increase (Decrease) in Reserves	- 193 -	4 -	66	33 -	26	22	51	49	54 -	19	25
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	- 130	114	96	94	100	108	111	110	116	114	119
SURPLUS (DEFICIT) IN CAPITAL FUNDING	109 -	43 -	47 -	91 -	97 -	106 -	109 -	110 -	116 -	114 -	120
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-





WEAVING THE
FUTURE, TOGETHER
KOTAHITANGA
ŌTOROHANGA DISTRICT COUNCIL

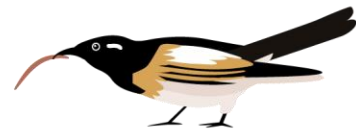
DRAFT RESPONSIBLE WASTE MANAGEMENT

STATEMENT OF SERVICE PERFORMANCE

MARCH 2024



Te Kaunihera ā-Rohe o
Ōtorohanga
District Council
Where kiwi can fly



GROUP OF ACTIVITIES

RESPONSIBLE WASTE MANAGEMENT

WHAT WE DO AND WHY

In 2022/23 our contractors collected 990 tonnes of refuse and 1,800.2 tonnes of recycling. As it is for the rest of New Zealand, minimising waste volumes is essential for the long term **sustainability** of the district and **liveable** communities. The annual tonnage of waste to landfill in the Waikato Region is continuing to climb and this is despite household recycling reportedly increasing¹.

Our waste management responsibilities are to effectively manage waste, reduce waste volumes and minimise the environmental impact of old landfills. We also support waste minimisation education and initiatives such as EnviroSchools² and Para Kore³.

NEW NATIONAL WASTE STRATEGY BRINGS CHANGE⁴

In March 2023 Government released a National Waste Strategy (NWS) - Getting Rid of Waste for a Circular Aotearoa New Zealand – committing the country to becoming a low-emissions, low-waste circular economy by 2050. Proposed changes include:

- Improved and standardised household kerbside recycling
- Organic collections (including food scraps), making it easier for people to recycle and avoid sending as much waste to landfills
- More comprehensive waste legislation.

Changes to household collections will be phased in nation-wide from 2024 to 2030 as the required supporting infrastructure is expanded.

We have factored these new initiatives into our planning for responsible waste management.

COMMUNITY OUTCOMES

Responsible waste management supports outcomes related to people and place.



PEOPLE

- Welcoming, proud, thriving communities



PLACE

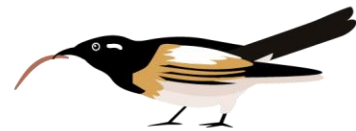
- Vibrant, diverse, liveable communities
- Sustainable, resilient district

¹ www.waikatoregion.govt.nz/assets/WRC/Community/WPI/WPI-indicator-scorecard.pdf

² An environmental action based programme empowering young people to design and lead sustainability projects in their schools, neighbourhoods and country.

³ A te ao Māori based, zero-waste education programme which aims to design out waste and strengthen the connection to Papatūānuku (earth) and Ranginui (sky).

⁴ www.beehive.govt.nz/release/standard-kerbside-recycling-part-new-era-waste-system



Waste minimisation and responsible disposal needs to be well managed. Failure to reduce waste has implications for public health, the economy and the environment. Equally, poor management and inappropriate disposal of the waste that is produced can have harmful effects on social, economic and environmental wellbeing. Inappropriate disposal of waste can also have negative cultural impacts.

We manage the risks associated with this group of activities by ensuring:

- Our waste management and minimisation plan is up-to-date
- The contractors we engage are suitably qualified
- Compliance with consent conditions for the management closed council landfills.

WASTE MANAGEMENT AND MINIMISATION

The services we deliver under this activity are:

- Kerbside rubbish and recycling services in Aotea, Kāwhia and Ōtorohanga
- Operation of transfer stations in Kāwhia and Ōtorohanga, and the provision of four rural recycling depots
- Management of closed council landfills
- Waste minimisation education.

Our urban rubbish and recycling collection services, the operation of our transfer stations and the servicing of rural recycling depots are carried out under contract by Envirowaste. Contractors⁵ also monitor the closed landfills on our behalf so that we can report on compliance with resource consents issued by Waikato Regional Council.

The waste minimisation activities we undertake are outlined in our Waste Management and Minimisation Plan (WMMP) and funded from revenue raised by the national landfill waste levy, administered by the Ministry for the Environment (MfE). These activities are important for reducing waste to landfill and are delivered in a range of ways depending on the project.

OUR PLANS

We will be stepping up our work in waste management and, in line with the NWS, placing increasing emphasis on reduced creation of waste and waste diversion.

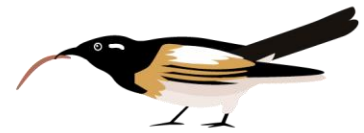
We signalled our intention in the 2021/31 long term plan to investigate the possibility of developing a resource recovery centre in Ōtorohanga. Such a facility would help with maximising the diversion of waste from landfill and help meet the new NWS performance standards. The study is to be carried out in 2024. If it is decided to proceed with the project, we will seek external funding.

The rubbish and recycling contract with our current provider ends in 2025, and before it expires it will be reviewed and retendered. Provision will be made in this contract for the new performance and reporting standards contained in the NWS including the new standards for the amount of household kerbside waste to be diverted from landfill⁶.

From 2027 onwards we are expecting increases in our waste management budgets as a consequence of needing to comply with the NWS. Exact budget implications of the changes will not be known until mid-2024 when we have completed our waste assessments but they are expected to be significant. One of the drivers for this cost is the requirement for a kerbside food waste collection service which will become mandatory for Ōtorohanga township by 2027. The requirement for the service is because the town has a population of over 1,000 and its proximity to existing organic food scrap processing facilities (Hampton Downs and Tokoroa). This service is not mandatory for Kāwhia at this stage.

⁵ Co-Lab undertakes monitoring/sampling and AECOM compliance reporting.

⁶ 30% diverted by July 2026; 40% by July 2028; 50% by July 2030



UPDATED WASTE MANAGEMENT AND MINIMISATION PLAN

In 2023 we began revising our WMMP which will be operative from 1 July 2024. The NWS and the changes heralded by the government were the starting point for our review. Details are still being finalised but we have made provision in our budgets for implementation of the new WMMP including employing a part time Waste Minimisation Officer (\$50k per annum). The NWS requires us to do more work and this new position enables us to put more focus on waste reduction and diversion. The position will be part funded from the waste levy we receive from MfE with the remainder from rates as the officer will also be undertaking other waste management duties. Co-funding from the waste levy will also be used for other waste minimisation projects identified in the WMMP, as funding allows.

The revised plan replaces the 2018-2024 WMMP with the next review scheduled for 2030/31, or sooner if required.

KEY PROJECTS

WASTE MANAGEMENT AND MINIMISATION	When
Resource Recovery Centre Feasibility Study	2024
Review and Retendering of kerbside rubbish and recycling contract	2025
Ōtorohanga township kerbside food waste collection service	From 1 January 2027
Review of 2024 – 2030 WMMP	2030/31 or sooner if required

WHAT YOU CAN EXPECT FROM US

Level of service	How we measure success	Results for 2022/23	Targets			
			2024/25	2025/26	2026/27	2027-34
A reliable weekly household kerbside rubbish and recycling collection service in Aotea, Kāwhia and Ōtorohanga.	Kerbside collection services comply with National Waste Strategy ⁷ .	New measure	Achieved	Achieved	Achieved	Achieved
Waste minimisation to be actively promoted.	Increase in recycling volumes over previous year ⁸ .	9.6% Decrease	10% Increase	10% Increase	10% Increase	10% Increase

⁷ As measured through contractor's monthly report.
⁸ Ibid.



VARIATION BETWEEN THIS LONG-TERM PLAN AND THE ASSESSMENT OF WATER AND SANITARY SERVICES AND WASTE MANAGEMENT PLAN

Our Waste Management and Minimisation Plan (WMMP) is being reviewed and updated to align with the NWS and recent legislative changes. The proposals in this long term plan are consistent with the changes anticipated in the revised WMMP and in particular the kerbside food waste collection service which will become mandatory for Ōtorohanga township by 2027.





RESPONSIBLE WASTE MANAGEMENT

WHAT IT COSTS AND HOW WE FUND IT

HOW MUCH IT COSTS

WHERE THE MONEY WILL COME FROM





COST OF SERVICE STATEMENT

RESPONSIBLE WASTE MANAGEMENT - 2024/34	2023/24 (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
OPERATING REVENUE											
Activity Revenue	132	145	148	151	154	157	160	163	166	168	171
Targeted Rates	339	430	445	475	484	490	499	509	516	525	534
Development Contributions	-	-	-	-	-	-	-	-	-	-	-
General Rates	170	82	139	141	144	167	148	151	153	179	158
Other General Sources	-	-	-	-	-	-	-	-	-	-	-
<i>Total Operating Revenue</i>	641	656	731	767	782	814	808	822	835	872	863
OPERATING EXPENDITURE											
Rubbish & Recycling Services	677	814	741	760	777	813	807	822	835	872	863
<i>Total Operating Expenditure</i>	677	814	741	760	777	813	807	822	835	872	863
Includes:											
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	10	10	11	12	12	12	13	14	12	13	13
Interest	2	5	5	4	4	3	3	3	3	2	2
Operating Surplus (Deficit)	- 36 -	158 -	10	7	5	1	0	0	-	-	-
Operating Surplus Transferred to Reserves; or	-	-	-	7	5	1	0	0	-	-	-
Operating Deficit Funded from Reserves	- 36 -	158 -	10	-	-	-	-	-	-	-	-
CAPITAL AND RESERVES FUNDING REQUIREMENTS											
Capital Renewals	16	36	1	6	1	7	1	7	1	6	-
Capital Growth	-	-	-	-	-	-	-	-	-	-	-
Capital Level of Service	75	-	-	-	-	-	-	-	-	-	-
Loans Repaid	26	18	19	17	13	13	9	6	6	6	6
Operating Deficit	36	158	10	-	-	-	-	-	-	-	-
<i>Total Funding Required</i>	153	211	30	23	14	19	10	13	7	12	6
FUNDED BY:											
Funding from Non-Cash Expenses	107	24	3	16	9	18	10	13	7	12	6
Loans Raised	10	30	-	-	-	-	-	-	-	-	-
Transfer from General and Special Reserves	36	158	27	0	0	0	0	0	-	-	0
Capital Income	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (via reserve)	-	-	-	7	5	1	0	0	-	-	-
<i>Total Funding Applied</i>	153	211	30	23	14	19	10	13	7	12	6





FUNDING IMPACT STATEMENT

RESPONSIBLE WASTE MANAGEMENT - 2024/34	2023/24 Annual Plan (\$000)	2024/25 (\$000)	2025/26 (\$000)	2026/27 (\$000)	2027/28 (\$000)	2028/29 (\$000)	2029/30 (\$000)	2030/31 (\$000)	2031/32 (\$000)	2032/33 (\$000)	2033/34 (\$000)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	170	82	139	141	144	167	148	151	153	179	158
Targeted Rates	339	430	445	475	484	490	499	509	516	525	534
Subsidies and Grants for Operating Purposes	90	140	143	146	149	152	155	157	160	163	165
Fees and Charges	5	5	5	5	5	5	5	5	6	6	6
Internal Charges and Overheads Recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF OPERATING FUNDING	604	656	731	767	782	814	808	822	835	872	863
APPLICATION OF OPERATING FUNDING											
Payments to Staff and Suppliers	587	638	551	565	578	613	603	615	626	660	648
Finance Costs	2	5	5	4	4	3	3	3	3	2	2
Internal Charges and Overheads Applied	74	152	172	177	181	183	186	189	191	194	197
Other Operating Funding Applications	1	1	1	1	1	1	2	2	2	2	2
TOTAL APPLICATION OF OPERATING FUNDING	664	797	729	747	765	800	794	808	822	859	849
SURPLUS (DEFICIT) IN OPERATING FUNDING	-	60 -	141	2	19	17	14	14	15	13	14
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	38	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (Decrease) in Debt	- 16	12 -	19 -	17 -	13 -	13 -	9 -	6 -	6 -	6 -	6
Gross Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	22	12 -	19 -	17 -	13 -	13 -	9 -	6 -	6 -	6 -	6
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure -											
* To meet additional demand	-	-	-	-	-	-	-	-	-	-	-
* To improve level of service	75	-	-	-	-	-	-	-	-	-	-
* To replace existing assets	16	36	1	6	1	7	1	7	1	6	-
Increase (Decrease) in Reserves	- 129	165 -	18 -	4	3 -	5	4	1	6	2	8
Increase (Decrease) in Investments	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATION OF CAPITAL FUNDING	- 38	129 -	17	2	5	1	5	8	7	8	8
SURPLUS (DEFICIT) IN CAPITAL FUNDING	60	141 -	2 -	19 -	17 -	14 -	14 -	15 -	13 -	14 -	14
FUNDING BALANCE	-	-	-	-	-	-	-	-	-	-	-

