



Mahere Pae Tawhiti

LONG TERM PLAN

2024-2034





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2024-2034

 **TARARUA DISTRICT COUNCIL**

This document is the Long Term Plan of the Tararua District Council, for the period 1 August 2024 to 30 June 2034.

Tararua District Council | 26 Gordon Street, Dannevirke 4930
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Ngā Ihirangi

CONTENTS

Wāhanga 01: Ko wai mātau

PART 01: WHO WE ARE

- 9** Our District *Tō tātau rohe*
- 10** Mayor and Chief Executive's Foreword *He kupu takamua nā te Koromatua rāua ko te Toihau*
- 12** Strategic Framework *He Anga Rautaki*
- 13** Our Focus Areas *O mātou wāhanga aronui*
- 14** Changes from the Consultation Document and Responses to Submissions *Ngā panonitanga i te Puka Uiuitunga me ngā urupare ki ngā tāpaetanga*
- 25** What's ahead of us? *He aha ka mua i a tātau?*
- 26** Climate Change *Te Whakamahanatanga o te Ao*
- 27** Growth *Whakatipu*
- 28** Over the next 10 years *Hei ngā tekau tau te haere ake nei*
- 29** Some of the capital costs for the next 10 years *Ētahi o ngā utu haupū rawa hei ngā 10 tau ake nei*
- 30** Some more details about the big ticket items *Ētahi anō taipitopito mō ngā mea nunui*
- 31** Other Key Projects *Ētahi ake hinonga matua*
- 32** Where do your rates go? *Ka ahatia āu moni reti?*
- 33** What and Who is Council? *He aha tā te Kaunihera, ā, ko wai rā rātau?*
 - 34** Elected Members *Ngā Mema i Pōtīhia*
 - 35** Council Committees *Ngā Komiti Kaunihera*
 - 36** Community Boards and Committees *Ngā Poari Hapori me ngā Komiti*
 - 37** Organisation Structure *Te Anga o te Rōpū Whakahaere*
 - 38** Long Term Plan Process *Tukanga mahere pae tawhiti*
- 39** Iwi and Māori Participation in Council Decision Making *Te Whai Wāhitanga a ngā Iwi me te Māori ki ngā Whakataunga a te Kaunihera*
- 41** Significance and Engagement Policy *Kaupapa Here Hiranga me te Whai Wāhitanga*
- 58** Independent Auditor's Report *Pūrongo tahua*

Wāhanga 01: Ko wai mātau

PART 02: WHAT WE DO

- 64** Our Activities *Ā mātau ngohe*
- 65** THRIVING DISTRICT *He rohe tōnui*
 - 66** Economic and Community Development *Te Whakawhanaketanga Ōhanga, Hapori hoki*
 - 70** Economic Development *Te Whakawhanaketanga Ohaoha*
 - 73** Community Development *Whanaketanga Hapori*
- 77** IMPROVING OUR ENVIRONMENT *Te wahakapaipai i te taiao*
 - 78** Environmental Management *Manaakitanga Taiao*
 - 83** District Planning *Te Whakamahere Ā-Rohe*
 - 86** Emergency Management *Te Whakahaeretanga Ohotata*
 - 89** Waste Management *Te Whakahaeretanga Para*
 - 94** Stormwater *Te Wai Ua*
 - 102** Wastewater *Te Wai Kino*
 - 114** Water Supply *Te Wai*
- 126** CONNECTED COMMUNITIES *He Hapori Tūhono*
 - 128** Community Facilities & Services *Ngā Whare me ngā Ratonga Hapori*
 - 134** Animal Control *Ngā Here Kararehe*
 - 136** Cemeteries *Ngā Urupā*
 - 139** Community Buildings *Ngā Whare Hapori*
 - 142** Libraries *Ngā Whare Pukapuka*
 - 145** Parks & Reserves *Ngā Papa Tākaro me ngā Papa Rāhui*
 - 148** Pensioner Housing *Ngā Whare Kaumātua*
 - 150** Public Conveniences *Ngā Ratonga Tūmatanui*
 - 152** Swimming Pools *Ngā Puna Kaukau*
 - 156** Regulatory Compliance *Ngā Here a te Ture*
 - 160** Building Control *Ngā Here Waihanga*
 - 162** Compliance & Monitoring *Te Tautuku me te Aroturuki*
 - 166** Transportation *Ngā Waka Kawe Tāngata*
 - 171** Roothing *Ngā Mahi Huarahi*
 - 175** Footpaths *Ngā Ara Hikoi*
- 179** INTERACTIVE COUNCIL *He Kaunihera Pāhekoheko*
 - 180** Governance & Community Engagement *Te Whai Wāhitanga Kāwanatanga, Hapori hoki*
 - 184** Customer Services *Ngā Ratonga Kiritaki*
 - 187** Communications *Ngā Whakawhitiwhiti*
 - 189** Democracy Services *Ngā Ratonga Manapori*
- 192** GLOSSARY *Kuputaka*



PART 01: Wāhanga 01

Ko wai mātau

WHO WE ARE



PART 01: WHO WE ARE Wāhanga 01: Ko wai mātau

- 9** Our District *Tō tātau rohe*
- 10** Mayor and Chief Executive's Foreword *He kupu takamua nā te Koromatua rāua ko te Toihau*
- 12** Strategic Framework *He Anga Rautaki*
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- 26** Climate Change *Te Whakamahanatanga o te Ao*
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 - 38** Long Term Plan Process *Tukanga mahere pae tawhiti*
- 39** Iwi and Māori Participation in Council Decision Making *Te Whai Wāhitanga a ngā Iwi me te Māori ki ngā Whakataunga a te Kaunihera*
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- 58** Independent Auditor's Report *Pūrongo tahua*

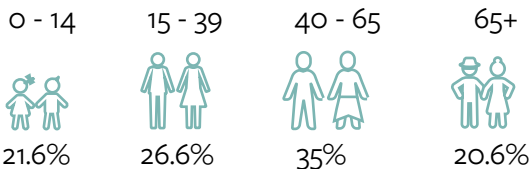
Tō tātau rohe

OUR DISTRICT

Our population: **19,050**¹

Projected population growth 2034: **20,357**

District population by age:²



24.01% of our population is Māori³
(National average is **17.1%**)

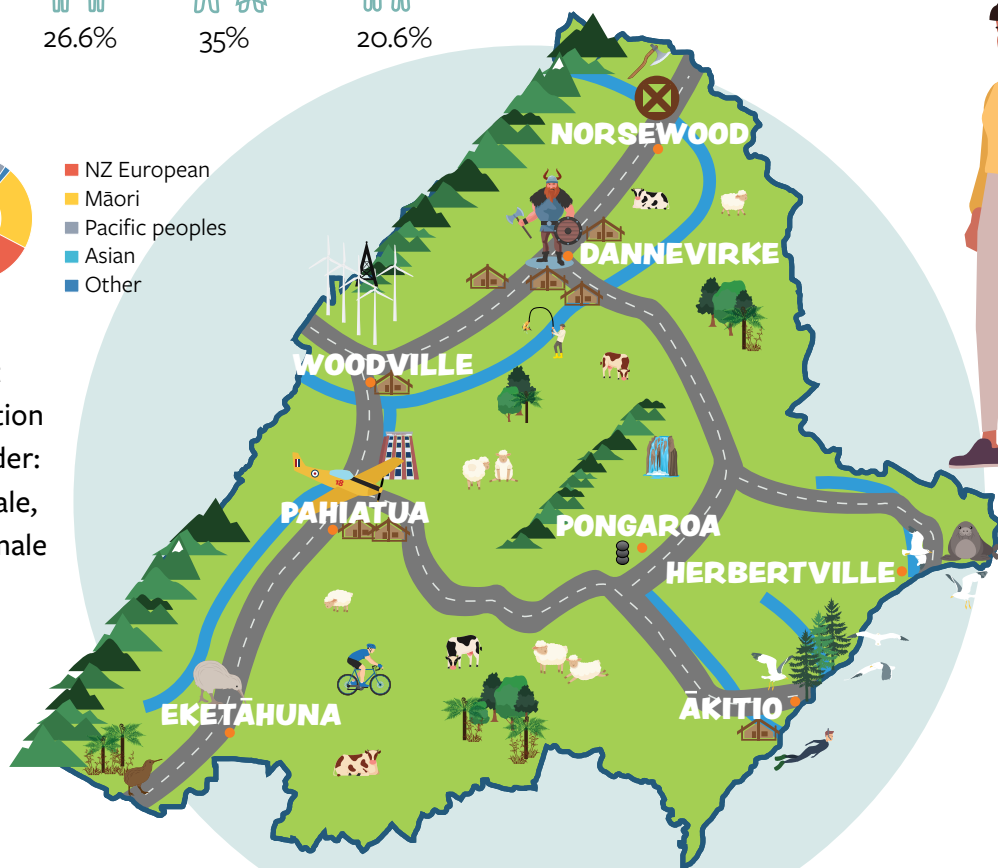


Te reo Māori speakers **4.7%**¹
New Zealand Sign Language **0.6%**
English speakers **97.7%**



- NZ European
- Māori
- Pacific peoples
- Asian
- Other

District population by gender:
49% male,
51% female



- Median property value: **\$477,000**³
- Home ownership: **49%**³
- Average years to save for a house deposit: **10**³
- Median rent price per week: **\$381**³

10 years

Average years to save for a house deposit³



- Gross Domestic Product (GDP)
Annual to June 2023: **1,054 million**⁴
- Median household income: **\$68,000**³
- Employment rate: **94%**³
- People living in high deprivation: **34%**
(That equates to **6,477 people**)¹

¹ Stats NZ estimate

² Economic Development Plan, Tararua District Council, June 2018, P.6

³ Dot Loves Data, 8 September 2023

⁴ Infometrics, Quarterly Economic Monitor, June 2023

He kupu takamua nā te Koromatua rāua ko te Toihau

MAYOR AND CHIEF EXECUTIVE'S FOREWORD

Tēnā koutou katoa ***Greetings everyone,***

In a time of multifaceted financial challenges, making informed, prudent, and well-balanced decisions is essential. During the consultation period for this Long-Term Plan, Council received 503 submissions from our community. This input, feedback, and real-life commentary at the Long-Term Plan hearings guided our Councillors in their decision-making, and they were swayed by the persuasive and articulate arguments, which provided a balanced perspective on the issues.

Many of the challenges faced by Council mirror those our residents, businesses, and organisations are experiencing. The cost-of-living crisis coupled with high interest rates, high inflation and high costs have placed affordability at the forefront of our minds.

It was through this lens that we took the decision to spread the Year 1 Rates increase over the first three years of this Long-Term Plan. This means that on average rates will increase by around 11% in Year 1 of the Long-Term Plan. Rate rises are a reality for most New Zealanders, with an average increase of 15% across Councils in New Zealand. Your feedback directly influenced Council's choice to implement a three-year smoothing strategy instead of six-years, gradually easing the 2024/25 rates requirement, which will be balanced over the following two years. This approach ensures responsible financial planning without overly extending our depreciation funding.

The affordability balance is further complicated by the need to manage essential infrastructure some of which is reaching the end of its useful life and



creating resilience in our assets. Council must also consider how we best support growth, to ensure the Tararua District remains a great place to live, work, and play for our residents, and an attractive destination for those looking to settle here.

It is a challenge to adapt to huge project costs for water and wastewater standards and compliance, to build resilience, and the need in the Tararua District to seriously start replacing some assets that are over 100 years old. While our current plan spans 10 years, we recognise that adjustments are likely as we gather more information and adapt to this government's water reform – Local water Done Well. Our focus remains on understanding our assets, identifying priorities, and determining the most cost-effective strategies.

This Long-Term Plan has been crafted with the priorities identified in our District Strategy, those being: thriving district, improving our environment, connected communities, and becoming an interactive Council.

Our recently adopted Urban Growth Strategy provides a framework to ensure a clear vision for our future growth. It outlines the foundations we are committed to and the strategic enablers that help us plan effectively.

One item which illustrated balancing financial management with growth and community well-being is the Pahiatua Pool project. This topic, which received a record number of submissions, was heavily debated. Concerns around debt, operational costs, and overall rate affordability prompted some opposition to the additional \$2.5 million contribution. However, the compelling need to replace the current pool and the Bush Aquatic Trust's dedicated efforts to develop a new and improved facility has gained Council support. Ongoing fund raising is required to raise the remaining shortfall and to contribute to the ongoing operational costs. Later this year we will be undertaking a review of how we deliver our swimming facilities which may highlight changes, efficiencies, and future risks.

In our last Long-Term Plan, we emphasised the need to enhance the resilience of our roading network against climate events. Since then, Cyclone Gabrielle and subsequent storms have highlighted this issue. In response, emergency works funding from Waka Kotahi has assisted our network recovery. We have included \$45 million in Years 1 to 3 of this Long-Term Plan to be funded at the enhanced FAR of 93%, of which Waka Kotahi has confirmed funding for \$19 million. If the remaining \$26 million funding is not approved, Council will review and prioritise its program of works to fit within the approved NLTP funding.

Our future focus in roading is to invest as much as we can in drainage to reduce the impact of these extreme weather events. We remain committed to advocating for increased government recognition and investment in our roading infrastructure moving forward.

Council has also spent time exploring a specialised sector rate to cover road repair expense caused by heavy vehicles. The introduction of a tonnage-based 'heavy vehicle rate' system across sectors will require ongoing monitoring and evaluation, possibly leading to adjustments in the future. However, through submissions, community support for this initiative acknowledged the need to begin addressing the impact of trucks on our

roads. The introduction of this new rate, alongside the general and fixed roading rates, represents a step towards more equitable funding for road maintenance.

Challenging times call for difficult decisions, and this has been reflected in Economic and Community Development. Council has agreed to both a reduction in the funding for this activity and in overall grant funding. Council will also create a \$100,000 contestable fund. This fund will provide a fair and transparent process for any group to be considered for funding based on merit and will support community groups and organisations.

Alongside our challenges there are opportunities and progress being made. Projects like the Te Ahu a Turanga: Manawatū Tararua Highway, expected to open in 2025, will bring further growth and business to our region. Through our ongoing collaboration with central government agencies, we will continue to advocate for our district, and by continuing to strengthen our partnerships with our iwi, we will continue to strive for a future ready Tararua District.

This Long-Term Plan reflects how we plan to navigate all the changes in our Land of Ranges. We appreciate the considerable time and effort invested by everyone in this Long-Term Plan its creation, which shapes the decisions and outcomes for our services, projects, and initiatives. This plan is our 10-year roadmap to a thriving future for us all. Our commitment is to actively engage and communicate with our community, ensuring everyone is informed and involved.

Together let's ensure Tararua remains a wonderful place to call home.

Ngā mihi nui
Warmest regards,



Tracey Collis
Mayor



Bryan Nicholson
Chief Executive

He Anga Rautaki STRATEGIC FRAMEWORK

Our Strategic Framework identifies and celebrates the Tararua District, and everything that we love about living and working here. It consists of our Vision for the future, the Foundations that we are committed to, Strategic Enablers that enable us to plan for the future, as well as Our Focus Areas and Desired Outcomes that we want to achieve.

This Strategic Framework has shaped the development of our Long Term Plan and the projects, services, activities and programmes of work we're planning for the next 10 years.

OUR VISION

Tararua - Thriving Together -

Ka huri tahi ngatahi Tararua

We thrive together. Vibrant, connected communities where our land and waters are nurtured and our people flourish.

Mā te whenua, mā te waiora tātou e ora ai hei hapori ngangahau hei hapori honohono hoki.

OUR FOUNDATIONS

Te Tiriti o Waitangi

Maintain and improve opportunities for Māori to contribute to local government decision-making. Specific principles and requirements for local authorities that are intended to facilitate participation by Māori in local authority decision-making processes.

Local Government Act

Enable democratic local decision-making and action by, and on behalf of, communities to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

STRATEGIC ENABLERS

Infrastructure Strategy

Reliable infrastructure that is fit for purpose and future proofs our thriving district for tomorrow.

Financial Strategy

Building a sustainable footing to increase the resilience of our assets and services, and help us to plan for the future.



O mātou wāhanga aronui

OUR FOCUS AREAS

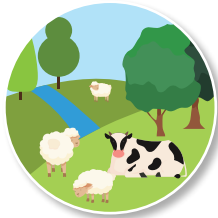
Our activities are aligned to the Focus Areas in the Strategic Framework. These are also known as activity groupings for operational purposes.



Thriving District

We grow Tararua in a smart and sustainable way that values our identity.

We use our resources sustainably and with care, to ensure they are looked after for our future generations



Improving our Environment

We celebrate our environment and work together to enhance our local natural resources and minimise our negative impacts on them.

Our district is home to a unique and beautiful landscape.



Connected Communities

We provide facilities and services that meet the needs of our communities, enabling whānau living in Tararua to thrive.

Our district is enriched by our community that are actively engaged in, and contribute to, our thriving Tararua



Interactive Council

We engage with our community and respond to their needs, continuously improving over time.

Our Council provides fit for purpose services in an engaging way, improving confidence and encouraging our community to engage with us.

OUR DESIRED OUTCOMES

The people are thriving, happy, safe and well

Partnerships with iwi are honoured

The natural environment is improved while still producing a diverse range of primary industry food and products

Quality community facilities and infrastructure is provided to meet the needs of future generations and support our long-term prosperity

We are nimble; ensuring we have the capacity, innovation, and adaptability to improve community well-being, while promoting balanced & sustainable growth

We work collaboratively, gaining strength from each other as challenges and opportunities arise, to make great things happen

Ngā panonitanga i te Puka Uiuitanga me ngā urupare ki ngā tāpaetanga

CHANGES FROM THE CONSULTATION DOCUMENT AND RESPONSES TO SUBMISSIONS

503 submissions were received. A hearing was held over 11 and 12 June 2024 for people that asked to speak to their submission. Out of the 35 submitters that reserved time to speak during the hearing, 29 of these spoke during the hearings.

Consultation Options

Council consulted on seven matters.

- **Rates Smoothing**
- **Pahiatua Swimming Pool**
- **National Land Transport Programme**
- **Economic and Community Development**
- **Differential Roding Rates**
- **Rates review – non-contiguous rating units**
- **Rates review – town centre refurbishment**

Rates Smoothing

What we consulted on

Like many Councils in New Zealand, we are facing big financial challenges. On average, local Council rates are going up by 15%. In the Tararua District, we need to increase our rates by 16.29% in 2024/25 to deliver on our responsibilities to our community.

We know this is a large increase, so in this Long Term Plan (LTP) we explored ways to lessen the financial impact on ratepayers. To get here Council prioritised the capital projects, reduced operational budgets and focused on delivering on its core activities. To lessen the financial impact further we considered delaying our depreciation funding and smoothing the rates increase in Year 1 of the LTP by spreading it over the first 3 or 6 years. This means instead of one big jump in 2024/25, ratepayers would see incremental rises over time.

What were our options

89 submissions received		
Option 1 No Smoothing	Option 2 Rates smoothing over 3 years	Option 3 Rates smoothing over 6 years
22 Submissions in support	23 Submissions in support	44 Submissions in support

We prefer this option

What you told us

There were 89 submitters that expressed an opinion on the three options put forward relating to rates smoothing. Submitters pointed to the cost of living issues and most expressed concerns that people in Tararua are facing the “hardest time in many years for sheep and beef farmers and also towns people”. While many submissions favoured Council’s preferred option due to affordability, an equal number preferred a higher increase in Year 1 due to the higher interest cost and risk associated with deferring depreciation funding in Year 1 of the LTP.

This is what we decided

Following the hearing of submissions, the Council sought advice on the impact of confirming either option one or two, rather than option three, which could mean either no rates smoothing or rates smoothing over three years.

Council resolved that option 2, rates smoothing over 3 years addressed both the affordability and risk associated with unfunding depreciation.

What is the impact

What this meant is that the rates increase in Years 1 to 3 of the LTP would change from what was consulted on, which was Option 3 (preferred option).

As a result, rates increases in year is 11.67% compared to proposed average increase of 10.3%.

The Financial Strategy rates limits for the first 3 years were also amended to reflect this change.

These were consulted on at < 11% and have been amended to < 12%.

The rates limits for years 4 and 5 have also been amended as a result of this change from <11% to BERL + 3% +2% as can be seen below.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Limit	< 12%	< 12%	< 12%	BERL + 3% +2%	BERL + 3% +2%	BERL + 3% +2%	BERL + 3% +2%	BERL + 3% +2%	BERL + 3% +2%	BERL + 3% +2%
Quantified Limit	< 12%	< 12%	< 12%	7.20%	7.10%	7.10%	7.00%	7.00%	6.90%	6.90%
Rates Increase in accordance with financial strategy	11.67%	11.48%	11.57%	6.86%	6.79%	6.13%	6.02%	5.88%	5.02%	5.44%
Actual Increases*	11.09%	11.79%	11.84%	6.98%	6.91%	6.24%	6.12%	5.97%	5.08%	5.52%

*Actual increases differ to the increases reported within the financial strategy due to Council being required under the Local Government Act (2002) to include revenue it has budgeted for water meter consumption in the rates increase calculation. Water consumption revenue budgeted can differ significantly depending on actual consumption within any financial year and is charged to the individual properties separate to the rates process.

Pahiatua Swimming Pool

What we consulted on

The current Pahiatua outdoor pool is nearing the end of its life cycle, has hefty maintenance costs, and is limited to a 10-week, weather dependent swim season which limits its capabilities.

In collaborating with Bush Aquatic Trust, Council completed a feasibility study and community survey, looking into a new indoor aquatic facility for Pahiatua.

The new indoor aquatic facility is seen as a long-term solution that could cater for future growth in our district. The proposed facility isn't just a pool; the 'Sprung swimming pool' design is a year-round hub for swim education, from school programs to private lessons. Plus, it caters to club swimming and offers a therapeutic space for older members of the community. The pool will operate as a programmed swimming pool, which will also reduce the operating cost.

What were our options

410 submissions received	
Option 1 Do nothing, status quo	Option 2 Fund the \$2.5 million, and once complete the indoor aquatic facility becomes a Council-owned asset.
32 Submissions in support	378 Submissions in support

We prefer this option

What you told us

There were 410 submitters that expressed an opinion on the two options put forward relating to the Pahiatua Pool. A significant majority of submissions favoured Council investing in the development of a new indoor aquatic facility for Pahiatua. This support came from an identification of the need that was lacking in the community, particularly with the damages and restricted seasonal use of the current swimming pool.

This is what we decided

Following the hearing of submissions, the Council chose to support the development of the indoor aquatic facility, and provide no further financial support to the repairs of the existing swimming pool.

What is the impact

As this option is the preferred option, there is no rates impact for the investment in the Pahiatua Pool. However, Council has chosen to not to do any further work to the old pool. An impact to the community from this decision, is that the community will be without an outdoor pool for one summer season while Council proceeds with procurement and construction of the new pool.

National Land Transport Programme


What we consulted on

We have done some work on what’s needed to increase our maintenance on key parts of our roading assets.

This strategy is to take good care of our assets, especially drainage, because it helps preserve our roads and gives good value for money. Better drainage means our roads are more equipped to handle adverse weather events, which are predicted to become a more common occurrence with the changing climate.

We need to keep investing in roads, bridges, and large culverts for drainage, while taking into account materials and labour are getting more expensive and contractors are in high demand.

What were our options

60 submissions received	
 <p>Option 1</p> <p>Maximise the increased NZTA subsidy and increase our roading program to create a more resilient roading network</p> <p>40 Submissions in support</p>	<p>Option 2</p> <p>Keep our roading program spend at the same level as previously planned while receiving the increased NZTA subsidy – rates reduce by approx. 2%</p> <p>20 Submissions in support</p>

What you told us

There were 60 submitters that expressed an opinion on the two options put forward relating to the National Land Transport Programme. The majority supported the need for more investment to build a more resilient roading network.

This is what we decided

Following the hearing the Council sought provision of information regarding the outcome of the funding programme. Information was provided based on the indicative allocation from NZTA Waka Kotahi, which was \$59.4m, and proposals from officers of changes to levels of service in order to fit works within the indicative funding allocated.

What is the impact

The funding from NZTA Waka Kotahi is divided up into Activity Classes including the new group of funding buckets called “Pothole Prevention” which includes pavement maintenance and renewals and drainage. The area they focused the decrease on is Local Road Operations to the tune of just over \$3m over the three years. This activity class includes buckets of funding for work such as

vegetation control, street signs, bridge maintenance, litter pickup and response to minor storm events. The only option, without raising rates and doing work unsubsidised, is to drop the level of service delivered with the funding.

The rates impact of this is that there is a decrease in the amount of rating requirements in each year of the LTP. For Yr 1 this is \$213,079. For the subsequent years this amount will increase with the change in inflation rates within the LTP. Council has chosen to reduce the amount of unfunding of depreciation in the roading activity rather than reduce the overall rating requirement.

We will be tweaking the amount work being done in the following areas to fit within NZTA’s funding:

	Type of work impacted	Impact on service levels	What do we need to do?
Structures maintenance	Bridge and guardrail detritus clearing, cleaning, painting, minor repair works etc.	Reduced	Undertake no maintenance on retaining walls (run to failure model). This will increase the risk of accelerating the deterioration of the retaining walls and reducing their life expectancy.
Network service maintenance & Traffic Services Renewals	Signs, road paint, street lighting maintenance and renewal activities such as cleaning, reinstatement, painting, replacement, street light maintenance and line mark renewals.	Reduced	Reduce the annual remark to only marking the urban areas and regulatory marks (intersections and bridge approaches) and remainder of network is line marked when required. Renewals on demand but limited to must do’s only.
Environmental maintenance	Maintenance of safety, aesthetic and environmental standards through activities such as vegetation control, litter, graffiti removal, detritus removal.	Reduced	Reduce the frequencies of heavy vegetation/high reach cutting and roadside mowing on the rural sealed roads as below:
Minor events	The response to minor, short-duration, natural events that reduce service levels on part of the transport network through similar to Emergency Work but limited to total event less than \$100,000 of damage.	Reduced	Will increase the risk of having to ask for additional budget that will be funded by the ratepayer or we use funds from other budget categories which will reduce the level of service in those categories.
Network and asset management	General management and control of the road network and management of road infrastructure, including public footpaths and cycleways and associated facilities including asset management and Corridor Management.	No change	Consistent Condition Data Collection is going to be funded through NZTA so will no longer need to be included in this work category so this option has removed that fund from the budget. We will not be able to increase the frequency our asset inspections.
Structures component replacements	Like-for-like replacement renewal of components of bridges, guard rails etc.	Reduced	Undertaking no renewal works on retaining walls (run to failure model). This will increase the risk of accelerating the deterioration of the retaining walls and reducing their life expectancy.

Economic and Community Development


What we consulted on

Council wanted to implement operational cost cuts and reduce grant funding for our Economic and Community Development activities. This will mean an adjustment in the services we offer.

A key area we considered is grant funding. Around \$400,000 per year has been allocated for community grants, often managed by groups like Community Boards and Community Committees as discretionary funding for local projects. We are looking to reduce this amount to \$242,000 in this LTP. Given the challenges our district is facing, especially with waters services and infrastructure, we have to make some really tough decisions on where best to allocate funds. We've done a lot of work looking at the impact of reducing grant funding, and this reduction has been factored into the proposed rates increase.

What this means is that, Community groups with existing, historic agreements, including the Main Street grants for minor improvements in our town centres, would need to apply for a smaller pool of funding through a competitive process. This process would be in the form of a \$100,000 Contestable Fund (allocated from the reduced grant of \$242,000) – meaning everyone, including new applicants, can apply to this one fund, and decisions are made based on the merits of each application, ensuring fairness and transparency in the allocation of funds.

What were our options

69 submissions received	
 <p>Option 1</p> <p>Reduce the funding for the Economic and Community Development activity, including a reduction in community grant funding, and creating a contestable fund of \$100,000 per year</p>	<p>Option 2</p> <p>Do nothing, status quo</p>
<p>47</p> <p>Submissions in support</p>	<p>22</p> <p>Submissions in support</p>

What you told us

Reduce the funding for the Economic and Community Development activity to achieve savings for Council.

This is what we decided

Following the hearing of submissions, the council chose to reduce funding for this activity which meant a reduction in community development support for the community, including reduction in support for external funding, and less availability of grant funding.

Council will focus on consolidating this activity and revisit the service levels again in the next LTP.

What is the impact

There will be a reduction in grant funding for the community and in its place a \$100,000.00 contestable fund. The council will develop guidelines for the contestable fund.

There is also a reduction in funding for the activities of Community Development and Economic Development which has had minor impacts on the what the services will deliver with regard to performance targets.

Roading Differential Rates

What we consulted on

Council is considering creating a specialised sector rate to cover road repair expenses caused by heavy vehicles, such as those from the forestry industry, dairy and industrial activities.

What were our options

73 submissions received	
Option 1 No change	Option 2 Retain the General and Fixed rates and introduce a ‘Heavy Vehicle’ rate
20 Submissions in support	53 Submissions in support

We prefer this option

What you told us

There were 73 submitters that expressed an opinion on the two options put forward relating to Differential Roding Rates.

Most submitters supported the preferred option. However, some pointed out concerns over the tonnage data being use, the inclusion of carbon forest in the same category as production forest and no consideration of pastoral farming land with a significant portion of production forestry on.

This is what we decided

Following the hearing, the Council sought clarification of tonnage information and comparison with what other Council’s roading rates, the principles basis that the methodology was based upon, and the rationale behind that. They also sought a distribution line to show the impact on different rating classes.

Council resolved that this change to the roading system is a good step forward and finding a fairer way to allocate the cost of our roading network. Council also considered that the model can be refined and improved in future LTPs.

What is the impact

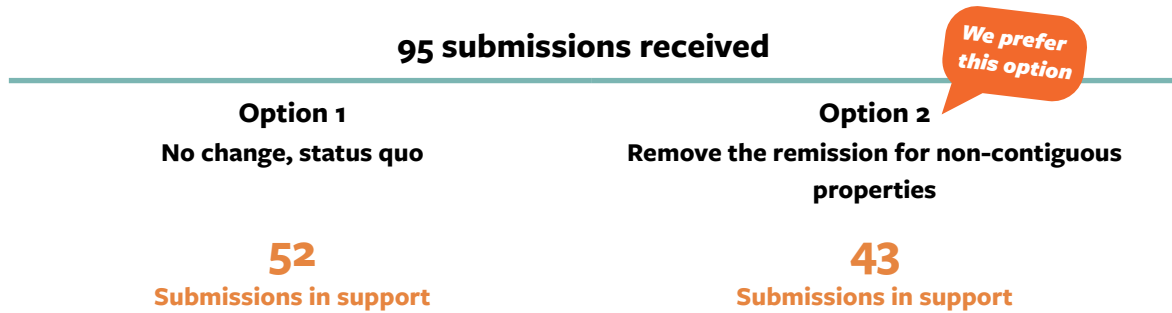
No change

Rates Review - Non-Contiguous Rating Units

What we consulted on

Rural landowners whose land isn't all in one land parcel or right next to each other, right now can receive a remission on annual uniform charges. Council is looking to remove that remission to save ratepayers picking up extra costs.

What were our options



What you told us

There were 95 submitters that expressed an opinion on the two options put forward relating to Non-Contiguous Rating Units.

This is what we decided

Following the hearing the Council sought information on distances between non-contiguous parcels and the impact on including a distance requirement so that only non-contiguous rating units outside of the set distance would lose the remission.

However given the difficulty in administering a criteria based on distance and the significant impact on properties rates from removing this remission, the Council resolved to maintain status quo and reinstate the remissions for non-contiguous properties

What is the impact

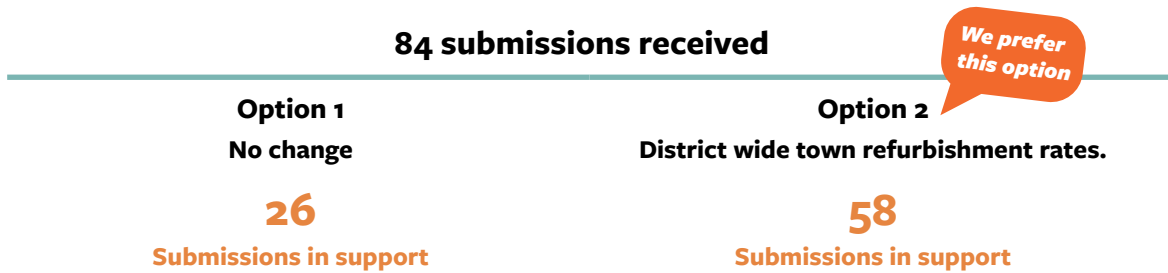
The reinstatement of this remission meant an increase in expense of \$191,140 for Yr1 of the LTP. For subsequent years this amount will increase in accordance with the rates increases in each year of the LTP.

Rates Review – Town Centre Refurbishment

What we consulted on

We wanted to make our town centre refurbishment costs into one district wide rate. We are one Tararua and together we support each other to thrive, powering the progress of the entire district.

What were our options



What you told us

There were 84 submitters that expressed an opinion on the two options put forward relating to Town Centre Refurbishment.

This is what we decided

No further information was sought by the Council in relation to the matters raised through submissions. Council resolved with the preferred option to create a district town centre rate.

What is the impact

No change

He aha ka mua i a tātau?

WHAT'S AHEAD OF US?

Tararua is quickly becoming known as a fantastic place to live and work, leading to growth that brings both opportunities and challenges. Balancing this growth with its associated costs is critical, and it won't be easy.

We've gained significant insights into the condition of our core infrastructure and services, such as water and roading. While they're functional, the reality is we do face some challenges. Our Long Term Plan addresses these challenges, but it's really key to understand that solutions won't all happen in the first year.

We want to be upfront with you, keep you informed, and involve you in decision making so let's take a closer look at the road ahead.

1. Funding

Our biggest challenge is managing growing costs, we have a low ratepayer base, and we, like many, are juggling high interest rates and inflation which is driving up debt servicing expenses. Everything comes at a high cost, from resources to people, which are both in high demand and limited.

2. Infrastructure

Right now, our current services and infrastructure enable us to go about our daily lives. However, our infrastructure is ageing, and national compliance standards are increasing. Supply chain issues, increased costs and futureproofing for growth, means we have some big challenges ahead to work through.

3. Maintenance

As a district we have a huge amount of existing assets that all cost to maintain. Things like parks, reserves, roads, footpaths and our water infrastructure. It's important we invest in maintaining them effectively to ensure we provide quality community facilities and infrastructure for future generations. Not doing so now will lead to much greater costs in the future.

4. Systemic Challenges

We operate within a system that isn't perfect, but it's what we must work within. It can be tough balancing short leadership terms with long-term projects, and on top of this we need to figure out how to financially make things happen for our district with a disproportionate share of taxes. These challenges have a significant impact on what we're able to deliver to our district.

5. Our Changing Climate

The effects of climate change are evident in our own backyard. We only need to recall the havoc unleashed after the nine storms we have faced in the past two years, including two cyclones. While our urban centres were largely spared the devastation that regions further north experienced, it serves as a reminder that we need to prepare better for future extreme weather. The resilience of our people and communities during these challenges has been remarkable, and it's vital to approach all our responsibilities with a focus on future solutions, like increased drainage, to tackle future climate-related impacts.

Te Whakamahanatanga o te Ao

CLIMATE CHANGE

Climate change affects us all. Cyclone Gabrielle and increased adverse weather events have given us in the Tararua District first-hand experience on how a changing climate impacts our lives. These impacts are expected to continue and intensify in the future.

Council's services and infrastructure are directly affected from storms and drought, but also by the economic impact on our residents and businesses.

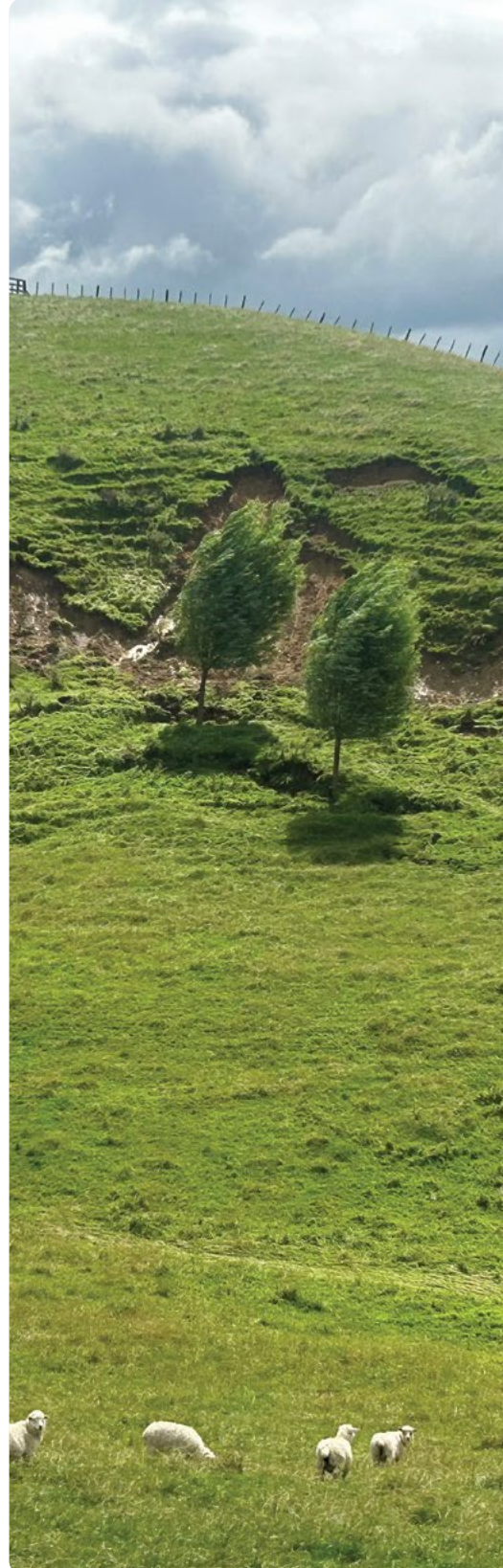
Population changes, including migration, will be a big challenge for councils in the future. Dealing with this will need more investment in infrastructure and put pressure on both public and private services.

In this Long Term Plan, Council is planning for population growth while continuing to increase resilience in water supplies and meet environmental requirements for wastewater. There is and has been a huge increase in subsidised roading works subsequent to Cyclone Gabrielle.

Tararua District Council are signatories for the Manawatū-Whanganui Climate Change Action Plan and have a commitment to uphold. We are working on various ways we can implement parts of this plan in this Long Term Plan period.

To read the full action plan, head to:

www.horizons.govt.nz | [managing-natural-resources-climate](#) | [manawatu-whanganui-climate-action-joint-committee](#)



Whakatipu

GROWTH

Life is a highway

We've got some awesome changes and opportunities in our near future, like the completion of the new Te Ahu a Tūranga Manawatū-Tararua Highway in 2025. This will create even more growth for our district, and we want to be ready for it. 13 minutes from Woodville to Ashhurst – how good.

Just think what this could bring; more people, jobs, and business. We don't just want to become commuter towns. We need to attract business and industrial growth throughout our district, which can also provide jobs for our locals. If we plan right, we'll all benefit and that is why alongside our District Strategy and Growth Strategy, we are working on a District Plan review.

Our current population is 19,050 and our projected population growth by 2034 is 20,357. It's important

we grow Tararua in a smart and sustainable way that values our identity and ensures we are ready for the opportunities this reliable connection will bring.

There are many things to keep in mind as we look forward to this growth, ensuring we consider climate change impacts, thinking about what our largely rural landscape can and should produce, making sure people can continue to work with greater flexibility, and safeguarding our infrastructure so it can keep up with our growing district.

Balancing growth and affordability are key. We aim to be realistic about what's needed for growth while ensuring it remains within our means. It's about making growth and affordability work hand in hand for a sustainable future.

In 10 years
20,357
 people are
 expected to call
 Tararua home.

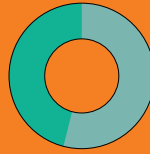


Hei ngā tekau tau te haere ake nei **OVER THE NEXT 10 YEARS...**

We are budgeting on spending

\$1.094 billion
on our district

Operational (\$734 million)
Capital (\$360 million)



\$557 MILLION

(just over half of our overall budgeted spend)

WILL BE FUNDED BY RATES

We are looking at an average rates increase for all rate types after growth, of

7.69% over 10 years*
with a maximum rates increase not greater than
12% in the first 3 years.



By 2030/31
OUR DEBT
is set to peak at
\$130
MILLION



Our rates revenue is
45.88%
of our total operating
revenue

for year one
(2024/2025) of this Long
Term Plan

*Excluding growth on rates revenue and revenue budgeted for water meter consumption charges















Ētahi o ngā utu haupū rawa hei ngā 10 tau ake nei

SOME OF THE CAPITAL COSTS FOR THE NEXT 10 YEARS

It will cost **\$1.094 billion** of operating and capital expenditure to grow and run our district

More than **\$14.7 million** will be spent on growth projects (like water infrastructure and roads) to make sure we're ready for all the new people moving into Tararua.

 <p>Stormwater</p> <p>We'll be spending \$787,000 to develop and install new stormwater infrastructure across our district</p> <p>We'll also be spending \$8.5 million to upgrade current stormwater infrastructure</p>	 <p>Transportation</p> <p>We'll be spending \$169 million on renewing our roads and \$2.9 million on maintaining our footpaths</p> <p>We'll also be putting \$42,000 into cycle/walking trails</p>
 <p>Water treatment and supply</p> <p>We'll be investing \$83.6 million in our infrastructure to treat and supply water</p>	 <p>Waste management</p> <p>\$1.6 million will be spent on waste management</p>
 <p>Wastewater</p> <p>\$23.9 million will be invested into wastewater infrastructure development</p>	 <p>Property</p> <p>We'll be spending \$791,000 on maintaining Council buildings. We'll also invest \$766,000 in maintenance and improvements of our housing for the elderly</p>
 <p>Libraries</p> <p>\$1.5 million will be spent on new library books, software, apps and other library equipment</p>	 <p>Parks and reserves</p> <p>\$269,000 will be spent on further enhancing our parks and reserves</p>
 <p>Camping grounds</p> <p>\$338,000 will be spent on maintaining our Camping grounds</p>	 <p>Community buildings</p> <p>\$3.9 million will be spent on maintaining and upgrading our Community buildings</p>
 <p>Public conveniences</p> <p>\$343,000 will be spent on maintaining and upgrading our Public conveniences</p>	 <p>Cemeteries</p> <p>\$249,000 will be spent on maintaining and upgrading our cemeteries</p>
 <p>Swimming pools</p> <p>\$2.8 million will be spent on maintaining and upgrading our swimming pools</p>	 <p>Playgrounds</p> <p>We'll be spending \$862,000 to maintain and upgrade playgrounds</p>

Ētahi anō taipitopito mō ngā mea nunui

SOME MORE DETAILS ABOUT THE BIG TICKET ITEMS

What do we have? What's the situation? What's the plan?

What's the cost? (Over the next 10 years)

Transportation



Including:

2,000 kms of roads
410 bridges
125 kms of footpath

We are facing funding constraints associated with a very large road network, small ratepayer base and rising costs

Our road network is extremely vulnerable to changing climate and land use activities resulting in poor access, safety and resilience for users

- Maintaining and operating the system at a level that meets the current and future needs of users
- Increase resilience so that our transport system is able to cope with natural and human inflicted hazards

\$173,285,455 of which **\$134,728,582** is subsidised and **\$38,556,873**

funded by a combination of rates, existing reserves and debt funding

Water Supply



Including

300 kms of water pipes
7 water treatment plants
14 reservoirs
8 water intakes

Despite recent investments, our water infrastructure faces challenges due to ageing assets, under-resourcing, and the need for maintenance

Parts of our current water supply assets will need maintenance, renewal and replacement. As we are experiencing now, the costs of doing nothing will likely end up being higher in the long run

- Undertake on-going maintenance and renewal programmes to meet levels of services & extend the life of existing infrastructure where possible
- Continue to build understanding of our existing infrastructure
- Address existing deficiencies in key areas such as meeting NZ Drinking Water Standards

Totals:

District wide: \$41,226,614
Dannevirke: \$26,175,529
Woodville: \$7,231,509
Eketāhuna: \$2,392,015
Pahiatua: \$5,712,436
Norsewood: \$361,054
Ākitio: \$153,320
Pongaroa: \$304,316
Total: \$83,556,793

funded by a combination of rates, existing reserves and debt funding

Wastewater



Including

7 treatment plants
21 sewer pump stations
95 kms of wastewater pipes
1,100 maintenance chambers

Several Treatment Plants are nearing the end of their lifecycle, facing potential challenges in meeting wastewater treatment standards due to aging infrastructure and outdated processes.

Investment is required to upgrade and ensure their resilience to meet the community's future needs.

- Compliance with wastewater discharge consents
- On-going maintenance, reticulation renewals, upgrades and extensions
- Addressing issues such as reducing stormwater that gets into our wastewater network and removing the risk of water backflow from properties into the network.

Totals:

District wide: \$32,917,875
Dannevirke: \$12,021,210
Woodville: \$2,887,372
Eketāhuna: \$2,097,200
Pahiatua: \$3,780,640
Norsewood: \$1,461,773
Pongaroa: \$1,002,875
Ormondville: \$1,503,502
Grand total: \$57,672,446

funded by a combination of rates, existing reserves and debt funding

Stormwater



Including

28 kms of stormwater pipelines,
1,160 maintenance chambers and sumps

The majority of the stormwater network relies on natural water courses and limited connected pipe infrastructure.

The overall system needs to be upgraded for the future needs of the district, population growth projections and climate change

- On-going maintenance reticulation renewals, upgrades and extensions

District Stormwater
Reticulation Renewals:
\$8,463,484

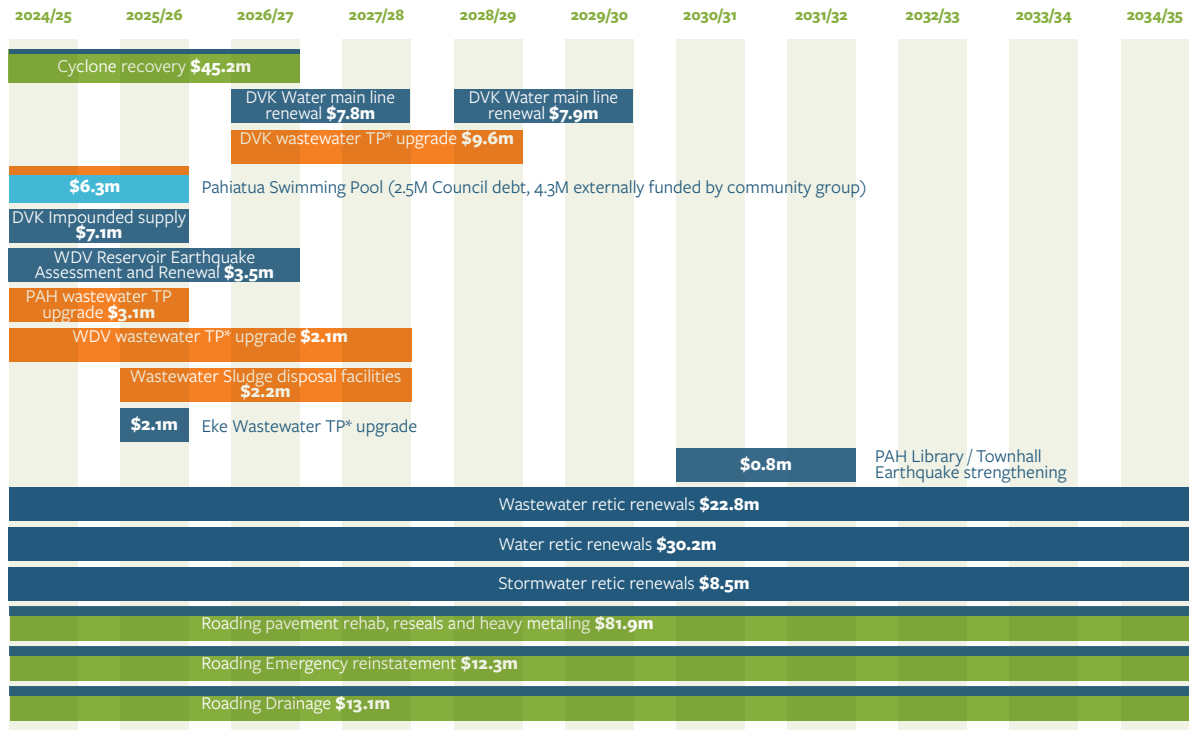
District Stormwater
Development:
\$787,050

Grand total: \$9,250,534
funded by a combination of rates, existing reserves and debt funding

Ētahi ake hinonga matua

OTHER KEY PROJECTS

Rates
Debt
Government subsidies
Externally funded by community group



*TP - Treatment Plant

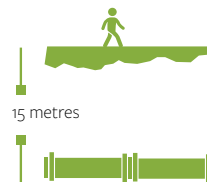
A few more facts about our water infrastructure assets:



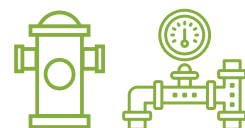
We have **300kms** of drinking water pipes. That's the same distance as from Dannevirke to Gisborne



The oldest drinking water pipe is **123** years old



Some of the older pipes are **15** metres underground



1000 fire hydrants and **663** water meters are also part of the water infrastructure network

Some other examples of our assets include:

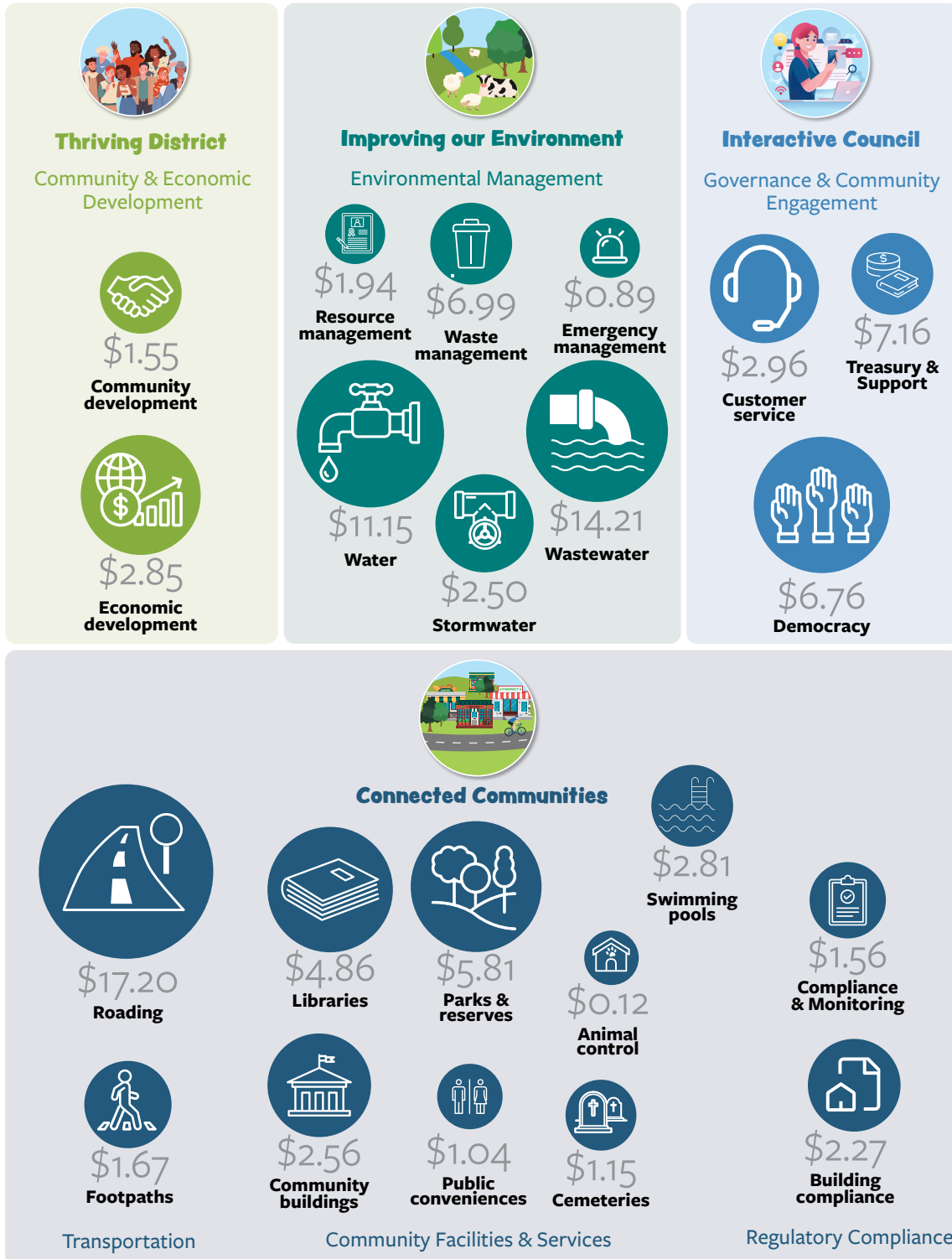


94 parks and reserves, totalling ± **310** hectares, **23** cemeteries, **37** Community buildings including halls, **13** playgrounds, **21** public conveniences, **85** pensioner flats, **3** swimming pools, **4** libraries, **4** camping grounds, **25** Memorials, **7** Administration buildings, **1** Aerodrome, **20** Domain boards, **5** Rural Fire Stations, **4,600** recycling bins and crates, **4** libraries, **4** transfer stations, **10,335** culverts, sumps, manholes and other drainage assets, **8,489** road signs, **1,587** street lights, **1,336km** of retaining walls along the side of our roads, **1,842km** of road stormwater channels and drains

Ka ahatia āu moni reti? WHERE DO YOUR RATES GO?

This graphic shows the range of services that the 2024/25 rates will go towards. Some of them may not be obvious to you. In total, rates make up about 48% of the Council's annual income.

Every \$100 collected is allocated to these services



He aha tā te Kaunihera, ā, ko wai rā rātau?

WHAT AND WHO IS COUNCIL?

The purpose of Tararua District Council (Council) is to enable democratic local decision making and action by, and on behalf of, communities. Also, to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

Tararua District Council was established in 1989 because of a review of local government with hundreds of local bodies being amalgamated into 86 local authorities. We are a territorial authority within the Horizons Regional Council or the Manawatū-Whanganui region. This includes the Whanganui District, Horowhenua District, Ruapehu District, Rangitikei District, Manawatū District, Palmerston North City Councils.

The primary legislation that mandates our responsibilities is the Local Government Act 2002. Elections are held every three years with the next elections to be held in 2025. There are also numerous other laws that mandate councils to perform and enforce certain activities, for example the Burials and Cremations Act 1964, the Dog Control Act 1996 and the Waste Minimisation Act 2008.

The 2022 elections saw our first Māori Ward councillor elected. Tararua District has two other Wards. The Northern Ward covers the area from our northern boundary with Central Hawkes Bay District Council to north of Woodville. The town of Woodville down to our southern boundary with Masterton District Council is the area of our Southern Ward.

Although Councillors are elected by Wards their principal role is to work in the interests of the whole district.

The Local Government Act 2002 also talks about governance principles, representation arrangements, members' roles and responsibilities, and decision making.

Councillors (acting as the Council) are responsible for governance, including:

- development and adoption of Council policy.
- monitoring the performance of the Council.
- prudent stewardship of Council resources.
- employment of the Chief Executive.
- representation of district residents and ratepayers' interests.

[Your Council | Tararua District Council \(taruadc.govt.nz\)](https://taruadc.govt.nz)

[Bylaws, Policies and Local Legislation | Tararua District Council \(tararua.govt.nz\)](https://tararua.govt.nz)

[Local Government Act 2002 | \(legislation.govt.nz\)](https://legislation.govt.nz)

Ngā Mema i Pōtihia

ELECTED MEMBERS



HER WORSHIP THE MAYOR
Mayor Tracey Collis



Erana Peeti-Webber
DEPUTY MAYOR
NORTH WARD COUNCILLOR



Councillor
Naioma Chase
TĀMAKI-NUI-A-RUA
MĀORI WARD



Councillor
Kerry Sutherland
NORTHERN WARD
COUNCILLOR



Councillor
Steve Wallace
NORTHERN WARD
COUNCILLOR



Councillor
Sharon Wards
NORTHERN WARD
COUNCILLOR



Councillor
Alison Franklin
SOUTHERN WARD
COUNCILLOR



Councillor
Scott Gilmore
SOUTHERN WARD
COUNCILLOR



Councillor
Peter Johns
SOUTHERN WARD
COUNCILLOR



Councillor
Michael Long
SOUTHERN WARD
COUNCILLOR

For more information about the elected members of Tararua District Council, please visit:

Meet The Mayor | Tararua District Council (tararua.govt.nz)

Councillors | Tararua District Council (tararua.govt.nz)

Ngā Komiti Kaunihera

COUNCIL COMMITTEES

Councils can set up committees (usually a standing committee appointed for the term of the council), sub-committees and other decision-making bodies that it considers appropriate.

The Local Government Act gives mayors of territorial authorities the power to appoint the deputy mayor, establish committees and appoint the chairperson of each committee.

The Audit and Risk Committee has an independent chairperson.

See our website for information about each committee's terms of reference.

Council Committees | Tararua District Council (tararuadc.govt.nz)

Audit and Risk Committee

- **Chairperson**
Philip Jones
- **Deputy Chairperson**
Mayor Tracey Collis

Chief Executive's Performance Appraisal Committee

- **Chairperson**
Mayor Tracey Collis
- **Deputy Chairperson**
Deputy Mayor Erana Peeti-Webber

Community Development and Wellbeing Committee

- **Chairperson**
Councillor Alison Franklin
- **Deputy Chairperson**
Councillor Scott Gilmore

Finance and Performance Committee

- **Chairperson**
Mayor Tracey Collis
- **Deputy Chairperson**
Councillor Michael Long

Infrastructure Climate Change and Emergency Management Committee

- **Chairperson**
Councillor Kerry Sutherland
- **Deputy Chairperson**
Councillor Steve Wallace

Strategy Growth and Planning Committee

- **Chairperson**
Councillor Sharon Wards
- **Deputy Chairperson**
Councillor Peter Johns

Ngā Poari Hapori me ngā Komiti

COMMUNITY BOARDS AND COMMITTEES

Community Boards and Community Committees play an important role in providing a link and point of contact with Council.

Community Board members are elected at the same time as the mayor and councillors. Council appoints up to two councillors to each Community Board. Community Boards exercise their roles as set out in legislation and as delegated by Council.

Community Committees follow their own electoral processes as incorporated societies. Council appoints a liaison councillor to each Community Committee. The role of a Community Committee is similar to a Community Board, but it carries out its functions under contract to the Council rather than through these being prescribed by statute.

Community Boards and Committees | Tararua District Council (tararua.govt.nz)

Dannevirke Community Board

Dannevirke Community Board meets at 9am on third Monday of the month.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Chairperson
Pat Walshe • Deputy Chairperson
Terry Hynes | <ul style="list-style-type: none"> • Members
Ernie Christison
Ron Wallace
Cr Sharon Wards
Cr Erana Peeti-Webber |
|--|---|

Eketāhuna Community Board

Eketāhuna Community Board meets 10am on second Monday of each month.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Chairperson
Steen McGhie • Deputy Chairperson
Larissa Barclay | <ul style="list-style-type: none"> • Members
Everlyne Chase
Terry Carew
Cr Mike Long
Cr Scott Gilmore |
|--|---|

Tararua District Licensing Committee

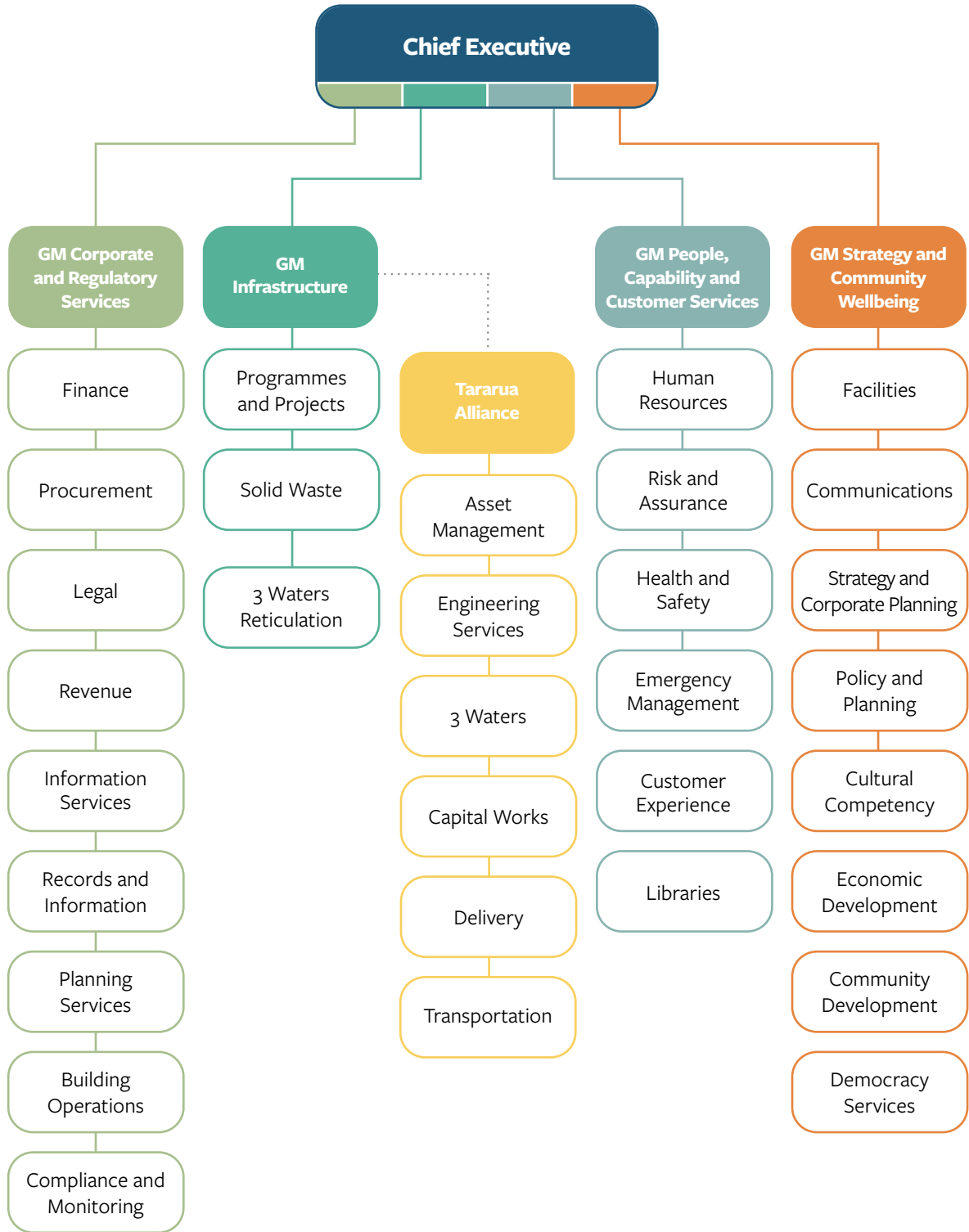
The purpose of the District Licensing Committee is to administer Council's alcohol licensing framework as determined by the Sale and Supply of Alcohol Act 2012. The Act requires councils to appoint one or more District Licensing Committee to deal with licensing matters.

The chair of the committee acts in an independent and objective role and the members are a mix of appointed councillors and suitably qualified lay persons.

- **Chairperson**
David Lea
- **Deputy Chairperson**
Councillor Kerry Sutherland

Te Anga o te Rōpū Whakahaere

ORGANISATION STRUCTURE



Tukanga mahere pae tawhiti

LONG TERM PLAN PROCESS



Timelines can differ between LTPs, for example our response to Cyclone Gabrielle set us back a month, and the uncertainties around 3 waters reform created delays during this LTP. Normally an LTP is adopted in June.

The Local Government Act says councils must have a 10 year plan, and that we must review it every three years. It also prescribes the consultation process during which our communities can submit their choices and views to Council. Final decisions on significant projects or policy changes are made after consultation.

Councils produce annual reports. We check our forecasted financial and service delivery performance, as shown in the Long Term Plan, against actual performance. And we show the work we’ve been doing on major projects.

Annual plans are smaller versions of the Long Term Plan. If we see the need for an adjustment, compared to our forecasts in the Long Term Plan, we test how significant it is against our Significance and Engagement Policy, and will engage with our communities accordingly. The Plan explains any significant changes from the Long Term Plan, group level funding impact statements, and performance against measures and targets by activity.



All our plans and reports are available on our website.
[Plans & Reports | Tararua District Council \(tararua.govt.nz\)](https://tararua.govt.nz/plans-reports)

Te Whai Wāhitanga a ngā Iwi me te Māori ki ngā Whakataunga a te Kaunihera

IWI AND MĀORI PARTICIPATION IN COUNCIL DECISION MAKING

Tararua District Council acknowledges and values the role of tangata whenua within our district and we are committed to ensuring that we work with iwi to build our community together. This aspiration is amplified through the recently adopted District Strategy, Thriving Together 2050, which aims for the people of Tararua to thrive together. Central to this strategy is fostering effective partnerships with iwi and Māori across all endeavours.

As Tangata Tiriti, Council is committed to maintaining and improving opportunities for iwi and Māori to contribute to local government. The Council acknowledges its relationship with both iwi in the Tararua District, Ngāti Kahungunu ki Tāmaki-nui-a-Rua and Rangitāne o Tamaki Nui-ā-Rua and will continue to act respectfully and reasonably as a Treaty partner for iwi and Māori alike. This will be enacted through the actioning of specific principles and requirements that facilitate participation by iwi and Māori in local authority decision-making processes.

Council is committed to upholding the principles of Te Tiriti o Waitangi, the foundational agreement between Māori and the Crown. Recognising the diverse facets of Māori identity is crucial for the Council to enable effective contributions to both the broader community and specifically to Māori. The Local Government Act 2002 mandates that the Council's Long Term Plan outlines initiatives to enhance Māori involvement in Council's decision-making for the forthcoming decade. The Council's Significance and Engagement Policy details the methods for iwi and Māori engagement in decision-making. Given the partnership between local Iwi and the Crown established by Te Tiriti o Waitangi, it is crucial to prioritise Māori perspectives, especially in significant decisions concerning land or water, respecting their ties to ancestral lands and traditions. Through aligning with Te Tiriti o Waitangi, Council can pave the way for a more inclusive and just society where indigenous voices are not only heard but also respected and acted upon.

Rangitāne o Tamaki Nui-ā-Rua and Ngāti Kahungunu ki Tāmaki-nui-a-Rua, who represent their many hapū with their own whenua and awa tributaries, have both signed deeds of settlement with the New Zealand Government and have partnership agreements with Tararua District Council. These memoranda of partnership recognise the relationship and responsibility of Council to support iwi aspirations for the future of their whānau. While the Council has obligations to all Māori, it has a further responsibility to act in good faith and in a manner of mutual respect with its iwi partners.

Together with Council, Ngāti Kahungunu ki Tāmaki-nui-a-Rua and Rangitāne o Tamaki Nui-ā-Rua share a vision for a prosperous and healthy district that supports its people and their cultural values. These are the principles of kotahitanga and kaitiakitanga, where sustainability, care for the environment and appropriate management of natural and physical resources is achieved through working together.





Kaupapa Here Hiranga
me te Whai Wāhitanga

Significance and Engagement Policy

SIGNIFICANCE AND ENGAGEMENT POLICY

Kaupapa Here Hiranga me te Whai Wāhitanga

- 43** Significance and Engagement Policy *Kaupapa Here Hiranga me te Whai Wāhitanga*
- 43** Part A *Wāhanga A*
 - 43** Purpose *Pūtake*
 - 43** Context *Horopaki*
 - 44** Determining Significance *Te Whakataunga Hiranga*
 - 45** Strategic Assets *Ngā Huarawa Rautaki*
 - 46** When Council May Not Consult or Engage
Ngā Wā Ka Kore Te Kaunihera e Uiuī, e Whai Wāhi rānei
 - 46** Policy Review *Tātaringa Kaupapa Here*
- 47** Part B *Wāhanga B*
 - 47** Procedures and Guidelines *Ngā Tukanga me ngā Aratohu*
- 52** Appendix 1 *Āpitihanga 1*
Community Engagement Toolbox and Principles
Whai Wāhitanga Mai a te Hapori Te Kete Paraha me Ngā Mātāpono
- 55** Appendix 2 *Āpitihanga 1*
Definitions *Ngā Whakamāramatanga*
- 57** Appendix 3 *Āpitihanga 3*
Process for determining when to engage *Te Tukanga whakatau mēnā rā ka whai wāhi, kāore rānei*

Kaupapa Here Hiranga me te Whai Wāhitanga

SIGNIFICANCE AND ENGAGEMENT POLICY

Council is empowered to consider and make decisions on a wide range of matters on behalf of our communities. Whether these decisions are considered significant, depends in part on how they will impact our communities.

This policy sets out those decisions and activities which Council and its communities consider to be significant and how our communities can expect to be engaged with and to participate in Council's decision making.

Wāhanga A

Part A

Pūtake Purpose

1. To provide guidance for Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities.
2. To provide clarity about how and when communities can expect to be engaged in decisions made by Council.
3. To inform Council from the beginning of a decision making process about the extent of any public engagement that is expected before a particular decision is made, and the form and type of engagement required.
4. To enable Council to operate in a way that meets the needs of local communities, sector good practice and the intent of the Local Government Act 2002.

Horopaki Context

5. Under section 76AA of the Local Government Act 2002, councils are required to develop a Significance and Engagement Policy to consider and plan for how they will engage with their communities on significant matters.
6. A Significance and Engagement Policy is the tool that Council uses to let its communities know:
 - what decisions or matters the Council and the community consider particularly important,
 - how the Council will go about assessing the significance of matters, and
 - how and when the community can expect to be consulted on both significant and other matters.

Te Whakataunga Hiranga

Determining Significance

7. The range of issues requiring decisions by Council is very wide, and Council's ability to consider individual views on every decision, is frequently very limited. Council will use the table below to consider how many of the specific thresholds are met, as to whether the potential decision requires a higher level of specific community engagement.
8. In determining the degree of significance of any issues, proposals, assets, decisions, or activities, Council will assess and consider the following criteria and measures:

Criteria	Measure
The degree to which the issue/decision affects the district	Has a substantial tangible impact on the whole District based on changes to services levels or the manner in which revenue is to be obtained.
The degree to which the issue / decision affects the level of service of a significant activity	A significant multi-year change in the levels of service at an activity level.
The degree to which the issue/decision results in a failure to adhere to legislation.	All overarching legislative requirements are considered when evaluating the issue/decision
The impact on the ability of future Councils to reverse the decision, where financial or legislative agreements permit	Future Councils will be committed to long-term (>5 year) contract costs (>5% of Council operational costs), without the ability to periodically consider viable alternatives.
The degree to which the issue / decision has a new financial impact on Council or the rating levels of its communities	Impact on rates is not within the Financial Strategy limit (BERL plus or minus 2% in one year).
The degree to which a decision or action would require a change in an underlying strategic policy	The decision represents a new strategic direction for Council.
The level of district interest in the decision	A decision or proposal on a matter where the majority of a community expresses considerable interest or the community is deeply divided.

9. The degree of importance attached to each criterion and measure will be considered on the merits of each decision. If an issue meets two or more of the above criteria, the matter is more likely to be considered significant, requiring a higher level of community engagement.

Ngā Huarawa Rautaki

Strategic Assets

10. For the purpose of this Policy, the Council considers its network and other large assets as completely single assets because it is the asset class as a whole that delivers the service.
11. Listed below are the assets that Council considers to be strategic. Council needs to retain these assets to maintain its capacity to achieve or promote outcomes that it determines to be important to the well-being of the community.
 - The roading network.
 - Wastewater reticulation and treatment network.
 - Water supply reticulation and treatment network.
 - Pensioner housing.
 - Storm water collection and disposal network.
 - The total of the land designated as reserves under the Reserves Act 1977.
12. Decisions on transferring the ownership or control of strategic assets require the use of the Special Consultative Procedure under the Local Government Act 2002 and are not covered by this Policy.
13. The Council would not necessarily undertake specific engagement for decisions that relate to changes to a part of a strategic asset, unless that part would have a tangible and significant effect on the level of service being sought and provided to the community.
14. In emergency situations physical alterations to strategic assets may be required without formal consultation to:
 - prevent an immediate hazardous situation arising; or
 - repair an asset to ensure public health and safety.

Ngā Wā Ka Kore Te Kaunihera e Uiui, e Whai Wāhi rānei

When Council May Not Consult or Engage

15. The size and scale of any decision includes the longer-term consequences, not just the immediate impacts. Some decisions made by Council are bound by other legislation or processes that can restrict the ability of Council to select a flexible process with the community.
16. There are times when Council will not normally consult with the community because the issue is routine, operational or because there is an emergency. The Council will not engage on:
 - Emergency management activities, during a state of emergency.
 - Decisions that have to be made urgently where it is not reasonably practicable to consult.
 - Decisions to act where it is necessary to comply with the law.
 - Decisions that are confidential or commercially sensitive as prescribed under the Local Government Official Information and Meetings Act 1987.
 - Organisational decisions (such as staff changes and operational matters) that have been delegated to the Chief Executive or staff to deliver in accordance with Council policies.
 - This includes decisions with regard to delivery of regulatory and enforcement activities as required by legislation or existing Council policy.
 - Procurement and tendering processes in accordance with agreed Council Policies.
 - Compliance with standards set by National Policy Statements.
 - Any decisions that are made by delegation/ sub-delegation to officer, except where
 - the Council specifically requires separate consultation.
 - Any matter where the costs of consultation outweigh the expected benefits of any consultation process or procedure.
 - An issue where Council already has a good understanding of the views of the persons, community or communities likely to be affected by or interested in the matter.
 - A matter that Council has specifically consulted on in the last 24 months where there has been no material change to the issue over this period.

Tātaringa Kaupapa Here

Policy Review

17. This policy will be reviewed at a minimum of every three years during the first six months of the new triennium, or as required by any legislative changes or other reason.
18. Changes to this policy do not have to be made through the Special Consultative Procedure and can be made by Council resolution.

Wāhanga B

Part B

Ngā Tukanga me ngā Aratohu

Procedures and Guidelines

Ina Whaiwhakaaro Hiranga

When Considering Significance

1. In considering the degree of significance of every issue requiring a decision, Council will be guided by the following:
 - The potential effect on delivering Council’s vision and strategic goals.
 - The potential impact on the current and future well-being of the Tararua district.
 - Whether the proposal or decision will affect a large portion of the community.
 - How the decision aligns with historical Council decisions.
 - The impact on Te Ao Māori me ona Tikanga (Māori world views, values and customary practises).
 - The level of community interest in the decision and whether community views on the issue are already known.
 - The impact on the scale and cost of services delivered by the Council.
2. On every issue requiring a decision, Council will consider the degree of significance and the corresponding level of engagement (unless a special consultative procedure is required by legislation) including how and when communities can expect to engage.
3. In general, the more significant an issue, the greater the need for community engagement.
4. Council will make available background information on the options available relative to the issue, including previous reports and background documents that are not confidential. The level of information and the assessment of options will reflect the significance of the decision, the interest and involvement of the community and Sections 76-79 of the Local Government Act 2002.
5. Significance and engagement will be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as the proposal develops.
6. Differing levels of engagement may be required during the varying phases of decision-making on an issue, and for different stakeholders.
7. Memoranda of Partnership, Memoranda of Understanding or any other similar high-level agreements will be considered as a starting point when engaging with Māori and the community in general.



Te Whai Wāhi Mai ki te Iwi me te Māori

Engagement with Iwi and Māori

8. Māori have a unique relationship with councils through the Treaty of Waitangi (Te Tiriti o Waitangi) and supporting legislation. This relationship is reflected in the principles and requirements of the Local Government Act 2002 to ensure participation by Māori in local authority decision-making processes.
9. Council has duties, obligations and commitments to Māori and our iwi partners. In the Tararua District, our relationships with our iwi partners are informed by Treaty settlement legislation and our Memoranda of Partnership.
10. These commitments guide our decision-making, including on matters of significance, and our engagement approach.
11. To meet our duties, obligations and commitments, Council will:
 - Protect Māori rights and interests within the Tararua District;
 - Give effect to Te Tiriti principles;
 - Enable Māori and iwi participation in Council's significant decision-making processes;
 - Recognise Māori values and perspectives;
 - Contribute to building capacity for Māori to participate in decision-making;
 - Work in partnership with iwi to give effect to Treaty settlement legislation and any provisions that result from this.
12. In addition to meeting our statutory requirements, we aspire to give effect to the principles of meaningful partnership in working with Māori and iwi, as they are best placed to express and advocate for their aspirations, interests and values. Council has developed the Iwi and Māori Participation in Council Decision Making Policy, which ensures uniformity across the Council in actioning specific principles and requirements that facilitate participation by iwi and Māori in Council decision making.

Āha, Pēhea rānei e Whai Wāhi Atu When and How to Engage

13. When any issue is determined as having a high degree of significance:
 - The issue will be considered by Council.
 - The report to Council will include an assessment of the degree of significance of the issue, how Council has given effect to the Policy on Iwi and Māori Participation in Council Decision-Making and a recommendation on the engagement proposed.
14. Council will apply the principles of consultation (section 82 of the Local Government Act 2002) and consider the options stated in the Community Engagement Toolbox (Appendix 1) as a guide for engagement planning. This will provide a consistent but flexible process to guide Council on how and when communities can be engaged in decision making.
15. Council will choose the form of consultation that best suits the community affected and the decision being made. While this will vary between specific issues, assets, or other matters, Council has a preference for:
 - Direct communication with the most affected parties;
 - The use of digital media including websites, social media and e-mail based surveys;
 - Background information through local newspapers;
 - Written and oral submissions;
 - Inclusive planning sessions open to the public;
 - Formal public meetings only if requested by affected communities or required by legislation.
16. Council will select the exact method that it considers appropriate after considering criteria or circumstances such as:
 - who is affected by, interested in, or likely to have a view on the issue, , who else might be affected by the issue or is likely to submit;
 - the significance of the matter, both to Council and to those who are or may be interested in or affected by the issue;
 - the community's preferences for engagement;
 - what information already exists on community views on the proposal or decision and the circumstances in which that information was gathered (for example when was the information gathered, what changes in circumstances have there been since that time.
17. Council will cater for sign language and Te Reo Māori interaction but will require reasonable advance notice (at least one week) in order to organise a translator and forum convenient to all parties.
18. Council will normally respond to written/oral submissions in formal hearing processes. In other processes involving large numbers of resident input, the Council response will be more general themes-based feedback through local newspapers, local newsletters, Council's social media or the Council website.

The following table provides an example of the different levels of engagement that might be considered appropriate, the types of tools associated with each level and the timing generally associated with these types of decisions/levels of engagement. The following table is not a definitive list of available engagement techniques. Other techniques may also be used in addition to those listed below.

Level	Council decides	Council seeks opinions
What does it involve	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.
Types of issues that we might use this for	<ul style="list-style-type: none"> Water restrictions Procurement of goods and services Maintenance and renewals of existing Council assets Restricted fire season 	<ul style="list-style-type: none"> Dog Control Policy Playground equipment design Combined service centre / libraries Local Alcohol Policy Gambling Policy Speed Limits Bylaw Footpath priority list Dannevirke wastewater treatment Dannevirke impounded water supply
Tools Council might use	<ul style="list-style-type: none"> Websites Information flyer Public notices Council Reports Council Social Media 	Formal submissions and hearings, focus groups, surveys
When the community can expect to be involved	Council would generally advise the community once a decision is made	Council would advise the community once a draft decision is made and would generally provide the community with up to 4 weeks to participate and respond

Discussion and Involvement	Partnership	Residents Decide
Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public.
<p>Rates Review</p> <p>Reserve Management Plan</p> <p>Mainstreet upgrades</p> <p>Swimming pool upgrades</p> <p>Coastal erosion</p> <p>Earthquake prone public buildings</p> <p>Long Term Plans and Annual Plans</p>	<p>Manawatū River Leaders Accord</p> <p>Community Response plans under Civil Defence and Emergency Management</p> <p>Issues of importance to Iwi or Māori</p>	Election voting systems (MMP, STV or first past the post)
<p>Workshops</p> <p>Focus groups</p> <p>Citizens Panel</p> <p>Community Boards and Committees</p>	<p>External working groups (involving community experts)</p> <p>Community Boards and Committees</p>	<p>Binding referendum</p> <p>Local body elections</p>
Council would generally provide the community with a greater lead in time to allow them time to be involved in the process.	Council would generally involve the community and iwi at the start to scope the issue, again after information has been collected and again when options are being considered.	Council would generally provide the community with a greater lead in time to allow them time to be involved in the process, e.g., typically a month or more.

Āpitihanga 1

Appendix 1

Whai Wāhitanga Mai a te Hapori Te Kete Paraha me Ngā Mātāpono

Community Engagement Toolbox and Principles

Te Mahi Whakatau

Decision Making

Community engagement is part of a good decision-making process. The extent of engagement required is relative to the significance of the decision being made.

It is important to identify how results will be used and who the decision makers are before beginning an engagement process. This will help to set community expectations at the beginning of the process.

In developing engagement plans for each issue requiring a decision, the following things should be considered:

- Engagement objectives - the feedback that is sought from communities;
- Timeframe and completion date;
- Communities to be engaged with;
- Engagement tools and techniques to be used;
- Resources needed to complete the engagement;
- Communication planning needed;
- Basis of assessment and feedback to the communities involved.

For most routine decisions, the Council already has a good understanding of the views of the community. This is supported by the local knowledge of the elected members, regular customer surveys and service requests. In these cases, it may not be cost effective or timely for Council to carry out consultation or engagement. In other cases, Council has already consulted and prepared plans and strategies that guide the future provision of assets and changes to levels of service. These plans include Asset Management Plans and Reserve Management Plans.

Tukanga Whakataurite Whakapau Moni Cost Benefit Analysis

Community engagement occurs across a spectrum at differing levels. As you move from providing information to full community engagement, Council must balance the benefits of community input against the time and cost of achieving this.

Council does not always have control over decision making timeframes, and the costs must be in proportion to the issue being addressed.

However, Council recognises that the costs of poor decisions can be very high over time.

Ngā Paraha Whai Wāhi me ngā Tikanga Engagement Tools and Techniques

Over the time of decision making, Council may use a variety of engagement tools and techniques on any issue or proposal based on a range of other factors, including history and public awareness of the issue, stakeholder involvement, and timing related to other events and budgets. Council will also take into consideration that the community can feel “over consulted”. Each situation will be assessed on a case-by-case basis.

Council will have regard to -

- the extent to which the current views and preferences of persons who will or may be affected by, or have an interest in, the decision or matter are known; and
- the nature and significance of the decision or matter, including its likely impact from the perspective of the persons who will or may be affected by, or have an interest in, the decision or matter; and
- the provisions of Part 1 of the Local Government Official Information and Meetings Act 1987 (which, among other things, sets out the circumstances in which there is good reason for withholding local authority information); and
- the costs and benefits of any consultation process or procedure.

T/ēhea Paraha hei Mahi, ā, Āhea? Which Tool(s) to Use and When?

There are a range of situations where engagement is necessary or desirable and a wide selection of approaches to choose from for any given situation. Each situation, therefore, needs to be assessed according to both the issue and the phase of decision making and the individual circumstances it presents.

It will not always be appropriate or practicable to conduct processes at the participatory end of the consultation continuum. Many minor issues will not warrant a participatory approach and constraints of time and money will limit what is possible on some occasions.

It should also be remembered that even in situations where there is plenty of opportunity to gain community input, it may not be possible to have significant control over what is done with the results. There are a number of government legislative and regional council policies that can influence, or in some cases limit, the options for Council decisions.

Ngā Paearu Pārongo ina Uiui ana i te Hapori

Information Requirements when Consulting with the Community

There are some legal minimum requirements for Council that are set out in the Local Government Act 2002 (Section 82a(2)). This includes the following specific issues requiring decisions:

- Adopting or amendment to the annual plan if required under Section 95 of the Local Government Act 2002;
- Transferring responsibilities to another local authority under Section 17 of the Local Government Act 2002;
- Establishing or becoming a shareholder in a council-controlled organisation;
- Adopting or amending a revenue and financing policy, development contributions policy, financial contributions policy, rates remission policy, rates postponement policy, or a policy on the remission or postponement of rates on Māori freehold land.

For such consultation, Council will develop information fulfilling the requirements of Section 82a of the Local Government Act 2002, and will make this available to the public, allow written submissions for a period of up to four weeks, and will consider all submissions prior to making decisions.

The local authority must, for the purposes of Section 82 (1)(a) and (c), make the following publicly available:

- (a) the proposal and the reasons for the proposal; and
- (b) an analysis of the reasonably practicable options, including the proposal, identified under section 77(1); and
- (c) if a plan or policy or similar document is proposed to be adopted, a draft of the proposed plan, policy, or other document; and
- (d) if a plan or policy or similar document is proposed to be amended, details of the proposed changes to the plan, policy, or other document.

ĀpitiHanga 2

Appendix 2

Ngā Whakamāramatanga

Definitions

Legal purpose of this Policy (Local Government Act 2002, Section 76AA)

The purpose of a significance and engagement policy is:

- a) to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and
- b) activities; and
- c) to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters; and
- d) to inform the local authority from the beginning of a decision-making process about –
 - (i) the extent of any public engagement that is expected before a particular decision is made; and
 - (ii) the form or type of engagement required.

Community A group of people living in the same place or having a particular characteristic in common. Includes interested parties, affected people and key stakeholders. Specifically this would be:

- An urban area (Dannevirke, Woodville, Pahiatua and Eketāhuna)
- Rural townships combined (such as Norsewood, Pongaroa, Mangatainoka)
- Rural residents
- Businesses

Decisions Refers to all the decisions made by or on behalf of Council including those made by officers under delegation. Decisions include deliberations on any issue, proposal or other matter. Management decisions made by officers under approved delegations will generally not be deemed significant.

Engagement Process of seeking information from the community to inform and assist decision making. There is a continuum of community involvement.

Special Consultative Procedure (SCP) A defined and mandated form of consultation that must be used for:

- adoption/amendment to the Long Term Plan (including significant alterations to levels of service, financial strategy or the rating system);
- adoption or amendment to a significant bylaw;
- transfer of ownership of a significant strategic asset (such as pensioner housing);
- changes to some policies that are specified under other legislation, such as a Local Alcohol Policy, the Waste Management and Minimisation Plan or a class 4 venue policy under the Gambling Act 2003;
- adoption of an Annual Plan (where a material change from the Long Term Plan is proposed).

The SCP includes a formal proposal, at least one month for submissions, and a formal hearing.

Significance Significance, in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal,

decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for –

- the district or region
- any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter
- the capacity of the local authority to perform its role, and the financial and other costs of doing so

Significant Significant, in relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance.

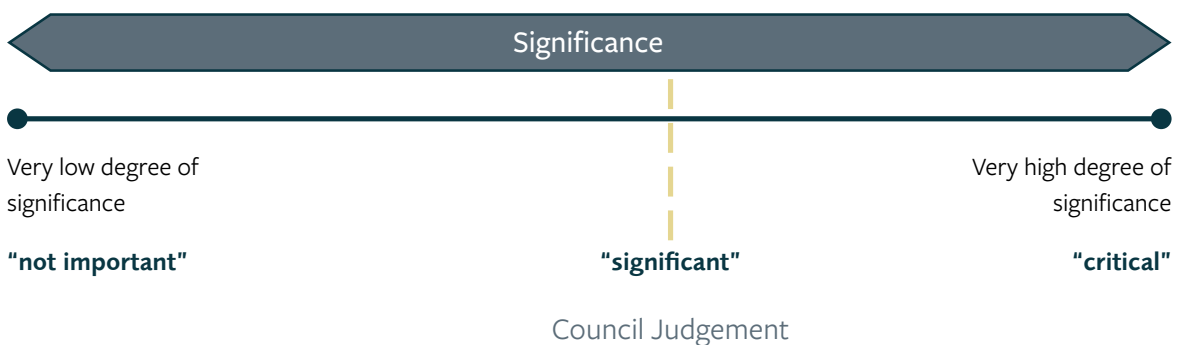
The relationship between Significance and Significant is shown in the diagram below.

Strategic asset (Section 5 Local Government Act 2002) Strategic asset, in relation to the assets held by a local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community.

Section 5 of the Local Government Act requires the following to be listed in this Policy:

- any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- any equity securities held by the local authority in—
 - a port company within the meaning of the Port Companies Act 1988
 - an airport company within the meaning of the Airport Authorities Act 1966

Strategic aspirations Any high level, direction setting goal or document that councils aim to deliver.

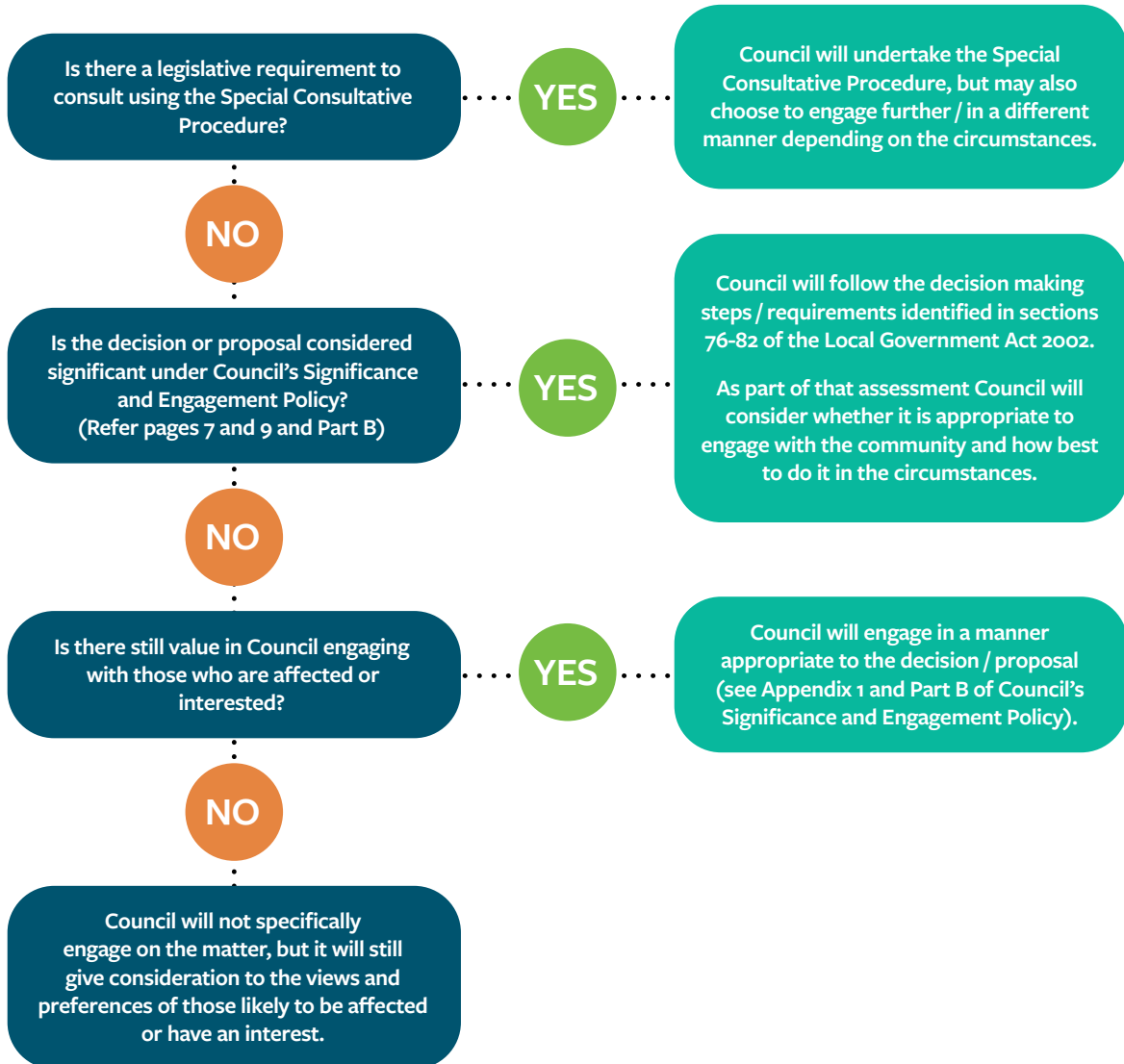


Āpitihanga 3

Appendix 3

Te Tukanga whakataua mēnā rā ka whai wāhi, kāore rānei

Process for determining when to engage



To the reader:**Independent Auditor's report on Tararua District Council's
2024-34 Long-term Plan**

I am the Auditor-General's appointed auditor for Tararua District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (the plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 7 August 2024.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 6 to 11 of Part 3 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

In accordance with clause 45 of Schedule 1AA of the Local Government Act 2002, the consultation document on the Council's plan did not contain a report from the Auditor-General. The consultation document is therefore unaudited. Our opinion on the plan does not provide assurance on the consultation document or the information that supports it.

Our opinion on the plan also does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Emphasis of matter - Uncertainty over funding for Cyclone Gabrielle roading recovery work

Without modifying our opinion, we draw attention to page 173 of Part 2 of the plan, which outlines the assumption that NZ Transport Agency Waka Kotahi (Waka Kotahi) will fund 93% of the Council's budgeted costs of \$45 million for Cyclone Gabrielle roading recovery work. The Council has not formally agreed the level of funding it will receive from Waka Kotahi for \$26 million of the budgeted costs. Although Council has based the funding assumptions on informal indications,

there is uncertainty over the level of funding Waka Kotahi will provide. If the Council does not receive funding for 93% of the budgeted cost there will be an impact on the overall affordability of the transport programme, which may impact levels of service.

Basis of opinion

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

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

Our procedures included assessing whether:

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

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

Responsibilities of the Council and auditor

The Council is responsible for:

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

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

Independence and quality management

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

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

Other than our work in carrying out all legally required external audits and an assurance engagement under the council's debenture trust deed, we have no relationship with or interests in the Council.



Debbie Perera, Audit New Zealand
On behalf of the Auditor General, Palmerston North, New Zealand



PART 02: Wāhanga 02

Ā mātau mahi

WHAT WE DO



PART 02: WHAT WE DO Wāhanga 02: Ā mātau mahi

- 64** Our Activities *Ā mātau ngohe*
- 65** THRIVING DISTRICT *He rohe tōnui*
 - 65** Strategic Alignment *Te Whakahāngaitanga Rautaki*
 - 65** Activities in This Group *Ngā ngohe kei tēnei rōpū*
 - 66** Economic and Community Development *Te Whakawhanaketanga Ōhanga, Hapori hoki*
 - 66** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
 - 68** Capital Expenditure *Whakapaunga Haupū Rawa*
 - 68** Significant Negative Effects *Ngā Pānga Kino Nui*
 - 70** Economic Development *Te Whakawhanaketanga Ohaoha*
 - 73** Community Development *Whanaketanga Hapori*
- 77** IMPROVING OUR ENVIRONMENT *Te wahakapaipai i te taiao*
 - 77** Strategic Alignment *Te Whakahāngaitanga Rautaki*
 - 77** Activities in This Group *Ngā ngohe kei tēnei rōpū*
 - 78** Environmental Management *Manaakitanga Taiao*
 - 78** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
 - 80** Capital Expenditure *Whakapaunga Haupū Rawa*
 - 82** Significant Negative Effects *Ngā Pānga Kino Nui*
 - 83** District Planning *Te Whakamahere Ā-Rohe*
 - 86** Emergency Management *Te Whakahaeretanga Ohotata*
 - 89** Waste Management *Te Whakahaeretanga Para*
 - 94** Stormwater *Te Wai Ua*
 - 94** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
 - 96** Capital Expenditure *Whakapaunga Haupū Rawa*
 - 96** Significant Negative Effects *Ngā Pānga Kino Nui*
 - 102** Wastewater *Te Wai Kino*
 - 102** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
 - 104** Capital Expenditure *Whakapaunga Haupū Rawa*
 - 108** Significant Negative Effects *Ngā Pānga Kino Nui*
 - 114** Water Supply *Te Wai*
 - 114** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
 - 116** Capital Expenditure *Whakapaunga Haupū Rawa*
 - 120** Significant Negative Effects *Ngā Pānga Kino Nui*
- 126** CONNECTED COMMUNITIES *He Hapori Tūhono*
 - 126** Strategic Alignment *Te Whakahāngaitanga Rautaki*
 - 127** Activities in This Group *Ngā ngohe kei tēnei rōpū*
 - 128** Community Facilities & Services *Ngā Whare me ngā Ratonga Hapori*

- 128** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
- 130** Capital Expenditure *Whakapaunga Haupū Rawa*
- 132** Significant Negative Effects *Ngā Pānga Kino Nui*
- 134** Animal Control *Ngā Here Kararehe*
- 136** Cemeteries *Ngā Urupā*
- 139** Community Buildings *Ngā Whare Hapori*
- 142** Libraries *Ngā Whare Pukapuka*
- 145** Parks & Reserves *Ngā Papa Tākaro me ngā Papa Rāhui*
- 148** Pensioner Housing *Ngā Whare Kaumātua*
- 150** Public Conveniences *Ngā Ratonga Tūmatanui*
- 152** Swimming Pools *Ngā Puna Kaukau*
- 156** Regulatory Compliance *Ngā Here a te Ture*
- 156** Funding Impact Statement *t He Tauākī Pānga Haupū Moni*
- 158** Capital Expenditure *Whakapaunga Haupū Rawa*
- 158** Significant Negative Effects *Ngā Pānga Kino Nui*
- 160** Building Control *Ngā Here Waihanga*
- 162** Compliance & Monitoring *Te Tautuku me te Aroturuki*
- 166** Transportation *Ngā Waka Kawe Tangata*
- 166** Funding Impact Statement *He Tauākī Pānga Haupū Moni*
- 168** Capital Expenditure *Whakapaunga Haupū Rawa*
- 170** Significant Negative Effects *Ngā Pānga Kino Nui*
- 171** Roothing *Ngā Mahi Huarahi*
- 175** Footpaths *Ngā Ara Hikoi*
- 179** INTERACTIVE COUNCIL *He Kaunihera Pāhekoheko*
- 179** Strategic Alignment *Te Whakahāngaitanga Rautaki*
- 179** Activities in This Group *Ngā ngohe kei tēnei rōpū*
- 180** Governance & Community Engagement *Te Whai Wāhitanga Kāwanatanga, Hapori hoki*
- 180** Funding Impact Statement *t He Tauākī Pānga Haupū Moni*
- 182** Capital Expenditure *Whakapaunga Haupū Rawa*
- 182** Significant Negative Effects *Ngā Pānga Kino Nui*
- 184** Customer Services *Ngā Ratonga Kiritaki*
- 187** Communications *Ngā Whakawhitiwhiti*
- 189** Democracy Services *Ngā Ratonga Manapori*
- 192** GLOSSARY *Kuputaka*

Ā mātau ngohe

OUR ACTIVITIES

We provide a wide range of services and facilities for people living in the Tararua District. These services – called “activities” – help to make the district a better, safer, healthier, and more enjoyable place to live. They include things like roading and parking, water supply, civil defence, district promotion, regulatory, parks and reserves, libraries, swimming pools, and customer services.

We explain why we group some activities together and any significant negative effects of that group.

Each Activity is explained, covering:

- **Strategic alignment *Te Whakahāngaitanga Rautaki***
– to our Focus Areas which give effect to our Outcomes, and to Te Tiriti o Waitangi.
- **What we do *Ā mātau mahi***
– explaining the service.
- **Why we do it *Te take o a mātau mahi***
– legislation and community drive.
- **How we do it *Ka pēhea rā a mātau mahi***
– what the service looks like to you.
- **Strategic considerations *Ngā whaiwhakaarotanga rautaki***
– any significant assumptions, influences from our operating environment, key issues and risks, etc.
- **Performance measures and targets *Ngā Whakainenga Mahi me ngā Whāinga***
– so we can monitor how we’re going.

He rohe tōnui

THRIVING DISTRICT

Te Whakahāngaitanga Rautaki

Strategic Alignment

Thriving District guides Council through navigating the ever-changing landscape of population growth and environmental shifts, ensuring our commitment to adaptive, sustainable development stands at the cornerstone of planning.

At the forefront of these efforts are Economic Development and Community Development. Community Development leads impactful community driven initiatives to promote leadership and development, access to external funding, and development of District identity. Economic Development is at the forefront of external partnerships to put Tararua on the face of economic opportunities through district promotion and growth opportunities, such as through the new Te Ahu a Tūranga – Manawatū Tararua Highway. Their collective efforts contribute to the creation of a Thriving District, where residents can enjoy a high quality of life, sustainable practices are embedded in daily life, and the community stands resilient in the face of evolving challenges.

Ensuring we strive towards a Thriving District also honours our commitment to Te Tiriti o Waitangi, and our two iwi partners, Rangitāne o Tamaki Nui-ā-Rua, and Ngāti Kahungunu ki Tāmaki-nui-a-Rua. A flourishing District provides a platform for cultural preservation and enhanced well-being. As we build towards the future, our commitment to inclusivity ensures that the benefits of a Thriving District are shared equitably among all residents, fostering a sense of unity and mutual success.

Ngā ngohe kei tēnei rōpū

Activities in This Group

Economic and Community Development *Te Whakawhanaketanga Ōhanga, Hapori hoki*

Economic Development *Te Whakawhanaketanga Ohaoha*

Community Development *Whanaketanga Hapori*



Te Whakawhanaketanga Ōhanga, Hapori hoki

Economic and Community Development

He Tauākī Pānga Haupū Moni

Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	1,220	997	1,026	1,056
Targeted Rates	819	634	655	678
Subsidies and grants for operating purposes	-	-	-	-
Fees and charges	5	4	4	4
Local authorities fuel tax, fines, infringement fees, and other receipts	21	20	21	21
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	2,065	1,655	1,706	1,759
Applications of Operating Funding				
Payments to staff and suppliers	1,347	863	881	900
Finance Costs	44	49	44	46
Internal charges and overheads applied	586	650	689	719
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	1,977	1,563	1,614	1,665
Surplus/(Deficit) of Operating Funding (A - B)	88	92	93	94
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	41	(54)	6	(51)
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	41	(54)	6	(51)
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	-	-	-	-
- improve level of service (New)	96	-	58	-
- replace existing assets (Renewal)	105	-	-	-
Increase / (decrease) in reserves	(72)	38	41	42
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	129	38	99	42
Surplus/(Deficit) of Capital Funding (C - D)	(88)	(92)	(93)	(94)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
1,080	1,102	1,120	1,139	1,160	1,177	1,196
695	710	720	732	745	753	765
-	-	-	-	-	-	-
4	4	4	4	4	4	4
21	21	22	22	22	22	23
-	-	-	-	-	-	-
1,800	1,837	1,866	1,896	1,930	1,956	1,987
919	938	957	976	994	1,013	1,032
48	49	49	49	48	46	45
738	755	767	778	794	803	816
-	-	-	-	-	-	-
1,706	1,742	1,773	1,803	1,836	1,862	1,893
94	94	93	94	94	94	95
-	-	-	-	-	-	-
-	-	-	-	-	-	-
15	(50)	(12)	(47)	(44)	(42)	(40)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
15	(50)	(12)	(47)	(44)	(42)	(40)
-	-	-	-	-	-	-
63	-	35	-	-	-	-
-	-	-	-	-	-	-
45	45	46	47	50	52	55
-	-	-	-	-	-	-
109	45	81	47	50	52	55
(94)	(94)	(93)	(94)	(94)	(94)	(95)
-	-	-	-	-	-	-

Te Whakawhanaketanga Ōhanga, Hapori hoki

Economic and Community Development

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
Total Capital Expenditure for Growth	-	-	-
Level of Service			
Village Main Street Upgrades	-	58	-
Total Capital Expenditure for Level of Service	-	58	-
Renewal			
Total Capital Expenditure for Renewal	-	-	-
Total Capital Expenditure for Economic and Community Development	-	58	-

Ngā Pānga Kino Nui

Significant Negative Effects

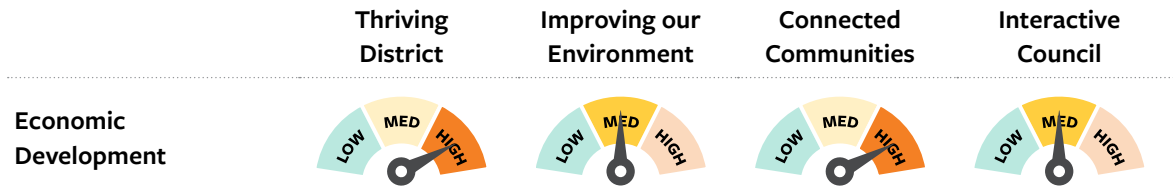
There are no significant negative effects for this group of activities.

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
-	-	-	-	-	-	-
63	-	35	-	-	-	-
63	-	35	-	-	-	-
-	-	-	-	-	-	-
63	-	35	-	-	-	-



Te Whakawhanaketanga Ohaoha Economic Development

Strategic Alignment Te Whakahāngaitanga Rautaki



We aim to create a thriving environment for investment by focusing on building partnerships, supporting key sectors, enhancing local skills, and seizing growth opportunities.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

We uphold our significant relationships with our iwi partners to enhance understanding of decisions for the district and ensure iwi perspectives are incorporated locally and appropriately elevated to regional groups.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Through partnership and facilitating active involvement with iwi at an operational level we support the growth of key sectors ensuring iwi views and aspirations are heard and incorporated.



Ōritetanga

equity between Māori and tangata Tiriti

Through partnership we support mana whenua and the district aspirations for growth opportunities.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Being active participants in our partnership to support our growth and understanding of Māori values and belief systems to enable better inclusion in economic activity.

What we do Ā mātau mahi

We focus on creating an environment of confidence to invest through:

- **Growth and Partnerships:**
 - Strengthening partnerships and leadership at national, regional, and local levels.
 - Growing local skills and capability through collaboration, innovation, and creativity.
- **District Promotion:**
 - Supporting key sectors that provide the most potential to advance improvements in economic wellbeing.
 - Positioning for opportunity and facilitating growth that enhances the district opportunities.

Why we do it Te take o a mātau mahi

Economic development assesses our economy's ability to create jobs and wealth essential for fulfilling various needs crucial to social wellbeing, including healthcare, financial stability, and equal opportunities.

How we do it Ka pēhea rā a mātau mahi

We collaborate with other teams in Council, fostering an environment that instils confidence in investment by prioritising initiatives aligned with strategic economic goals and fostering partnerships that facilitate sustainable growth and prosperity.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Council following the consultation with the community has resolved to significantly reduce funding for this activity which meant a reduction grant funding to the community and community groups. It has also resolved to establish a \$100,000 contestable grant funding.

Council will focus to consolidate this activity and revisit the service levels again in the next LTP.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

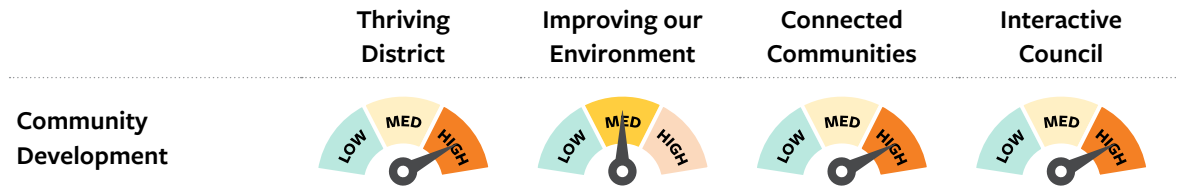
Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Growth and Partnership: Engage with local businesses and regional partnerships to grow the economy.	Development and maintenance of new business partnerships.	New Measure	Target 1 Maintain 1	Target 1 Maintain 2	Target 1 Maintain 3	Target 1 Maintain 4

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
District Promotion: Council continues to explore external funding streams.	The number of government funding applications applied for on behalf of Council.	New Measure	1	1	2	2
District Promotion: Council promotes the Tararua District to visitors and residents.	There is an increase in visitor numbers as shown annually through retail spend.	New Measure	Increase from baseline (March 2024 retail spend)	Increase	Increase	Increase



Whanaketanga Hapori Community Development

Strategic Alignment Te Whakahāngaitanga Rautaki



We aim to support communities to achieve their desired outcomes by working alongside town and village representative groups, and by providing fundraising support to community groups and projects. Through this, community development contributes to all of Council’s Focus Areas.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

The Community-Led Development activity will create greater awareness and understanding of community aspirations and projects; and Community Connection activities will ensure iwi partners have access to participation in community decision-making for the district.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

All community development activities will seek to understand what iwi want to achieve - both individually and as a collective - and to facilitate access to the skills and resources needed to achieve the desired outcomes.



Ōritetanga

equity between Māori and tangata Tiriti

Community Leadership activities will seek to remove barriers to powerful participation by delivering training opportunities and supporting with barriers. Community Connection activities will ensure iwi partners have access to training opportunities.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Community development activities will partner with iwi and Māori to ensure access to participation in community decision-making for the district, and the opportunity to protect whakapono.

What we do *Ā mātau mahi*

We focus on:

- Community-Led Development: Better connecting our Long Term and Annual Plan decision-making processes to desired community outcomes.
- Community Leadership: Listening to what our community organisations want to achieve and enabling access to the skills and resources required to achieve the desired outcomes.
 - providing community governance resources to help community groups upskill;
 - supporting organisations with advocacy to key decision-makers within Council.
- Fundraising Support: We provide fundraising support to seek and secure external funding for Council or community-led projects, services, and events. The objectives of this activity are to:
 - develop and maintain relationships with external funders,
 - support communities and community organisations to identify external funding opportunities,
 - facilitate fundraising training for our communities and community organisations,
 - support community fundraising applications for significant community projects,
 - host an annual “Funders Forum” event to connect groups, projects and events seeking funds with charitable trusts and fund administrators, and
 - increase external funding for Council projects and activities.
- Community Connection: Facilitating connections when there is alignment of desired outcomes. We are well-connected to community projects, events, and aspirations so that opportunities for connection can be identified.

Why we do it *Te take o a mātau mahi*

Community development was introduced as a new and growing service in the 2021-31 Long Term Plan, after the reintroduction of the Local Government (Community Wellbeing) Amendment Act in 2019. Re-introducing the promotion of social, economic, environmental, and cultural well-being of communities endorsed a focus on community development for councils.

We seek to better understand the needs and wants of our communities, and to connect these aspirations to Council decision-making and planning processes (particularly the Annual Plan and Long-Term Plan).

How we do it *Ka pēhea rā a mātau mahi*

Community-Led Development (CLD):

Our key outcome is for all local communities in the Tararua District to develop a Community-Led Development Plan, or “Community Plan”, that details the community’s key aspirations, and the desired projects that will deliver outcomes for these aspirations. CLD is widely a supported practise, particularly among philanthropic (charitable) trusts and agencies. It demonstrates community collaboration and can assist in attracting funding for the various projects developed as part of the plan.

Fundraising Support:

Our research has identified a strong need for support with fundraising. We now provide support for:

- groups and individuals to access funds.
- connecting groups and individuals to funders.
- supporting non-commercial groups and individuals with applications to funds.

This also applies to seeking external funding for Council projects and programmes to offset costs that would otherwise need to be met by ratepayers.

Community Leadership:

We help grow local leadership and collaboration skills, critical to the success of community-led projects and activities. We listen to what our community organisations want to achieve and then enable access to the skills and resources needed to achieve the desired outcomes.

Community leadership will likely include activities such as:

- supporting or undertaking community research and/or feasibility studies.
- supporting organisations with advocacy to key decision-makers.

Community Connection:

We identify areas where community cohesion and collaboration can be improved to enhance well-being and to build local resilience. This includes facilitating connections with social and welfare groups, leading the welfare function of an emergency response, and supporting community wellbeing initiatives.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Following consultation, council had decided to reduce funding for this activity which meant a reduction in community development support for the community, including reduction in support for external funding, and less availability of grant funding. There will be a reduction in grant funding for the community and in its place a \$100,000.00 contestable fund. The council will develop guidelines for the contestable fund.

There is also a reduction in funding for the activities of Community Development and Economic Development which has had minor impacts on the what the services will deliver with regard to performance targets.

Council will focus on consolidating this activity and revisit the service levels again in the next LTP.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Facilitate active community-led development	Number of communities active in community-led development activities (participation)	Target 2 Achieved 4	Target 3	Target 3	Target 4	Target 4
Council actively seeks external funding for projects and activities	Percentage of external funding applications submitted by Council that were successful	New Measure	50%	50%	60%	70%
Community projects are supported in gaining external funding	Percentage of funding applications made by community organisations and supported by Council that were successful	New Measure	50%	60%	70%	75%
Increase community access to funding opportunities	Number of philanthropic trusts and fund administrators that attended the annual Funders Forum event	New Measure	10	10	10	10
	Number of appointments generated between community and fund providers through the Funders Forum event	New Measure	30	45	50	60
Community are satisfied with activities of the community development service	Percentage of surveyed community organisations satisfied or better than satisfied with Council fundraising support or CLD activities	New Measure	70%	80%	85%	85%
Develop community leadership and collaborative skills	Number of community workshops or training events council has supported or coordinated	New Measure	4	4	4	4

Te wahakapaipai i te taiao

IMPROVING OUR ENVIRONMENT

Te Whakahāngaitanga Rautaki

Strategic Alignment

In this ten-year plan, Tararua District Council underscores the imperative of Improving our Environment, recognising the profound impact it has on the District's well-being. Climate change poses significant challenges, impacting farming, agricultural opportunities, biodiversity, and the overall health of our ecosystem. We have felt deeply the impact of climate change through Cyclone Gabrielle and we continue to build back stronger from these challenges.

Improving our Environment requires targeted effort across Council and the community to think critically on Tararua-specific solutions to environmental issues, to ensure the environment is considered in developing infrastructure, services, and future town planning, and to enable initiatives that can improve our responses to climate change. Our 3 Waters infrastructure, Waste Management, and District Planning all contribute to this Focus Area through developing innovative solutions and reducing harm to our natural environment. Simultaneously, Emergency Management works to ensure our community is ready and able to face the impacts of climate change, fostering a collective spirit that can weather environmental challenges.

These initiatives hold particular importance for Māori, as they embody core values such as Kaitiakitanga (guardianship) and Whanaungatanga (relationships). Recognizing the intrinsic connection between the environment and cultural identity, our plan seeks to uphold Te Tiriti o Waitangi principles of partnership. We will work hand-in-hand with our iwi partners and Māori communities, honouring their values, and our natural resources. Together, Māori and the wider community will work as guardians, respecting cultural heritage, nurturing relationships, and building a resilient future that acknowledges and embraces the unique values Māori bring to environmental stewardship.

Ngā ngohe kei tēnei rōpū

Activities in This Group

Environmental Management *Manaakitanga Taiao*

District Planning *Te Whakamahere Ā-Rohe*

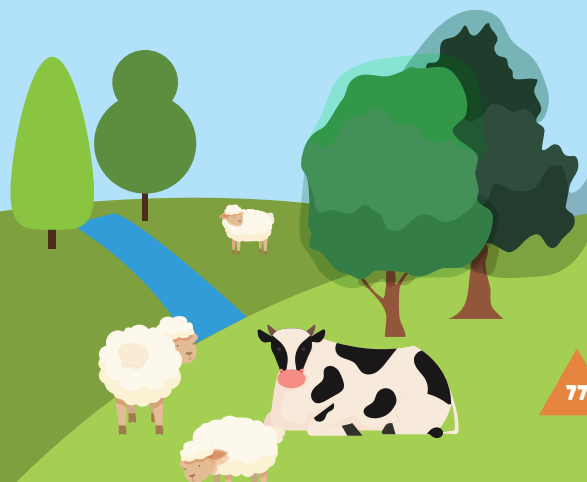
Emergency Management *Te Whakahaeretanga Ohotata*

Waste Management *Te Whakahaeretanga Para*

Stormwater *Te Wai Ua*

Wastewater *Te Wai Kino*

Water *Te Wai*



Manaakitanga Taiao

Environmental Management

He Tauākī Pānga Haupū Moni

Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	1,886	1,883	1,921	1,991
Targeted Rates	1,404	1,760	1,713	1,768
Subsidies and grants for operating purposes	478	220	220	220
Fees and charges	2,357	1,902	1,942	1,984
Local authorities fuel tax, fines, infringement fees, and other receipts	22	15	15	15
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	6,147	5,780	5,811	5,978
Applications of Operating Funding				
Payments to staff and suppliers	5,542	4,580	4,488	4,575
Finance Costs	92	124	122	135
Internal charges and overheads applied	922	946	1,005	1,046
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	6,555	5,651	5,615	5,757
Surplus/(Deficit) of Operating Funding (A - B)	(408)	129	196	221
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	446	228	153	126
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	446	228	153	126
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	-	329	288	-
- improve level of service (New)	-	26	52	321
- replace existing assets (Renewal)	87	28	49	12
Increase / (decrease) in reserves	(50)	(25)	(41)	14
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	38	357	349	347
Surplus/(Deficit) of Capital Funding (C - D)	408	(129)	(196)	(221)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
2,115	2,148	2,181	2,212	2,255	2,285	2,319
3,479	3,601	3,660	3,706	3,751	3,745	3,726
220	220	220	220	220	220	220
2,026	2,067	2,106	2,146	2,185	2,224	2,264
15	15	16	17	17	19	20
-	-	-	-	-	-	-
7,855	8,051	8,183	8,300	8,429	8,493	8,548
6,267	6,369	6,471	6,577	6,677	6,780	6,887
150	150	140	130	120	108	97
1,075	1,101	1,123	1,143	1,169	1,187	1,210
-	-	-	-	-	-	-
7,491	7,621	7,734	7,850	7,966	8,074	8,194
364	430	449	450	463	418	354
-	-	-	-	-	-	-
-	-	-	-	-	-	-
48	(283)	(268)	(255)	(242)	(230)	(219)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
48	(283)	(268)	(255)	(242)	(230)	(219)
-	-	-	-	-	-	-
328	-	-	-	-	-	-
74	53	16	35	13	13	14
10	95	165	160	208	175	121
-	-	-	-	-	-	-
412	148	181	195	221	188	135
(364)	(430)	(449)	(450)	(463)	(418)	(354)
-	-	-	-	-	-	-

Manaakitanga Taiao

Environmental Management

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
District Recycling Bays	308	-	-
Pahiatua Weighbridge	21	288	-
Total Capital Expenditure for Growth	329	288	-
Level of Service			
District Feasibility on Recovery and Organic Processing	26	-	-
Kerbside Organic Bins Rollout	-	-	-
Upgrading Fencing at RTS Sites	-	52	-
Urban Kerbside Organic Bins	-	-	-
Urban Kerbside Refuse Bins	-	-	321
Total Capital Expenditure for Level of Service	26	52	321
Renewal			
Council Chamber Civil Defence Equipment Replacement	-	-	-
District Access Road Renewals	-	35	-
District Kerbside Glass Recycling Bins Renewals	-	-	-
District Recycling Centres - Minor Capital	11	12	12
Radio Renewals	-	3	-
Resident Recycling Wheelie Bins - Renewal	16	-	-
Total Capital Expenditure for Renewal	28	49	12
Total Capital Expenditure for Environmental Management	382	390	333

	Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	55	-	-	-	-	-	-
	-	-	-	-	-	-	-
	274	-	-	-	-	-	-
	-	-	-	-	-	-	-
	328	-	-	-	-	-	-
	-	40	-	-	-	-	-
	38	-	-	-	-	-	-
	2	-	-	2	-	-	-
	12	12	13	13	13	13	14
	3	-	3	-	-	-	-
	19	-	-	20	-	-	-
	74	53	16	35	13	13	14
	403	53	16	35	13	13	14

Ngā Pānga Kino Nui

Significant Negative Effects

Environmental Management Manaakitanga Taiao

There are no significant effects from the activities District Planning and Emergency Management, although there may be public perception that District Planning imposes unreasonable rules for developers.

While climate change has not been caused by Council, our role in leading the process of adaptation planning will require some challenging decisions that will impact on community wellbeing through impacts on private property.

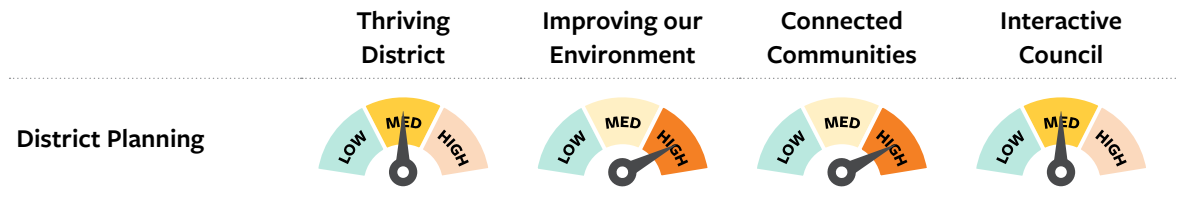
Waste management as an activity carries several significant negative effects, including:

- land use, contamination of land, and odour associated with refuse.
- loss of resources from materials ending in landfills.
- costs of handling and processing waste, including recycling and recovery, and the infrastructure to enable this to take place.



Te Whakamahere Ā-Rohe District Planning

Strategic Alignment Te Whakahāngaitanga Rautaki



We take care of our environment and support all parties with interests in a development.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Seek opportunities to enhance knowledge and understanding of service legislative requirements and ensure iwi perspectives are appropriately elevated.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build relationship with iwi, encouraging open communication before and during consent process.



Ōritetanga

equity between Māori and tangata Tiriti

Create an environment that supports active involvement with iwi and Māori, increasing understanding of the compliance process.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Provide training to develop team understanding and cultural recognition of value and belief systems of Māori.

The Planning Team has a positive working relationship with both local iwi partners.

What we do Ā mātau mahi

We process resource consents in accordance with the Resource Management Act 1991 (RMA) and the District Plan. Consents are granted to use, develop, and protect natural and physical resources of the district to ensure environmental standards are met.

Why we do it Te take o a mātau mahi

To protect and enhance the quality of the district's natural and physical environment to ensure it is managed sustainably and any environmental impacts of development are minimised.

To provide regulatory certainty for economic development and community wellbeing.

To action Resource Management Act responsibilities for Council and the community.

To incorporate risks mitigations relating to climate change and natural hazards into development.

To coordinate with infrastructure providers (including Council) to ensure growth is done in a sustainable way.

How we do it Ka pēhea rā a mātau mahi

- Providing information and advice to applicants, developers, and other interested members of the community on the resource consent process and the District Plan rules.
- Managing the District Plan and Growth Strategy and reviewing and preparing changes to the District Plan.
- Working with local iwi, Horizons Regional Council, and other stakeholders to meet shared strategic outcomes.
- Reviewing and updating spatial plans, including urban design principles.
- Processing resource consent applications for land use and subdivision including wind farms, solar farms and carbon forestry and their impacts on infrastructure and the environment.
- Imposing conditions on resource consents to mitigate adverse effects on the environment of the proposed activity.
- Managing the appeal and mediation process on matters before the Environment Court.

Strategic considerations Ngā whaiwhakaarotanga rautaki

The overarching direction for the District Plan is to sustainably manage growth, land use and development in the Tararua District. The District Plan gives effect to the recommendations of the District, Infrastructure, and Urban Growth Strategies.

The review of the second generation District Plan was initiated in 2023 and is proposed to be notified in early 2025. The RMA has been significantly amended in recent years with the production of National Environmental and Policy Standards and a significant amount of additional reporting of statistical data. The District Planning function can be expected to see significant changes through the life of the LTP. Recent changes to the resource management system include the December 2023 repeal of the Natural and Built Environment (NBA) and Spatial Planning Acts and introduction of the Fast-track Approvals Bill. The National Coalition Government have a work Programme for Reforming the resource management system and this will create subsequent future changes to the legislation framework that we adhere to.

Performance measures and targets

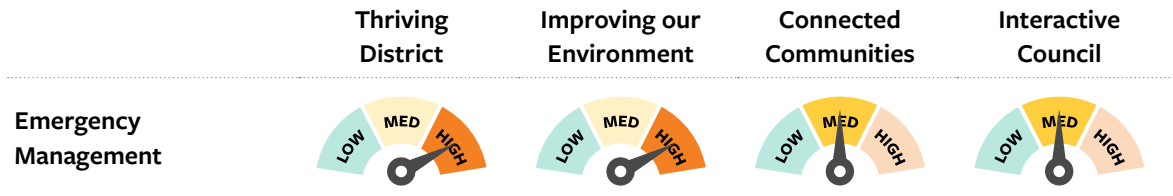
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
To promote, support and facilitate safe communities	The percentage of non-notified resource consent applications processed within statutory timeframes (20 working days)	Target 95% Achieved 100%	95%	95%	95%	95%
To provide a friendly, efficient and timely service	Applications for subdivision or land use consents are processed within 20 working days	New Measure	95%	95%	95%	95%



Te Whakahaeretanga Ohotata Emergency Management

Strategic Alignment Te Whakahāngaitanga Rautaki



We collaborate and connect with our communities so we can lead and co-ordinate on emergency responses and recoveries. We help our communities deal with and move forward from adverse events which is possible through working actively together with iwi, community organisations and the wider community.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partnering with iwi to enhance understanding of governance decisions for the region and ensuring their perspectives are appropriately elevated to the regional group.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Facilitating active involvement with iwi at the operational level through the inclusion in the Emergency Management Group meetings. Ensuring iwi contribution is heard and upheld.



Ōritetanga

equity between Māori and tangata Tiriti

Enhancing mana whenua capability to deliver emergency management services by supporting them to improve marae resilience and providing opportunities for training and skill development.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Being active participants in our partnership to ensure positive relationships and communications. Ensuring inclusion of iwi in response activities to enable voice and participation in decisions that relate to Te Ritenga.

What we do Ā mātau mahi

We provide facilities and staff to establish and run an emergency operations centre that will lead and coordinate the response to a significant emergency or disaster, and a radio network for communication with communities if traditional methods are unavailable.

We promote whānau, business, and community preparedness by supporting communities to develop their own response and recovery plans, and through public awareness and education initiatives.

We link into regional and national emergency management frameworks, such as providing local input into the regional hazardscape, and assisting other communities' emergency responses as required.

Why we do it Te take o a mātau mahi

The Civil Defence Emergency Management Act 2002 requires Council to plan and provide for emergency management within its district, to strengthen Tararua's disaster resilience so our communities are better able to prepare for, respond to, and recover from, significant emergencies and disasters, and ensure any response and recovery services to an event are co-ordinated across the district.

How we do it Ka pēhea rā a mātau mahi

We are a member of the Manawatū-Whanganui Civil Defence Emergency Management (CDEM) Group and participate in planning and providing for emergency management across the region. We administer the Tararua Emergency Committee which is made up of agencies and community organisations with an interest in emergency management.

We are also a member of the Manawatū-Whanganui Regional Joint Committee which provides governance and strategic direction to the CDEM Group. The Joint Committee includes a representative from each local authority in the region. Our Mayor is the representative for Tararua District.

We are also a member of Manawatū-Whanganui Regional Coordinating Executive Group (CEG) which is responsible to the CDEM Group for providing advice to the Joint Committee and any subgroups or subcommittees, implementing the decisions of the Group, and overseeing the development, implementation, maintenance, monitoring and evaluation of the Group Plan and Business Plan. Our Chief Executive is the representative for Tararua District.

We provide fully trained staff during an event to ensure appropriate resources are available to manage and coordinate a relevant response to Civil Defence events and we facilitate recovery after Civil Defence events.

We provide a linked communications network across the district to enable a coordinated response to an event by Council's Incident Management Team.

Performance measures and targets

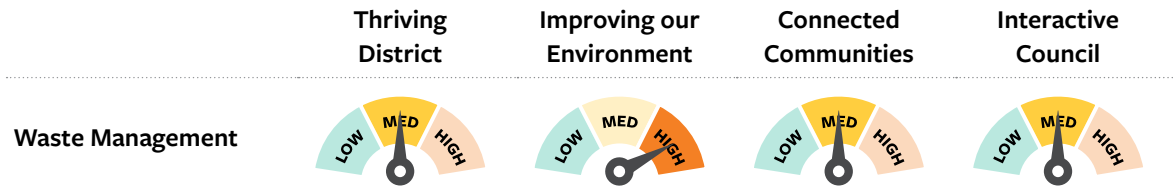
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Support communities to develop response and recovery plans for the current eight-community civil defence groups	Percentage of community response plans up to date.	New Measure	Baseline Measure	Increase from Baseline	Increase previous year	Increase previous year
A minimum of one Council officer in attendance at Regional Coordinating Executive Group and Regional Emergency Management Officers meetings	Percentage of Regional Coordinating Executive Group and Regional Emergency Management Officer Meetings with at least one Council officer in attendance.	New Measure	100%	100%	100%	100%
Residents and households are self-prepared for an emergency event.	Percentage of respondents in community survey that identify they are prepared to be self-sufficient for three days or more.	New Measure	Baseline Measure	Increase from Baseline	Increase previous year	Increase previous year
Ensure an adequate number of trained staff to operate an emergency operations centre and recovery office.	Percentage of management staff are trained, as evidenced in training records, to Integrated Training Framework – Intermediate level.	Target 80% Result 95%	80%	80%	80%	80%
Lead local emergency management coordination and planning by administering the Tararua Emergency Management Committees	Percentage of annual stakeholder survey respondents are satisfied with Council's role.	Target 80% Result 100%	80%	80%	80%	80%



Te Whakahaeretanga Para Waste Management

Strategic Alignment Te Whakahāngaitanga Rautaki



We aim to minimise the impact on the environment by working with communities to minimise waste to landfill and maximise recycling and separate green waste processing.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Include iwi in governance decisions on levels of service and future investments. Ensure their perspectives are appropriately elevated through Council. Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Partner with iwi to understand and explore iwi visions and aspirations for waste management facilities across the district. Support and engage with iwi on local organic processing facilities and diversion of waste for reuse.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Recognise te ao Māori as a key part of waste management planning, strengthening our relationships, Māori cultural identity and respect for Māori values.

What we do Ā mātau mahi

We own, manage and operate a small network of solid waste assets that is appropriate for a rural district with several small urban areas and townships. Most of this value is in the Dannevirke and Pahiatua transfer stations and recycling centres.

We focus on:

- Refuse (residential and commercial), which is delivered to our transfer stations by private waste businesses and directly by residents.
- Recycling, which we collect from urban kerbside or is dropped off by residents at recycling centres (including green waste dropped off at the transfer stations), and some small amounts of recycling collected from central drop-off points in smaller localities.

Why we do it Te take o a mātau mahi

We regard the management of waste as an essential public good and we are required by legislation to ensure that waste can be safely disposed of. The availability of disposal facilities and services such as kerbside recycling collections, transfer stations, and landfills are all essential parts of waste management. We have a statutory duty under the Waste Minimisation Act 2008 to prepare and adopt a Waste Management and Minimisation Plan every six years or earlier.

Our role in waste management is:

- to identify, educate and promote methods for reducing waste and improving resource efficiency.
- to facilitate local solutions to local waste management issues.
- to ensure that waste management practices do not adversely affect human health, animal and plant health, amenity values and cultural values.

How we do it Ka pēhea rā a mātau mahi

Our recycling operations include glass and mixed (cardboard, paper, tins and types 1, 2 and 5 plastics) collected fortnightly at urban kerbsides in the four main towns by contractors. We have a major recycling and green waste collection centre in Dannevirke, which is also a transfer station with a weighbridge.

We expanded our recycling services in 2021/22, with urban kerbside co-mingle wheelie bin and glass collection services. Plastics, paper, cardboard and tins are transported to Masterton for sorting, and then to various destinations around New Zealand and overseas for processing, while glass is transported to Auckland for recycling into new bottles and jars. Metal collected for recycling is handled by contractors.

We have transfer stations in Dannevirke and Pahiatua, Woodville, and Eketāhuna with an attended kiosk/office. We have one small open landfill, in Pongaroa, which will be closed by 2030 at the latest as the resource consent will expire. All landfill sites are subject to resource consent conditions and ongoing monitoring. This includes leachate pond operations. Waste for disposal is consolidated before being transported by contractors to Waipukurau from Dannevirke and Pahiatua.

Green waste is stockpiled at Pahiatua and Dannevirke. Every few months (as required) a contractor shreds the material and transports it to Manawatū or Kapiti Coast to be processed and used as compost.

Strategic considerations Ngā whaiwhakaarotanga rautaki

We have reviewed our Waste Minimisation and Management Plan (WMMP) and will be consulting with our communities in 2024. The plan considers:

- where we are now (from the waste assessment).
- where we want to go (based on workshops and guidance from elected members).
- how we're going to get there (based in the summary of actions and proposed methods for achieving waste management and minimisation).

The WMMP addresses the future demands and gaps, with a focus on how we are providing the service in the District, while increasing mana whenua involvement in waste management and minimisation.

We aim to do a s17a (Local Government Act 2002) service delivery review, when we will look at ways to be more efficient in how we can deliver this service to our communities. We are also looking at exploring full kerbside service ie recycling and refuse collection and have included in the LTP the budgets to include a kerbside refuse collection service from Year 4 onwards. In the 2027/2037 LTP, we will explore expanding the kerbside service, the funding options and consult with the community.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Refuse and recycling services meet user needs.	Percentage of residents rating recycling as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 85%	85%	85%	85%	85%
		Result 76%				
	Percentage of residents rating landfills/ transfer station management as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 75%	75%	75%	75%	75%
		Result 67%				
Reduce waste to landfill	Kilograms of waste per resident sent to landfills by the Council per annum	Target 250kgs	<250 kgs	<250 kgs	<250 kgs	<250 kgs
		Result 266kg				

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Reduce waste to landfill	Tonnage of recycled materials processed by Council	Target 1,200 Tonnes	>1,200 Tonnes	>1,200 Tonnes	>1,200 Tonnes	>1,200 Tonnes
		Result 1,284 Tonnes				
Council's open and closed landfills are well managed	% of landfills where all Horizons resource consent conditions are met	Target 100%	100%	100%	100%	100%
		Result 79%				

Te Wai Ua

Stormwater

He Tauākī Pānga Haupū Moni
Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted Rates	677	927	1,150	1,316
Subsidies and grants for operating purposes	-	-	-	-
Fees and charges	2	2	2	2
Local authorities fuel tax, fines, infringement fees, and other receipts	18	1		1
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	697	930	1,153	1,319
Applications of Operating Funding				
Payments to staff and suppliers	221	305	311	318
Finance Costs	66	81	82	94
Internal charges and overheads applied	226	234	255	263
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	513	619	648	675
Surplus/(Deficit) of Operating Funding (A - B)	184	310	505	644
Sources of Capital Funding				
Subsidies and grants for capital expenditure	649	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	247	176	172	169
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	896	176	172	169
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	784	257	262	268
- improve level of service (New)	190	-	-	-
- replace existing assets (Renewal)	67	328	333	1,134
Increase / (decrease) in reserves	40	(99)	82	(588)
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	1,080	486	677	814
Surplus/(Deficit) of Capital Funding (C - D)	(184)	(310)	(505)	(644)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
-	-	-	-	-	-	-
1,235	1,410	1,983	1,655	1,678	1,998	2,570
-	-	-	-	-	-	-
2	2	2	2	2	2	2
-	-	-	-	-	-	-
-	-	-	-	-	-	-
1,237	1,413	1,985	1,657	1,681	2,001	2,573
325	332	338	345	351	358	365
102	101	99	97	95	91	88
269	275	280	285	290	295	300
-	-	-	-	-	-	-
696	708	717	726	736	744	753
541	705	1,268	931	944	1,257	1,820
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(107)	(102)	(97)	(92)	(87)	(83)	(79)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(107)	(102)	(97)	(92)	(87)	(83)	(79)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
878	894	992	959	944	985	1,014
(445)	(291)	179	(120)	(87)	189	727
-	-	-	-	-	-	-
434	603	1,172	839	857	1,174	1,741
(541)	(705)	(1,268)	(931)	(944)	(1,257)	(1,820)
-	-	-	-	-	-	-

Te Wai Ua

Stormwater

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
District Stormwater Network Development	257	262	268
Total Capital Expenditure for Growth	257	262	268
Level of Service			
Total Capital Expenditure for Level of Service	-	-	-
Renewal			
District Stormwater Reticulation Renewals	328	333	1,134
Total Capital Expenditure for Renewal	328	333	1,134
Total Capital Expenditure for Stormwater Drainage	585	595	1,402

Ngā Pānga Kino Nui

Significant Negative Effects**Stormwater** Te Wai Ua

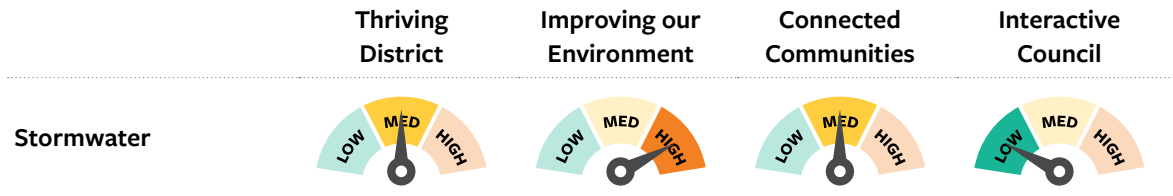
- Stormwater discharges can result in some contaminants from roads and other hard surfaces entering waterways.
- Increasing flood levels of waterways that stormwater discharges into.
- Urban development increases the contaminant load in stormwater discharges.
- Safety issues from open drains, particularly when in high flow.

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
878	894	992	959	944	985	1,014
878	894	992	959	944	985	1,014
878	894	992	959	944	985	1,014



Te Wai Ua Stormwater

Strategic Alignment Te Whakahāngaitanga Rautaki



Quality community infrastructure is provided to meet the needs of future generations and support our long-term prosperity.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Establish regular water liaison meetings with Iwi.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Actively seek Iwi input into water related decision making.



Ōritetanga

equity between Māori and tangata Tiriti

Identify forums to engage with Iwi on water matters.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Seek to better understand Māori customs and practices as they relate to water.

What we do Ā mātau mahi

We manage and maintain an urban network of pipes and open channel drains to safely direct stormwater to inland streams and to the ocean. Stormwater reticulation infrastructure is provided in the urban townships of Dannevirke, Pahiatua, Woodville and Eketāhuna.

Our stormwater network includes:

- 28 kilometres of stormwater pipelines
- 26 kilometres of open channel drains and streams
- 1,160 maintenance chambers and sumps

Why we do it Te take o a mātau mahi

Effective management of stormwater is critical to collect and dispose of excess stormwater in order to protect built assets and provide safe urban environments. The Local Government Act 2002 and other legislation mandates local authorities' actions regarding stormwater management.

How we do it Ka pēhea rā a mātau mahi

Stormwater assets have scheduled inspections, monitoring and servicing, and prioritised repairs or other actions taken, for the reticulation network as defined in the Tararua Alliance Operations and Maintenance contract.

We have 28,390 metres of stormwater pipes and the following have been identified as critical assets:

- Dannevirke culvert – this is a large diameter brick culvert that runs under buildings and the State Highway and through private property and there are limited entry points.
- Pahiatua, Town Creek culverts – in various places along the channel's route it runs under buildings and through private properties and there are limited entry points to maintain.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Resilience

Review of strategy regarding climate change adaptation of our core infrastructure to improve network resilience in lieu of climate change

Options

A review of our towns, villages and schemes to identify options for stormwater scheme addition/acquisition, disposal and/or amalgamation.

Strategy to improve network form, ensuring reliable, resilient, fit for purpose and future proof systems.

Infrastructure Investment

Extension of existing networks to accommodate increasing housing demand and development.

Overall system design will be re-assessed against future requirements which may require a complete overhaul and re-design to ensure system capacity will accommodate growth and a changing climate with predictions of greater intense rainfall events. This may lead to assets being abandoned, re-purposed or diverted at which time is an ideal opportunity to eliminate critical at-risk assets or address criticality.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
An effective stormwater system that protects people and properties from flooding	The number of flooding events where an overflow of stormwater had entered a habitable floor*	Target <20 Result 1	<20	<20	<20	<20
	For each flooding event, the number of habitable floors affected, expressed per 1,000 properties connected to the stormwater system*	Target <5 Result 0.2	<5	<5	<5	<5
A reliable stormwater network	Percentage of residents rating stormwater management as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 70% Result 65%	70%	70%	70%	70%
A reliable stormwater network	Number of complaints received by Council about the performance of its stormwater system, expressed per 1,000 properties connected to the stormwater system*	Target <9 Result 11	<9	<9	<9	<9
Council ensures quality and efficiency of the stormwater network	Number of enforcement actions against Council for not meeting resource consent conditions for discharge from the stormwater system relating to: Abatement Notices*	Target 0 Result Nil	0	0	0	0
	Number of enforcement actions against Council for not meeting resource consent conditions for discharge from the stormwater system relating to: Infringement notices*	Target 0 Result Nil	0	0	0	0
	Number of enforcement actions against Council for not meeting resource consent conditions for discharge from the stormwater system relating to: Enforcement orders*	Target 0 Result Nil	0	0	0	0

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council ensures quality and efficiency of the stormwater network	Number of enforcement actions against Council for not meeting resource consent conditions for discharge from the stormwater system relating to: Convictions*	Target 0	0	0	0	0
		Result Nil				
	Median time (hours) to attend a flooding event, measured from the time that Council receives a notification that service personnel reach the site*	Target 2 hours	2 hours	2 hours	2 hours	2 hours
		Result 0 minutes				

*Indicates this is a Department of Internal Affairs local government non-financial performance measure.

Te Wai Kino

Wastewater

He Tauākī Pānga Haupū Moni
Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	228	288	303	342
Targeted Rates	4,331	4,983	5,763	6,972
Subsidies and grants for operating purposes	-	387	247	-
Fees and charges	224	204	207	212
Local authorities fuel tax, fines, infringement fees, and other receipts	2	2	-	-
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	4,785	5,864	6,520	7,526
Applications of Operating Funding				
Payments to staff and suppliers	2,244	2,739	2,543	2,599
Finance Costs	541	691	755	987
Internal charges and overheads applied	535	553	595	618
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	3,320	3,984	3,894	4,203
Surplus/(Deficit) of Operating Funding (A - B)	1,465	1,881	2,627	3,323
Sources of Capital Funding				
Subsidies and grants for capital expenditure	208	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	6,314	1,097	5,024	4,329
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	6,522	1,097	5,024	4,329
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	1,012	281	514	532
- improve level of service (New)	6,080	1,527	5,268	4,788
- replace existing assets (Renewal)	2,202	2,305	2,724	2,520
Increase / (decrease) in reserves	(1,306)	(1,134)	(855)	(188)
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	7,988	2,978	7,651	7,652
Surplus/(Deficit) of Capital Funding (C - D)	(1,465)	(1,881)	(2,627)	(3,323)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
367	397	427	445	404	407	412
7,299	8,097	9,813	10,831	10,741	11,592	12,271
-	-	-	-	-	-	-
216	221	225	229	233	238	242
-	-	-	-	-	-	9
-	-	-	-	-	-	-
7,883	8,715	10,465	11,505	11,378	12,237	12,934
2,655	2,711	2,764	2,819	2,873	2,927	2,982
1,270	1,574	1,713	1,694	1,665	1,601	1,554
634	649	661	673	687	697	710
-	-	-	-	-	-	-
4,560	4,934	5,138	5,185	5,224	5,225	5,246
3,323	3,781	5,327	6,319	6,154	7,012	7,688
-	-	-	-	-	-	-
-	-	-	-	-	-	-
5,396	5,098	(910)	(916)	(1,231)	(1,149)	(1,070)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
5,396	5,098	(910)	(916)	(1,231)	(1,149)	(1,070)
555	577	601	625	248	253	258
6,014	5,941	150	55	56	57	58
3,457	3,192	3,239	2,916	2,550	3,401	3,014
(1,306)	(831)	427	1,808	2,069	2,152	3,289
-	-	-	-	-	-	-
8,720	8,878	4,417	5,403	4,923	5,863	6,618
(3,323)	(3,781)	(5,327)	(6,319)	(6,154)	(7,012)	(7,688)
-	-	-	-	-	-	-

Te Wai Kino

Wastewater

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
Dannevirke Wastewater Network Development (Extension)	-	116	118
District Wastewater Network Development (Extension)	281	295	309
Pahiatua Wastewater Network Development (Extension)	-	31	32
Woodville Wastewater Network Development (Extension)	-	72	74
Total Capital Expenditure for Growth	281	514	532
Level of Service			
Dannevirke Wastewater Land Irrigation Consent	-	-	-
Dannevirke Wastewater Land Irrigation Investigation	-	-	59
Dannevirke Wastewater Land Irrigation Purchase	-	-	-
Dannevirke Wastewater Treatment Plant Upgrade	-	-	-
District Wastewater Generators & Emergency	59	132	103
District Wastewater Plant Aerators	-	-	-
District Wastewater Security Systems	86	-	-
District Wastewater Sludge Disposal Facility	-	210	1,607
Eketāhuna Wastewater Treatment Plant Upgrade	-	2,097	-
Norsewood Wastewater Treatment Plant	-	-	844
Norsewood Wastewater Treatment Plant Design	-	129	-
Norsewood Wastewater Wetland Design	-	-	31
Norsewood Wastewater Wetland Development	-	-	-
Norsewood Wastewater Wetland Land Purchase	-	61	-
Norsewood Wastewater Wetland Resource Consent	-	59	-
Ormondville Wastewater Discharge Resource Consent	-	346	-
Ormondville Wastewater Treatment Upgrade	-	-	-
Ormondville Wastewater Treatment Upgrade Design	-	-	136
Ormondville Wastewater Wetland Consent	-	-	136
Ormondville Wastewater Wetland Design	-	-	-
Ormondville Wastewater Wetland Development	-	-	-
Ormondville Wastewater Wetland Investigation	-	28	-
Ormondville Wastewater Wetland Land Purchase	-	-	72
Pahiatua Wastewater Sludge Disposal	-	-	375
Pahiatua Wastewater Treatment Plant Upgrade	514	1,887	-
Pahiatua Wastewater Wetland Design	46	-	-
Pahiatua Wastewater Wetland Development	580	-	-

	Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
	121	123	126	128	131	133	136
	326	343	363	382	-	-	-
	33	33	34	35	35	36	37
	75	77	79	80	82	83	85
	555	577	601	625	248	253	258
	184	129	-	-	-	-	-
	-	-	-	-	-	-	-
	3,679	-	-	-	-	-	-
	274	5,311	-	-	-	-	-
	162	-	-	-	-	-	-
	51	53	54	55	56	57	58
	-	-	96	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	261	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	332	206	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	32	-	-	-	-	-	-
	-	216	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Pahiatus Wastewater Wetland Pipeline	72	-	-
Pongaroa Wastewater Treatment Plant Design	-	-	140
Pongaroa Wastewater Treatment Plant Upgrade	-	-	-
Pongaroa Wastewater Wetland Consent	57	-	-
Pongaroa Wastewater Wetland Design	-	-	30
Pongaroa Wastewater Wetland Development	-	-	-
Pongaroa Wastewater Wetland Investigation	28	-	-
Pongaroa Wastewater Wetland Land Purchase	-	142	-
Woodville Wastewater Treatment Plant Design	-	120	-
Woodville Wastewater Treatment Plant Upgrade	-	-	954
Woodville Wastewater Wetland Design	85	-	-
Woodville Wastewater Wetland Development	-	-	300
Woodville Wastewater Wetland Pipeline	-	58	-
Woodville Wastewater Wetland Resource Consent	-	-	-
Total Capital Expenditure for Level of Service	1,527	5,268	4,788
Renewal			
Dannevirke Wastewater Discharge Consent	-	-	117
District Wastewater Infiltration and Inflow Strategy Implementation	257	629	536
District Wastewater Manhole Replacements	48	49	50
District Wastewater Network Renewals	1,355	1,619	1,478
District Wastewater Network Unplanned Renewals	28	29	31
District Wastewater Ponds Perimeter Safety Fencing	77	79	80
District Wastewater Pump Station Renewals	57	59	61
District Wastewater SCADA	216	142	113
District Wastewater Treatment Unplanned Renewals	51	52	54
Norsewood Wastewater Discharge Consent Renewal	77	-	-
Pongaroa Waste Water Discharge Consent Renewal	77	-	-
Woodville Wastewater Pond 2 Liner Renewal	62	66	-
Total Capital Expenditure for Renewal	2,305	2,724	2,520
Total Capital Expenditure for Wastewater	4,112	8,506	7,840

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
-	-	-	-	-	-	-
-	-	-	-	-	-	-
269	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
233	27	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
252	-	-	-	-	-	-
-	-	-	-	-	-	-
263	-	-	-	-	-	-
-	-	-	-	-	-	-
22	-	-	-	-	-	-
6,014	5,941	150	55	56	57	58
492	645	-	-	-	-	-
329	39	40	41	42	42	43
51	53	54	55	56	57	58
2,267	2,292	2,975	2,645	2,279	3,123	2,727
33	35	37	38	40	42	44
82	-	-	-	-	-	-
64	66	69	71	74	76	79
85	7	7	8	-	-	-
55	56	57	58	59	61	62
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
3,457	3,192	3,239	2,916	2,550	3,401	3,014
10,026	9,710	3,990	3,595	2,854	3,711	3,329

Ngā Pānga Kino Nui

Significant Negative Effects

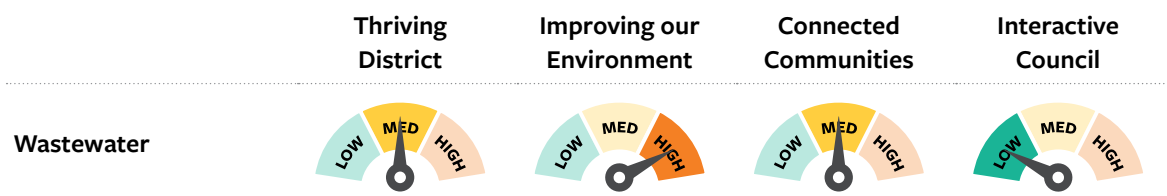
Wastewater Te Wai Kino

- Contamination of waterways associated with wastewater.
- Leakage from system contaminates groundwater.
- Trade waste contaminants inappropriately discharged.
- Odour from poor treatment practices impacts on other landowners.
- Cultural values could be negatively impacted by low quality treated wastewater disposal, namely:
 - Wastewater discharge can lead to localised damage of river habitats .
 - Discharge to waterways impacts on “mauri”, and on traditional fishing sources and recreation sites.



Te Wai Kino Wastewater

Strategic Alignment Te Whakahāngaitanga Rautaki



Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Establish regular water liaison meetings with Iwi.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Actively seek Iwi input into water related decision making.



Ōritetanga

equity between Māori and tangata Tiriti

Identify forums to engage with Iwi on water matters.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Seek to better understand Māori customs and practices as they relate to water.

What we do Ā mātau mahi

Wastewater reticulation systems are provided in the urban areas of Dannevirke, Pahiatua, Woodville, Eketāhuna, Norsewood, Pongaroa and Ormondville. Rural houses manage their own effluent. Primary treatment is done onsite by industries to comply with trade waste discharge limits set by Council before discharging to the public wastewater system, where it is treated and discharged to land and/or water, ultimately discharging to the ocean.

Our wastewater network includes:

- 7 treatment plants
- 21 sewer pump stations
- 95 kilometres of wastewater pipeline
- 1,100 maintenance chambers

Why we do it Te take o a mātau mahi

Effective management of wastewater is critical to supporting human and environmental health, and to support industrial and economic needs. The Local Government Act 2002 and other legislation mandates local authorities' actions regarding wastewater management.

How we do it Ka pēhea rā a mātau mahi

Wastewater treatment plants have scheduled inspections, monitoring and servicing, and prioritised repairs or other actions taken, for the reticulation network as defined in the Tararua Alliance Operations and Maintenance contract.

Many of the treatment plants are reaching end of lifecycle with new consents due for renewal or recently granted with additional conditions, placing the plants at risk of not being able to treat wastewater to the standards required. This is mainly due to the age of the plants and treatment processes not keeping pace with modern requirements.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Resilience

Review of strategy regarding climate change adaptation of our core infrastructure to improve network resilience in lieu of climate change.

Options and Optimisation

A district review of our towns, villages and schemes to identify options for wastewater scheme addition/acquisition, disposal and/or amalgamation.

Strategy for optimising wastewater treatment and disposal. Extension of existing networks to accommodate increasing housing demand and development.

Infrastructure investment

Significant investment is required to bring these plants up to fit for purpose condition and resilient for the future needs of the community.

Strategy to improve network form, ensuring reliable, resilient, fit for purpose and future proof systems.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
A reliable wastewater service	The number of dry weather sewerage overflows from the wastewater system per 1,000 connections*	Target <5 Result 0.82	<5	<5	<5	<5
	Percentage of residents rating wastewater management as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 80% Result 84%	80%	80%	80%	80%
Risks to public health and our natural environment are minimised	Number of schemes with consents which are current	New Measure	5	5	5	5
	Number of enforcement actions against Council for not meeting resource consent conditions for sewage schemes relating to: Abatement Notices*	Target 0 Result Nil	0	0	0	0
	Number of enforcement actions against Council for not meeting resource consent conditions for sewage schemes relating to: Infringement notices*	Target 0 Result Nil	0	0	0	0
	Number of enforcement actions against Council for not meeting resource consent conditions for sewage schemes relating to: Enforcement orders*	Target 0 Result Nil	0	0	0	0
	Number of enforcement actions against Council for not meeting resource consent conditions for sewage schemes relating to: Convictions*	Target 0 Result Nil	0	0	0	0

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council responds quickly when things go wrong	Median time to attend a sewage fault, measured from the time Council receives notification to the time that service personnel reach the site*	Target 1 hour Result 36 minutes	1 hour	1 hour	1 hour	1 hour
	Median time to resolve a sewage fault, measured from the time Council receives notification to the time that service personnel confirm resolution of the fault*	Target 5 hours Result 1 hour 51 minutes	5 hours	5 hours	5 hours	5 hours
	Number of complaint received about wastewater per 1,000 connections for: Sewerage odour*	Target <4 Result 1.24	<4	<4	<4	<4
	Number of complaint received about wastewater per 1,000 connections for: Sewerage system faults*	Target <5 Result 0.21	<5	<5	<5	<5
Council responds quickly when things go wrong	Number of complaint received about wastewater per 1,000 connections for: Sewerage system blockages*	Target <7 Result 8.69	<7	<7	<7	<7
	Number of complaint received about wastewater per 1,000 connections for: Councils response to the above issues*	Target <3 Result 0.62	<3	<3	<3	<3
	Number of complaint received about wastewater per 1,000 connections for: Total Number of recorded complaints*	Target <19 Result 10.76	<19	<19	<19	<19

*Indicates this is a Department of Internal Affairs local government non-financial performance measure.

Te Wai Water Supply

He Tauākī Pānga Haupū Moni Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted Rates	4,510	5,330	6,161	6,679
Subsidies and grants for operating purposes	-	294	294	-
Fees and charges	4	4	4	4
Local authorities fuel tax, fines, infringement fees, and other receipts	232	-	-	-
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	4,746	5,629	6,459	6,683
Applications of Operating Funding				
Payments to staff and suppliers	2,354	2,832	2,884	2,658
Finance Costs	694	775	712	755
Internal charges and overheads applied	596	621	666	692
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	3,644	4,227	4,261	4,105
Surplus/(Deficit) of Operating Funding (A - B)	1,102	1,401	2,198	2,578
Sources of Capital Funding				
Subsidies and grants for capital expenditure	46	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	76	5,903	4,422	653
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	122	5,903	4,422	653
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	739	457	1,414	476
- improve level of service (New)	249	1,227	1,711	998
- replace existing assets (Renewal)	1,516	7,948	7,623	6,679
Increase / (decrease) in reserves	(1,280)	(2,327)	(4,128)	(4,923)
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	1,224	7,305	6,620	3,231
Surplus/(Deficit) of Capital Funding (C - D)	(1,102)	(1,401)	(2,198)	(2,578)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
-	-	-	-	-	-	-
7,288	8,393	8,470	8,958	11,191	11,576	12,387
-	-	-	-	-	-	-
4	4	4	5	5	5	5
-	-	-	-	-	-	-
-	-	-	-	-	-	-
7,292	8,397	8,474	8,962	11,195	11,581	12,391
2,716	2,772	2,827	2,883	2,938	2,993	3,050
796	806	794	777	760	732	712
711	728	742	754	771	782	797
-	-	-	-	-	-	-
4,223	4,306	4,363	4,415	4,469	4,508	4,558
3,069	4,090	4,111	4,548	6,726	7,073	7,833
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,490	1,464	1,585	707	1,711	163	137
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,490	1,464	1,585	707	1,711	163	137
1,939	524	1,604	545	1,669	-	-
1,360	1,730	742	885	730	817	758
10,928	3,809	5,390	9,617	3,548	5,258	3,172
(8,667)	(508)	(2,040)	(5,792)	2,491	1,162	4,041
-	-	-	-	-	-	-
5,559	5,554	5,696	5,255	8,438	7,236	7,971
(3,069)	(4,090)	(4,111)	(4,548)	(6,726)	(7,073)	(7,833)
-	-	-	-	-	-	-

Te Wai Water Supply

Whakapaunga Haupū Rawa Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
Dannevirke Water Network Development (Extension)	108	329	112
Eketāhuna Water Network Development (Extension)	121	370	126
Norsewood Water Network Pressure Management	-	16	-
Pahiatua Water Network Development (Extension)	135	413	141
Woodville Water Network Development (Extension)	94	286	98
Total Capital Expenditure for Growth	457	1,414	476
Level of Service			
Dannevirke Water Backwash Resource Consent	51	-	-
Dannevirke Water Treated Reservoir	-	524	-
District Water Backflow Strategy and Devices	154	165	175
District Water Generators and Emergency	298	29	30
District Water HAZNO Compliance	5	6	6
District Water Network Leakage Strategy	154	236	-
District Water Network Pressure Mangement	21	262	268
District Water Network Universal Metering	21	210	384
District Water Service Reservoirs Bulk Meters	51	52	27
District Water Security Systems	86	-	-
Eketāhuna Water Backwash Resource Consent	51	-	-
Eketāhuna Water New Bore Resource Consent	41	-	-
Norsewood Water Alternate Source	-	26	-
Norsewood Water Backwash Resource Consent	51	-	-
Norsewood Water Network Upgrades	10	11	-
Pahiatua Water Backwash Resource Consent	51	-	-
Pahiatua Water Bore Re-Development	-	-	-
Pahiatua Water Dam and Diversion Consent	-	-	-
Pahiatua Water Erosion Control Consent	-	-	-
Pahiatua Water Sediment Discharge Permit	-	-	-
Pongoroa 3 Day Treated Storage Feasibility	26	79	-
Pongoroa Water 3 Day Treated Storage	-	-	107
Woodville Water Alternate Source Resource Consent	103	110	-
Woodville Water Backwash Resource Consent	51	-	-
Woodville Water Dam Construction Permit	-	-	-
Total Capital Expenditure for Level of Service	1,227	1,711	998

	Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
	493	119	365	124	380	-	-
	386	43	131	44	136	-	-
	-	-	-	-	-	-	-
	541	208	638	217	663	-	-
	518	154	471	160	490	-	-
	1,939	524	1,604	545	1,669	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	190	204	-	-	-	-	-
	31	-	-	82	-	73	-
	7	7	7	8	8	8	9
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	393	401	661	708	722	736	750
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	246	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	493	-	-	-	-	-	-
	-	-	-	29	-	-	-
	-	-	-	29	-	-	-
	-	-	-	29	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	1,118	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	74	-	-	-	-
	1,360	1,730	742	885	730	817	758

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Renewal			
Ākitio Water Concrete Tank Renewal	41	34	-
Ākitio Water Treatment Plant Subsidence Stablisation	-	79	-
Dannevirke Water Fluoridation	-	-	-
Dannevirke Water Gregg Street Booster	-	-	375
Dannevirke Water Impounded Supply	5,037	2,097	-
Dannevirke Water Intake Flow Meter	-	210	-
Dannevirke Water Rural Main Line Plant to Reservoir 2	-	-	1,537
Dannevirke Water Rural Main Line Reservoir 2 to Town	-	-	-
Dannevirke Water Take Resource Consent	-	83	-
District Water Health and Safety Renewals	16	18	18
District Water Network Mains Renewals	1,555	2,361	1,949
District Water Network Unplanned Renewals	28	29	31
District Water Plant Renewals	221	206	210
District Water SCADA	216	142	113
District Water Treatment Unplanned Renewals	57	59	62
Eketāhuna Water Reservoirs Renewals	41	-	80
Pahiatua Water Infiltration Gallery Maintenance	-	-	-
Pahiatua Water Membrane Renewals	339	-	-
Pahiatua Water Old Reservoir Remedials	-	262	-
Pahiatua Water Source Resource Consent	41	-	-
Pahiatua Water Take Bore Resource Consent	-	-	-
Pahiatua Water Treatment Plant Rising Main Renewal	51	472	536
Pahiatua Water Weir and Infiltration Gallery Investigation	140	-	-
Pongaroa Water Take Resource Consent	-	-	-
Woodville Water Reservoirs Renewal	123	1,573	1,768
Woodville Water Source Consent	41	-	-
Total Capital Expenditure for Renewal	7,948	7,623	6,679
Total Capital Expenditure for Water Supply	9,632	10,749	8,153

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	56	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
6,284	-	-	-	-	-	-
-	-	1,739	6,152	-	-	-
-	-	-	-	-	-	-
20	20	22	23	24	25	26
3,090	3,385	3,459	3,264	3,347	4,913	2,840
33	35	37	38	40	42	44
337	53	54	55	56	192	173
85	7	7	8	-	-	-
66	68	73	77	81	85	89
821	-	-	-	-	-	-
192	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	93	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	93	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
10,928	3,809	5,390	9,617	3,548	5,258	3,172
14,226	6,063	7,736	11,047	5,946	6,075	3,930

Ngā Pānga Kino Nui

Significant Negative Effects

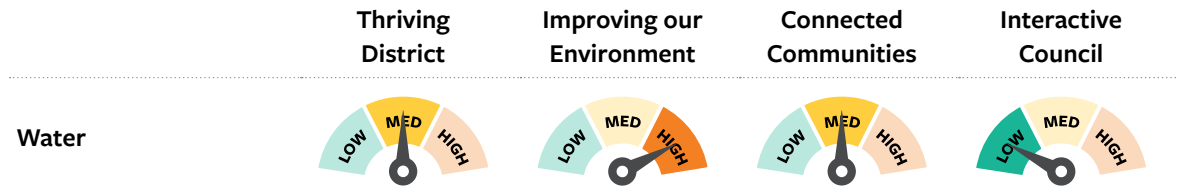
Water Supply Te Wai

- Potential depletion of the natural water resource by over-extraction of water.
- Impacts on waterways from extraction, including limiting the remaining allocation available.
- Cultural impact of groundwater abstraction and network water losses
- Chemical addition may be required (eg fluoridation) as dictated by legislation



Te Wai Water Supply

Strategic Alignment Te Whakahāngaitanga Rautaki



Quality community infrastructure is provided to meet the needs of future generations and support our long-term prosperity.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Establish regular water liaison meetings with Iwi.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Actively seek Iwi input into water related decision making.



Ōritetanga

equity between Māori and tangata Tiriti

Identify forums to engage with Iwi on water matters.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Seek to better understand Māori customs and practices as they relate to water.

What we do Ā mātau mahi

We manage water supply schemes to the towns of Dannevirke, Pahiatua, Woodville, Eketāhuna, Norsewood, Ākitio and Pongaroa. Treatment varies between schemes, from chlorine, microfiltration, ultraviolet, and combinations of these.

Over 5,000 residential properties are served via:

- 8 water intakes including 2 bores.
- 7 water treatment plants
- 1 pump stations, 14 reservoirs.
- 267 kilometres of water supply pipelines
- 47 kilometres of laterals

Why we do it Te take o a mātau mahi

Effective management of water is critical to supporting human, animal, and plant life, and to supply industrial and economic needs. The Local Government Act 2002 and other legislation mandates local authorities' actions regarding water supply.

How we do it Ka pēhea rā a mātau mahi

Water treatment plants have scheduled inspections, monitoring and servicing, and prioritised repairs or other actions taken, for the reticulation network as defined in the Tararua Alliance Operations and Maintenance contract.

Treatment plants have received significant investment over the last four years to meet Drinking Water Standards, increased focus on maintenance schedules is improving asset resilience. Dannevirke impound dam, being a critical asset, has been assessed at risk, requiring significant investment in 2024 through 2026 to address risk of failure.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Resilience

Review of strategy regarding climate change adaptation of our core infrastructure to improve network resilience in lieu of climate change. Climate Change is also a crucial element of the performance of critical assets requiring additional resilience built into each scheme.

There are a significant number of ageing reservoirs across the District approaching end of life and assessed at risk against resilience and natural disasters.

The Dannevirke and Woodville Impounded Reservoirs/Dams were constructed for storage of untreated water to enhance the resilience of the town water supplies. These dams serve as a strategic buffer, offering a reliable, although limited, water source during events of high surface water turbidity, or insufficient water such as from low river flow, or drought conditions. This approach has been cost-effective, addressing potential climate-induced water issues without the need for expensive and complex upgrades to the existing water treatment infrastructure.

The current treatment plants in both towns are equipped to handle low to moderate turbidity levels. However, treating higher turbidity levels would necessitate substantial investment in advanced treatment systems like membrane technology, which would also incur higher operational costs.

In 2020/21, the Dannevirke Dam suffered damage following a severe drought due to the inlet design not being sufficiently supported. This resulted in further damage to the sub-soil drainage system beneath the reservoir. Both issues have been repaired. However, new dam regulations now apply and Council has engaged professional engineers to provide advice on options to meet the new regulations, including permanent repair. Council is not expecting this report to be available until mid to late August, and will not know the full extent the work required until the engineers report is received.

Council is also considering other options to improve resilience to reduce reliance on the Dannevirke Dam that are set out in our Asset Management Plan, including exploration for bore water, new membrane treatment, and additional treated water storage. However there may be significant more costs required than what has currently been included within this LTP. If this is the case Council will review all alternate options and if necessary Council will consult on any amendments to the LTP required coming out of this report.

Growth

Extension of existing networks to accommodate increasing housing demand and development.

Review of strategy regarding management of water supply and demand, with a focus on improving supply reliability.

Infrastructure Investment

Replacement of reticulation infrastructure where minimal formal condition/expected life information exists.

Strategy to improve network form, ensuring reliable, resilient, fit for purpose and future proof systems.

Reticulation has a significant backlog of renewals increasing vulnerability to failure and will be addressed by a planned schedule of upgrades and renewals to manage criticality and population growth projections where a different approach may be required to increase resilience of these assets and make them fit for future purpose.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council provides a reliable water supply	Percentage of customers rating water management as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 80% Result 71%	80%	80%	80%	80%
Council provides water at a consistent volume	Number of complaints over 1,000 connections to Council’s networked reticulation system for: Drinking water pressure or flow*	Target <4 Result 5.87	<4	<4	<4	<4

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Water looks and tastes good	Number of complaints over 1,000 connections to Council's networked reticulation system for: Drinking water taste*	Target <5	<5	<5	<5	<5
		Result 12.34				
Water looks and tastes good	Number of complaints over 1,000 connections to Council's networked reticulation system for: Drinking water clarity*	Target <5	<5	<5	<5	<5
		Result 11.13				
	Number of complaints over 1,000 connections to Council's networked reticulation system for: Drinking water odour*	Target <4	<4	<4	<4	<4
		Result 1.42				
Interruptions to supply are minimised	Number of complaints over 1,000 connections to Council's networked reticulation system for: Continuity of supply*	Target <5	<5	<5	<5	<5
		Result 17.2				
Council is responsive to issues relating to water supply	Number of complaints over 1,000 connections to Council's networked reticulation system for: Council's response to the issues above*	Target <2	<2	<2	<2	<2
		Result 0.61				
Council is responsive to issues relating to water supply	Number of complaints over 1,000 connections to Council's networked reticulation system for: Total number of recorded complaints*	Target <25	<25	<25	<25	<25
		Result 49				
Water provided is safe to drink	Number of schemes that comply with bacteria requirements of the Water Services (Drinking Water Services for New Zealand) Regulations 2022.*^	Target 7	7	7	7	7
		Result 6				
	Number of schemes that comply with Protozoa requirements of the Water Services (Drinking Water Services for New Zealand) Regulations 2022.*^	Target 7	7	7	7	7
		Result 2				
Council is responsive to issues relating to water supplies	Median response time to attend an urgent call out, measured from the time Council receives notification to the time that service personnel reach the site*	Target 1 hour	1 hour	1 hour	1 hour	1 hour
		Result 8 minutes				

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council is responsive to issues relating to water supplies	Median time to resolve an urgent callout, measured from the time Council receives notification to the time that service personnel confirm the resolution of the fault*	Target 5 hours Result 4 hours 14 minutes	5 hours	5 hours	5 hours	5 hours
	Median response time to attend a non-urgent call out, measured from the time Council receives notification to the time that service personnel reach the site*	Target 8 hours Result 2 hours 13 minutes	8 hours	8 hours	8 hours	8 hours
	Median time to resolve a non-urgent callout, measured from the time Council receives notification to the time that service personnel confirm the resolution of the fault*	Target 24 hours Result 6 hours 6 minutes	24 hours	24 hours	24 hours	24 hours
Wastage of water is minimised	The percentage of real water loss from the Council's networked reticulation schemes based on the minimum night flow (MNF) analysis*	Target 10% Result 24.7%	10%	10%	10%	10%
	Average consumption of drinking water per day per resident connected to a Council scheme*	Target 300 Litres Result 378 Litres	300 Litres	300 Litres	300 Litres	300 Litres

*Indicates this is a Department of Internal Affairs local government non-financial performance measure.

^ The Non-Financial Performance Measures Rules 2013 required local authorities to report their compliance with the bacterial and protozoal contamination criteria of the New Zealand Drinking Water Standards 2005. These standards have been superseded by the Water Services (Drinking Water Services for New Zealand) Regulations 2022 (the regulations) and DWQAR (Drinking Water Quality Assurance Rules 2022) and therefore the council is reporting against these measures relying upon the relevant incorporation by reference provisions in New Zealand law.

He Hapori Tūhono

CONNECTED COMMUNITIES

Te Whakahāngaitanga Rautaki

Strategic Alignment

In envisioning the trajectory of our district, a further core principle remains the cultivation of Connected Communities. We are dedicated to providing outstanding facilities and services that address the specific needs of our residents, maintaining and enhancing the well-being and vitality of our district in the coming decade. Our vision emphasizes the necessity for communities to feel secure and interconnected at both local and district-wide levels. This involves investing in functional facilities and services that adapt to evolving needs, improving infrastructure, and ensuring recreational and cultural needs are met.

Numerous key departments across council contribute to Connected Communities, including Libraries, Parks and Reserves, and Roading, to name a few. Each area is aligned in their mission to provide essential facilities and services to Tararua, both now and in the coming years. Our commitment seeks to ensure towns are accessible through provide robust infrastructure connecting our communities both physically and digitally. The ability to connect with the community is fostered further through services that support safe participation in society, such as through Animal Control, and Health and Safety compliance. This interconnectedness is crucial to facilitate local and district-wide participation, safeguarding that no community is left behind.

To achieve Connected Communities, we will seek to also provide facilities and services tailored to meet the distinct needs of Māori communities. Facilities should be designed not just with functionality in mind, but with a deep respect for cultural values and traditions. We will aim to create spaces that resonate with the identity of all residents, including our Māori communities, fostering a sense of belonging and pride. We will seek to work in Partnership, honouring both Te Tiriti o Waitangi and Councils commitment to the iwi partners by making sure community services are developed collaboratively.



Ngā ngohe kei tēnei rōpū

Activities in This Group

Community Facilities & Services Ngā Whare me ngā Ratonga Hapori

Animal Control *Ngā Here Kararehe*

Cemeteries *Ngā Urupā*

Community Buildings *Ngā Whare Hapori*

Libraries *Ngā Whare Pukapuka*

Parks and Reserves *Ngā Papa Tākaro me ngā Papa Rāhui*

Pensioner Housing *Ngā Whare Kaumātua*

Public Conveniences *Ngā Ratonga Tūmatanui*

Swimming Pools *Ngā Puna Kaukau*

Regulatory Compliance Ngā Here a te Ture

Building Control *Ngā Here Waihanga*

Compliance and Monitoring *Te Tautuku me te Aroturuki*

Transportation Ngā Waka Kawe Tangata

Roads *Ngā Mahi Huarahi*

Footpaths *Ngā Ara Hīkoi*



Ngā Whare me ngā Ratonga Hapori

Community Facilities and Services

He Tauākī Pānga Haupū Moni

Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	3,589	3,963	4,721	5,079
Targeted Rates	2,486	2,847	3,256	3,360
Subsidies and grants for operating purposes	230	5	5	5
Fees and charges	1,564	1,789	1,983	2,084
Local authorities fuel tax, fines, infringement fees, and other receipts	34	7	9	12
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	7,903	8,611	9,974	10,540
Applications of Operating Funding				
Payments to staff and suppliers	5,220	5,553	5,868	6,079
Finance Costs	91	108	106	137
Internal charges and overheads applied	1,830	1,981	2,094	2,181
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	7,141	7,643	8,069	8,396
Surplus/(Deficit) of Operating Funding (A - B)	762	968	1,906	2,144
Sources of Capital Funding				
Subsidies and grants for capital expenditure	810	51	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	65	213	2,724	840
Gross proceeds sale of assets	-	3,800	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	875	4,064	2,724	840
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	101	134	31	36
- improve level of service (New)	916	252	2,825	1,072
- replace existing assets (Renewal)	1,631	1,054	705	631
Increase / (decrease) in reserves	(1,011)	3,592	1,069	1,245
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	1,638	5,032	4,630	2,984
Surplus/(Deficit) of Capital Funding (C - D)	(762)	(968)	(1,906)	(2,144)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
4,906	4,982	5,130	5,298	5,669	5,819	5,888
3,433	3,502	3,577	3,637	3,626	3,695	3,756
5	5	5	5	5	5	5
2,117	2,140	2,161	2,183	2,204	2,226	2,247
15	20	25	31	33	41	49
-	-	-	-	-	-	-
10,477	10,649	10,898	11,154	11,537	11,786	11,946
6,223	6,352	6,478	6,606	6,731	6,858	6,986
166	165	162	159	156	150	145
2,236	2,286	2,330	2,367	2,415	2,452	2,494
-	-	-	-	-	-	-
8,626	8,804	8,971	9,131	9,302	9,459	9,625
1,851	1,845	1,927	2,022	2,235	2,326	2,321
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(310)	(261)	(282)	(233)	(248)	(235)	(224)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
(310)	(261)	(282)	(233)	(248)	(235)	(224)
-	34	-	35	-	-	-
-	-	-	-	-	-	-
469	604	431	1,421	969	650	384
1,073	947	1,214	333	1,018	1,441	1,713
-	-	-	-	-	-	-
1,541	1,584	1,645	1,789	1,987	2,091	2,097
(1,851)	(1,845)	(1,927)	(2,022)	(2,235)	(2,326)	(2,321)
-	-	-	-	-	-	-

Ngā Whare me ngā Ratonga Hapori

Community Facilities and Services

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
District New Berms	31	31	-
Mangatera Cemetery Development	103	-	-
Woodville Camp Grounds Ablution Block Renewal	-	-	36
Total Capital Expenditure for Growth	134	31	36
Level of Service			
Carnegie Options Assessment	185	-	-
Carnegie Re-Design and Re-Development	-	157	1,072
Dannevirke Dog Pound Improvements	-	46	-
Dannevirke Multisport Park - Skatepark Development	51	-	-
Mangatainoka Cemetery Development	15	-	-
New Pahiatua Pool*	3,701	2,622	-
Total Capital Expenditure for Level of Service*	3,953	2,825	1,072
Renewal			
Ākitio Toilet	113	-	-
Dannevirke Renewal of Older Units	-	-	89
Dannevirke Service Centre Programmed Renewals	6	6	6
Dannevirke Town Hall Renewals	21	12	3
District Camping Grounds Programmed Renewals	15	7	16
District Community Buildings Furniture	3	3	3
District Swimming Pools Plumbing and Electrical	8	13	15
District Library Books	121	127	132
District Library Furniture and Fittings	-	-	-
District Parks LED Lighting Upgrade	13	14	-
District Toilets Programmed Renewals	56	5	-
District Community Buildings Unplanned Renewals	56	58	61
District Pensioner Housing Fencing	-	14	-
District Parks and Reserves Drainage	-	-	8
District Parks and Reserves Fencing	-	-	12
District Parks and Reserves Playground Equipment	114	151	54
District Toilets Unplanned Renewals	13	16	14
Dannevirke Camping Ground Hardstand	15	-	-

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
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-	34		35	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	34	-	35	-	-	-

-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-

-	-	-	-	-	-	-
-	-	-	96	-	-	-
7	7	7	7	7	7	7
2	2	-	10	-	2	2
10	11	6	6	6	6	6
3	4	5	5	5	5	5
13	13	14	15	15	16	16
138	144	150	157	162	168	172
13	-	-	-	15	-	-
-	-	-	-	-	-	-
11	-	6	-	-	-	-
64	67	70	73	76	77	79
14	-	-	-	-	-	-
5	8	8	9	10	10	10
13	13	14	14	15	16	16
16	193	17	65	27	203	21
13	16	16	15	17	16	17
-	-	-	-	-	-	-

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Dannevirke Library Programmed Renewals	15	6	9
Dannevirke Sports Centre Pavilion Programmed Renewals	25	3	2
Dannevirke Sports Centre Stadium Programmed Renewals	51	52	-
Dannevirke Town Hall Kitchen Renewal	8	-	-
Dannevirke Camping Grounds House Carpet	-	-	-
Eketāhuna Camping Grounds Renewals	2	1	11
Eketāhuna Community Buildings Programmed Renewals	-	41	2
Eketāhuna Library Programmed Renewals	2	2	2
Eketāhuna Library Earthquake Strengthening	-	-	-
Eketāhuna Pensioner Housing Renewal of Older Units	-	87	-
Lindauer Walkway Renewals	-	-	-
Pahiatua Community Buildings Programmed Renewals	27	28	16
Pahiatua Grandstand	2	-	-
Pahiatua Town Hall Library Earthquake strengthening	-	-	-
Pahiatua Town Hall Roof Renewal	149	-	-
Pahiatua Camping Ground Programmed Renewals	-	34	25
Pahiatua Camping Ground Carnival Park Ablution Block Accessibility Upgrade	92	-	-
Pahiatua Pensioner Housing Renewal of Older Units	85	-	-
Pahiatua Service Centre Programmed Renewals	8	2	2
Pongoroa Hall Programmed Renewals	11	2	43
Woodville Community Centre Programmed Renewals	15	-	-
Woodville Library/Service Centre Programmed Renewals	5	21	107
Woodville Pensioner Housing Renewal of Older Units	-	-	-
Total Capital Expenditure for Renewal	1,054	705	631
Total Capital Expenditure for Community Facilities & Services	5,141	3,561	1,739

*Note that in year one the total capital expenditure for level of service and total capital expenditure for Community Facilities & Services does not agree to the Funding Impact Statement (page 128). This is due to the New Pahiatua Pool project being shown in the plan at its full estimated cost, this portion of the asset build is expected to be externally funded and the asset vested back into Council, Council's portion of this project is shown in year two of this plan.

Ngā Pānga Kino Nui Significant Negative Effects

Community Facilities & Services Ngā Whare me ngā Ratonga Hapori

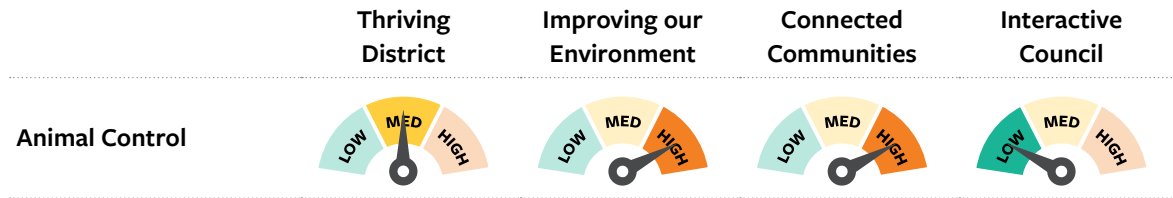
There are no significant negative effects for this group of activities. However, there are perceptions that Animal Control activities impose unreasonable rules and compliance costs on dog owners.

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
7	-	10	-	-	-	-
2	-	2	5	-	2	2
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	16	-	-	-	-	-
1	2	2	3	2	2	2
16	-	27	-	-	-	-
2	2	2	2	2	2	2
-	-	-	58	594	-	-
-	-	-	97	-	-	-
-	7	7	7	7	7	7
2	-	2	-	2	-	2
-	-	-	3	-	5	-
-	-	57	757	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	93	-	-	-	-	-
2	2	7	2	2	2	2
15	2	2	2	2	2	2
-	-	-	3	-	-	4
7	-	-	7	-	-	6
91	-	-	-	-	100	-
469	604	431	1,421	969	650	384
469	637	431	1,456	969	650	384



Ngā Here Kararehe Animal Control

Strategic Alignment Te Whakahāngaitanga Rautaki



We maintain animal welfare and promote responsible dog ownership, and protect the community from dangerous dogs and wandering stock.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Seek opportunities to enhance knowledge and understanding of service legislative requirements and ensure iwi perspectives are appropriately elevated.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build relationship with iwi, encouraging open communication before and during consent process.



Ōritetanga

equity between Māori and tangata Tiriti

Create an environment that supports active involvement with iwi and Māori, increasing understanding of the compliance process.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Provide training to develop team understanding and cultural recognition of value and belief systems of Māori.

What we do Ā mātau mahi

We maintain animal welfare and protect the community from dogs and wandering stock. Promote responsible dog ownership.

Why we do it Te take o a mātau mahi

We must comply with the Dog Control Act, the Impounding Act, and the Animal Welfare Act.

We provide this service to promote responsible dog ownership and the welfare of dogs, minimise the danger, distress and nuisance caused by stray dogs, and to ensure the control of stock on the roads in the Tararua District in the interests of public safety.

How we do it Ka pēhea rā a mātau mahi

Our Regulatory Services Manager oversees this activity and we focus on complex or significant complaints, prosecutions, and objections.

We deliver services in-house during business hours by a team of four working together between the Dannevirke Pound and the Dannevirke Administration Building. Our daily operations are run by a Team Leader Compliance and Monitoring, supported by one Senior Animal Control Officer, two Animal Control Officers and an Animal Control Administrator.

We contract out afterhours services, which is focused on dog attacks and maintaining the welfare of animals in the Dannevirke Pound.

Performance measures and targets

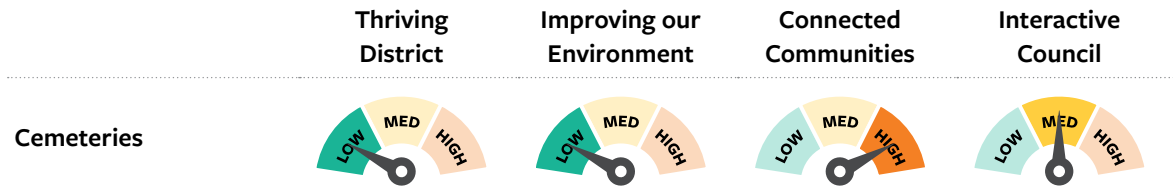
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Residents are satisfied with the Animal Control service	Percentage of residents rating Animal Control as “fairly satisfactory”, “satisfactory” or “very satisfactory” in the community survey	Target 80%	80%	80%	80%	80%
		Result 72%				
Residents are satisfied with the Animal Control service	The percentage of customer service request complaints related to dogs attacking or biting are responded to within 2 hours.	Target 95%	95%	95%	95%	95%
		Result 98%				
Dog owners are complying with their registration responsibilities	The percentage of known dogs that are registered	Target 95%	95%	95%	95%	95%
		Result 99%				



Ngā Urupā Cemeteries

Strategic Alignment Te Whakahāngaitanga Rautaki



We provide attractive burial places where the community can remember loved ones and celebrate our district’s heritage.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to the facilities portfolio. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and strengthen relationships with iwi to understand and explore iwi visions and aspirations for community facilities across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

We operate 10 open public cemeteries and 14 full, historic cemeteries and support several district urupā (burial grounds) through the provision of an annual grant as a contribution to operational costs.

Why we do it Te take o a mātau mahi

We have a statutory responsibility to provide for the current and future burial needs of the district's residents under the Health Act 1956 and the Burial and Cremation Act 1964.

Our communities expect us to provide and maintain cemeteries that create a peaceful and respectful environment in a compassionate, efficient, and inclusive manner, ensuring the needs and preferences of the community are met. We also have a responsibility to maintain full, historically significant cemeteries and contribute to the operational costs of local urupā (burial ground) as both these burial places make up an important part of our identity as a community.

How we do it Ka pēhea rā a mātau mahi

Council is responsible for providing cemetery services across the district in compliance with legislative requirements and the Cemeteries Bylaw. These services are accessible to both residents and non-residents.

We oversee all administrative aspects of cemetery operations, including plot bookings, interment, monument applications, and management of historical databases. External contractors deliver grounds and facility maintenance, and sexton services. We ensure adequate burial plots are available across all cemeteries and develop extensions to accommodate the needs of the community.

Fees and charges for cemetery services are set on an annual basis. We provide maintenance grants to support the upkeep of five designated urupā.

We maintain professional relationships with local funeral directors and monumental professionals to ensure the services provided meet the standards expected by the community. This proactive approach ensures that cemetery services are delivered efficiently and effectively, meeting the diverse needs of residents while upholding regulatory requirements.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Upon submission and consultation feedback, Council has amended the fees and charges originally proposed for Cemeteries. These changes reflect the voices and needs of the community, and realigns the fees to reduce some of the user-pays funding for this activity, as well as re-allocates previous categories of fees.

Performance measures and targets

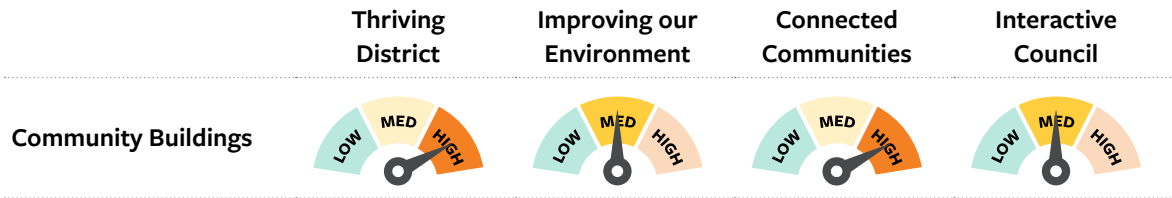
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
The cemetery grounds are presented to a high standard.	Percentage of residents rating cemeteries for presentation and maintenance of the grounds as “excellent”, “very good” or “good” in the resident’s survey.	New Measure	90%	90%	90%	90%
	Quarterly surveying of funeral directors and monumentalists on the presentation and maintenance of cemetery grounds.	New Measure	90%	90%	90%	90%
The cemetery grounds are presented to a high standard.	Routine maintenance is undertaken as per contractual requirements through monthly audits by council contracts officer. A minimum of 90% grounds should meet maintenance requirement	New Measure	90%	90%	90%	90%
	Council reviews annually the contribution provided to the maintenance of the five urupā in the District.	New Measure	1	1	1	1
Plots are available in all local cemeteries.	Percentage of cemeteries in district with plots available for the next 12 months, based on historical burial data.	Target	100%	100%	100%	100%
		Result	100%			
Information on cemeteries is easily available.	Percentage of residents rating information on cemeteries as easily accessible through the Council website in the community survey..	New Measure	90%	90%	90%	90%



Ngā Whare Hapori Community Buildings

Strategic Alignment Te Whakahāngaitanga Rautaki



Our Civic Centres enable our communities to interact with Council’s services and staff. Other community buildings enable communities to connect for gatherings, events, recreation, sports, educational and social activities. They enable community led development, with local people working together and bringing about changes in their environment. This helps build strong community identity.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to the facilities portfolio. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and strengthen relationships with iwi to understand and explore iwi visions and aspirations for community facilities across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

Our community buildings include various halls, sport centres and leased buildings. These facilities are used for social and sporting events and meetings. We are responsible for maintenance, cleaning, energy, rates, and insurance on these buildings.

We also have strategic partners that own and deliver similar services to the community. These include the Bush Multisport Trust and the Tararua Aquatic Community Trust. We fund grants and major renewals to supplement fees and charges for these organisations.

Why we do it Te take o a mātau mahi

Community buildings provide facilities in shared spaces where residents and visitors can interact and build social connections that benefit the entire community and economy.

How we do it Ka pēhea rā a mātau mahi

We operate our services from Civic Centres and other buildings, and we administer the bookings for buildings such as halls, charging a fee to recover a small percentage of the overall costs. Community groups and community boards/committees have input into upgrade and renewal decisions.

Strategic considerations Ngā whaiwhakaarotanga rautaki

One of our desired outcomes in our strategic framework is to have quality community facilities and infrastructure to meet the needs of future generations and support our long-term prosperity.

Over the next year, we're taking a close look at these spaces, rationalisation of our community assets, to understand how our communities use them. Do we need all these buildings and land parcels? Would we be wiser to consolidate? Should we also look towards creating Community Hubs?

We will also be reviewing how we fund these activities. In this LTP we have proposed a funding split range of 85%-95% for rates. This is our desired funding approach. However, in this LTP we are compliant only in year one. The non-compliance in years 2 onwards are minor. We are carrying the rationalisation as noted above which we help bring us back in line with our desired funding splits for this activity.

Performance measures and targets

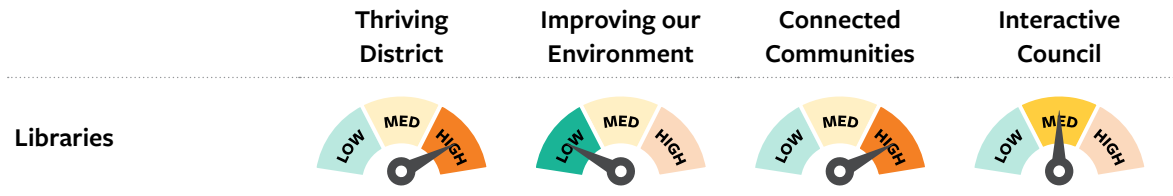
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council provides community buildings that are fit for purpose	Percentage of users rating community buildings as being suitable for their required needs as evidenced by 'suitable' or 'very suitable' in the community survey.	New Measure	90%	90%	90%	90%
	Percentage of residents who are aware of Council facilities available for hire in the community survey.	New Measure	80%	80%	80%	80%
Facilities are well utilised	The increase from previous year in the total number of hours per annum facilities are booked through Council .	Target >1% Result 11%	>10%	>10%	>10%	>10%



Ngā Whare Pukapuka Libraries

Strategic Alignment Te Whakahāngaitanga Rautaki



We provide information, resources, programmes, events and spaces relevant to our communities to foster all forms of literacy and learning for all ages - factors essential to the well-being of a thriving and connected community.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Libraries Tararua seeks to partner with both iwi utilising the Operational Iwi Meetings and ad hoc visits to ensure the environment upholds and recognises Te Tiriti.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Libraries Tararua seeks to engage with iwi to ensure it has sufficient and appropriate Māori resources and that collections are arranged appropriately.



Ōritetanga

equity between Māori and tangata Tiriti

Libraries Tararua creates the space that provides for equal participation opportunities. We work to actively eliminate economic, social, and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

We intend to increase use of te reo Māori in materials produced, signage in the library buildings, and when greeting patrons. Provision of Te Reo Māori resources and Te Ao Māori information where available. Acknowledgement of Tikanga in the daily routine.

What we do Ā mātau mahi

We provide a curated collection of physical and digital items and databases that meet the literacy and life-long learning needs of our communities, made freely available to all members.

We make it possible for people to experience new technologies such as Virtual Reality, alongside the provision of internet access and other digital resources.

We create programmes, sometimes in partnership with other agencies in the literacy improvement or community wellbeing space, to help our communities' lifelong learning and literacy goals.

We protect, conserve, and maintain Tararua District's heritage resources, providing access to our local history. We provide access to local newspapers through microfilmed copies available in Dannevirke and Woodville, access to historic photographs covering a range of subjects, and curate a collection of published works pertaining to the Tararua District held at each centre where possible.

Why we do it Te take o a mātau mahi

Our service is driven by a commitment to community wellbeing, fostering lifelong learning, cultural celebration, and inclusivity. These spaces provide equitable access to information, nurturing the pleasure of reading, education, research, and career growth. With a focus on breaking barriers, libraries create welcoming environments for all, functioning as technology gateways that empower digital skills across age groups. Furthermore, Libraries play a vital role in preserving local history and offering safe connecting spaces for our communities. By advancing literacy and promoting tolerance, we contribute to a more cohesive society that values lifelong learning and shared cultural experiences.

Increasingly, public libraries provide spaces for people to use for various purposes. Anyone may come and sit in a library. This affords people the ability to connect with their community and helps alleviate social isolation. Particularly important in these post-Covid times, is the sense that we are one whole community and public libraries have long been acknowledged as inclusive, welcoming, non-judgmental spaces.

How we do it Ka pēhea rā a mātau mahi

Our library services are provided in four locations within our urban regions: Dannevirke, Woodville, Pahiatua, and Eketāhuna. Our qualified personnel manage the collections, plan and implement programmes, and facilitate access to library resources.

Strategic considerations Ngā whaiwhakaarotanga rautaki

We will scan the horizon and look to implement any innovations that enhance our service. The key thing is, it's got to be accessible to everyone across the district, and it must be affordable.

Performance measures and targets

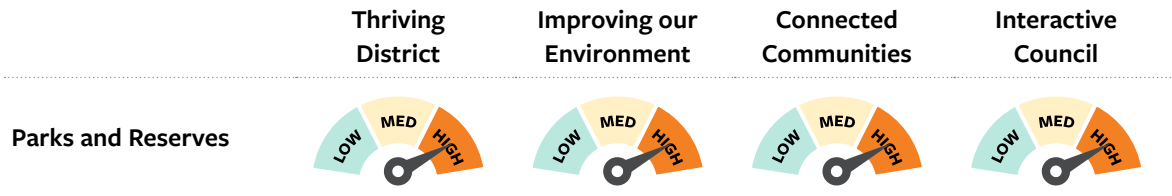
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council provides libraries that the community is satisfied with	Percentage of residents rating libraries as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 90% Result 90%	90%	90%	90%	90%
To provide community and recreation facilities to our communities	Percentage of customers satisfied with children’s programmes in the annual survey.	Target 90% Result 100%	90%	90%	90%	90%
Library facilities are clean, welcoming, and open at times suited to the community	Percentage of residents rating libraries as clean in the community survey.	New Measure	90%	90%	90%	90%
Library facilities are clean, welcoming, and open at times suited to the community	Percentage of residents rating libraries as welcoming in the community survey.	New Measure	90%	90%	90%	90%
	Percentage of residents rating libraries as having suitable opening hours in the community survey.	New Measure	90%	90%	90%	90%
Patrons have access to a range of current information in both print and digital format	Number of items loaned from library collections District-wide.	New Measure	Baseline Measure	Increase from Baseline	Increase from Previous Year	Increase from Previous Year
	% increase in use of online subscribed resources (Incl. PressReader, Haynes, and Britannica)	New Measure	Baseline Measure	Increase from Baseline	Increase from Previous Year	Increase from Previous Year
Patrons have access to programmes and activities that enhance their wellbeing.	Number of participants at libraries programmes increases annually, reflecting engagement and high use of programmes and activities within the community	New Measure	Baseline Measure	Increase from Baseline	Increase from Previous Year	Increase from Previous Year
	% of population who are active Libraries Tararua members	New Measure	Baseline Measure	Increase from Baseline	Increase from Previous Year	Increase from Previous Year
Residents are able to freely make use of the Libraries Tararua services.	Annual % increase in membership	New Measure	Baseline Measure	Increase from Baseline	Increase from Previous Year	Increase from Previous Year



Ngā Papa Tākaro me ngā Papa Rāhui Parks and Reserves

Strategic Alignment Te Whakahāngaitanga Rautaki



By maintaining reserves, playgrounds and sports grounds we’re improving the liveability of our towns and villages. These are places where communities connect and Council has a great deal of interaction with community groups.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to the facilities portfolio. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and strengthen relationships with iwi to understand and explore iwi visions and aspirations for community facilities across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Recognise te ao Māori as a key part of parks and reserves planning, strengthening our relationships, Māori cultural identify and respect for Māori values.

What we do Ā mātau mahi

We maintain, by various methods, 72 parks and reserves. Of those, 20 are managed by Domain Boards. Reserves are land that is held under the Reserves Act. Most reserves are required to have a primary purpose and to have a reserve management plan. Parks are open space held under the Local Government Act.

Several specialist maintenance services are provided by external contractors including include tree maintenance, weed control, and turf maintenance.

Council provides camping grounds in its four main towns to encourage tourists to holiday in the district. There are also several freedom camping sites throughout the district.

Why we do it Te take o a mātau mahi

A range of attractive opportunities for recreational activities provide for social interaction and development, helping create healthy communities. They also attract visitors. Communities value reserves for the open space, making settlements more pleasant to live in and enabling access to coastal areas.

The benefit of providing camping grounds is in low-cost holiday accommodation for visitors, with downstream benefits for camping ground managers, the business sector, and the district generally as tourism ultimately helps to ensure business survival.

How we do it Ka pēhea rā a mātau mahi

We manage the assets and undertake minor maintenance in-house, including playground inspections, whereas all other maintenance and renewals are contracted out.

Our Customer Services teams in each main centre manage the booking of recreational reserves. Fees for these spaces are reviewed and set annually at an affordable rate to increase utilisation rates. Indoor and outdoor facilities are modest and at an appropriate level for a rural district. Community trusts form a significant part of service delivery and asset management. These trusts have, and are, leading the development of higher quality facilities in Dannevirke and Pahiatua.

District playgrounds are managed in accordance with NZ Playground Safety Standards - NZS5828:2015. Inspections on playground equipment is conducted in-house monthly. We currently have 13 playgrounds throughout the district. Some are surplus to requirement and decommissioning of surplus assets will need to be considered prior to investing further resources towards maintenance or renewals.

Tararua District offers a number of walking tracks that attract hikers from all over the world to visit and experience the landscape that shapes the Tararua District. We, alongside other service providers and community groups, maintain the walking tracks and the safety signage on Council owned parks and reserves.

Strategic considerations Ngā whaiwhakaarotanga rautaki

We own four camping grounds, and they hosted 16,009 happy campers last year. Every camping ground is managed a little differently. The Local Government Act 2002 requires us to conduct a service level review, regularly, of all our services. We're thinking about creating a model for managing our camping grounds to create efficiency while keeping that fantastic service for our communities and visitors.

We also own many parcels of land. We're going to take a closer look at these to understand how our communities use them. Do we need all of them? How can we best use them?

The key deposit for Woodville camping ground has been increased to \$50.00 from the previous \$25.00. Council has chosen to increase the key deposit due to risk of financial cost to Council from keys not being returned.

Performance measures and targets

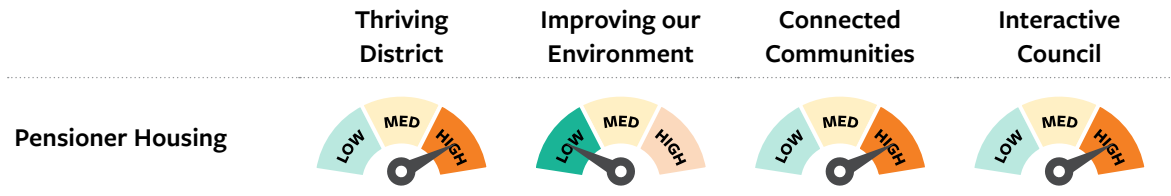
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Our parks, and park facilities are well presented.	Percentage of residents rating parks and reserves as well maintained in the community survey.	Target 90% Result 83%	90%	90%	90%	90%
	Percentage of residents rating playgrounds as clean and tidy in the residents survey.	New Measure	90%	90%	90%	90%
	Percentage of residents rating parks and reserve – sportsfields as “fairly satisfactory”, “satisfactory”, or “very satisfactory” in the residents survey.	New Measure	90%	90%	90%	90%
Playing fields and associated facilities are fit for purpose.	Number of recorded incidences where parks and reserves are found to be below the agreed maintenance standard.	Target <5 Result 2	<5	<5	<5	<5
Playground equipment is safe to use and fit for purpose.	Percentage of playgrounds in the district that had no faults under the 2017/18 AUS/NZ playground safety standard (new)	Target 95% Result 93%	95%	95%	95%	95%



Ngā Whare Kaumātua Pensioner Housing

Strategic Alignment Te Whakahāngaitanga Rautaki



We enable pensioners to continue to live independently and stay connected to their communities.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to the facilities portfolio. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and strengthen relationships with iwi to understand and explore iwi visions and aspirations for community facilities across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

We provide affordable and suitable pensioner housing.

Why we do it Te take o a mātau mahi

We support the wellbeing of pensioners through the provision of healthy homes. There is a social need for low-income superannuants to access affordable accommodation, enabling them to stay close to family and friends, and to be able to participate as active members of the community.

How we do it Ka pēhea rā a mātau mahi

We develop, manage, maintain and renew housing units that provide lower than market rental levels for low-income pensioners. We manage all pensioner housing units to be self-funding and there is no rates funding required. We currently have 85, units in our portfolio. There are 55 units in Dannevirke (5 of which are tenant contribution), 15 in Pahiatua, 12 in Woodville, and 3 in Eketāhuna.

Performance measures and targets

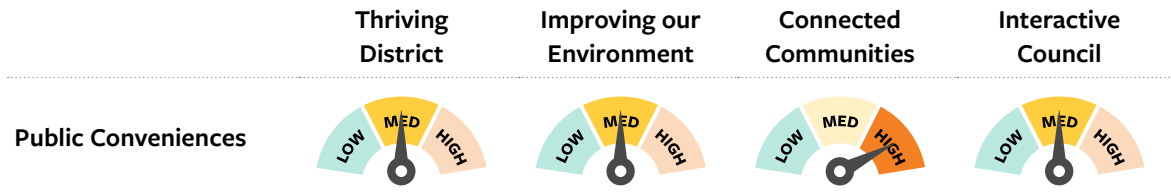
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Council acts as a good, caring landlord	Respond efficiently to all CRM's which council are responsible for." Measured through responding within at least 5 business days to all CRM's	New Measure	100%	100%	100%	100%
Housing units and grounds are maintained to a suitable standard (housing standards)	Percentage of housing units which, when inspected, are found to have maintenance issues which are more than minor	Target <6% Result 29%	<5%	<5%	<5%	<5%
Housing units and grounds are maintained to a suitable standard (housing standards)	All housing units adhere to housing standards, including all healthy homes standards, evidenced through annual checks	New Measure	100%	100%	100%	100%



Ngā Ratonga Tūmatanui Public Conveniences

Strategic Alignment Te Whakahāngaitanga Rautaki



Public conveniences contribute to achieving economic development and tourism outcomes as services encourage visitors to stop in our main centres and visit the various parks and reserves in our district, and toward connected communities by making our parks and reserves more useable by residents.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to the facilities portfolio. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and strengthen relationships with iwi to understand and explore iwi visions and aspirations for community facilities across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

We provide clean and well-maintained public conveniences in areas of frequent community and visitor activity.

Why we do it Te take o a mātau mahi

Public conveniences have two major functions; offering comfort to visitors and reasons to stop in our main centres, and convenience for residents as they move around the district.

How we do it Ka pēhea rā a mātau mahi

We develop, manage, maintain, and renew public convenience assets in areas of frequent community and visitor activity.

Across the district, we offer 24 public conveniences. Among these, 10 are strategically placed within our parks and reserves, with an additional two available on bookable sports fields. Sixteen of these facilities operate 24 hours a day.

We own and fund these facilities. They're maintained by various contractors throughout the district. In more remote areas we utilise dry vault toilets or septic tanks that are regularly pumped out to ensure hygiene standards are upheld.

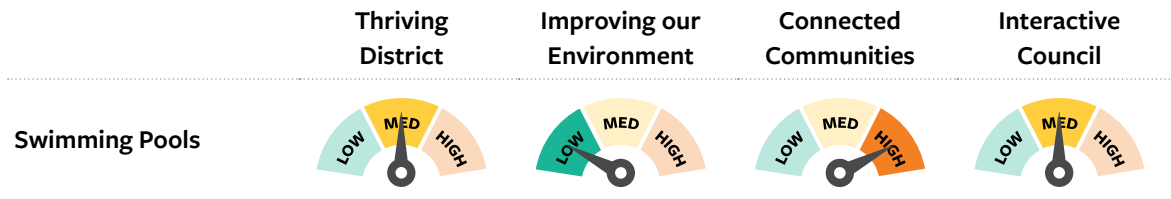
Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Public conveniences provide a quality user experience	The number of complaints received per annum about the maintenance and cleanliness of public toilets (excluding graffiti and vandalism).	Target <90 Result 98	<90	<90	<90	<90
	Percentage of customer request responded to within 48 hours	Target 85% Result 96%	85%	85%	85%	85%
	Percentage of residents rating public conveniences for cleanliness as "clean" or "very clean" in the community survey.	New Measure	80%	80%	80%	80%

Ngā Puna Kaukau Swimming Pools

Strategic Alignment Te Whakahāngaitanga Rautaki



Aquatic facilities provide for the health, well-being and enjoyment of the community and a place where people can learn to swim and learn water safety skills.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partnering with iwi to enhance data sharing and understanding of water safety expectations and aspirations for the district and ensuring their perspectives are considered in Council decision making



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Partnering with iwi to explore co-funding opportunities for the provision of swimming and water safety lessons in the district.



Ōritetanga

equity between Māori and tangata Tiriti

Creating a space that provides for equal use opportunities. Work to actively eliminate economic, social and cultural obstacles to accessing our services.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

We own and fund the outdoor, seasonal facilities in Woodville, Pahiatua and Eketāhuna. These are managed and operated by local community committees under service agreements. The indoor heated facility in Dannevirke is owned, managed, and operated by Tararua Aquatic Community Trust, and we support with renewal funding and an annual operating grant.

Why we do it Te take o a mātau mahi

Swimming pool services play a fundamental role in promoting health, well-being, and community engagement while contributing to local economies and enhancing the quality of life for residents. Swimming pools offer residents and visitors a recreational outlet for exercise, relaxation, and socialising. They also serve as community hubs, bringing people together from diverse backgrounds and age groups. They host events, swim lessons, and fitness programs that enhance social interaction and community cohesion.

Learning to swim is an essential life skill that can prevent drowning and promote water safety. By providing swimming pool services, we contribute to public health initiatives and support initiatives aimed at reducing water-related accidents and fatalities. Additionally, public swimming pools have become more valuable to primary schools, where school boards have chosen to decommission swimming pools. The public pools support the school swimming curriculum within an affordable travelling distance.

How we do it Ka pēhea rā a mātau mahi

Our public swimming pool facilities include:

- Woodville, Pahiatua and Eketāhuna - all 25 meter main pools with learners and toddler pools.

These outdoor facilities (run by local community committees) are open for at least 10 weeks during the summer months from December to March, weather depending. We own these facilities and fund the operating costs, maintenance and major renewals to supplement external grants and user charges.

- Dannevirke – a 25 meter, 6 lane main pool with a 15-meter toddler pool and beach area.

This pool is open year-round and available for public use for a minimum of 49 weeks per year. It's a heated indoor complex owned and operated by the Tararua Aquatic Community Trust (TACT). We own the land. TACT is a strategic partner given the scale of service and size of the asset. We fund an annual operating grant and major renewals to supplement external grants and user charges.

Strategic considerations Ngā whaiwhakaarotanga rautaki

We welcomed 14,695 visitors to our 3 swimming pools in 2022/23. Each pool has a different model for delivering that service to its community.

Council has reflected on the community consultation feedback in choosing to proceed with funding for the new Pahiatua swimming pool. Council will provide additional funding of \$2.5m towards this project and the Bush Aquatic Trust (BAT) will fund raise the remaining \$3.6m of which they have secured \$2.5m. BAT needs to secure the remaining funding of \$1.1m before the project can proceed, and before Council will provide the \$2.5m contribution. A Project Steering and Control group has been established with membership from both Council and BAT to manage this project.

Council has recognised in the LTP \$3.7m as vested assets from BAT. If BAT does not raise the required funding needed to for this project, the \$2.5m will not be required and the vested assets will not be received by Council.

Council agreed that no further capital work will be done on the existing pool. This decision will result in a temporary drop in level of service for the Pahiataua community. Council will work with the community on the possibility of temporary remediation work (maintenance) on the existing pool, or explore other alternative options. Once the new pool is operational, Council will be delivering a higher level of service to the community. If BAT are unsuccessful or need more time to secure the additional funding required for this project to go ahead, Council will need to consider options which may include, to repair the existing pool to maintain the current levels of service for outdoor pools within our district. Cost associated with these options will be determined if the new pool is delayed or does not proceed as planned. Funding will be from existing budgets that will be available if project is deferred or does not proceed.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Public swimming pools provide a quality visitor experience	Percentage of residents rating swimming pools as clean and tidy in the community survey	New Measure	95%	95%	95%	95%
	Percentage of residents who agree the opening hours of the swimming pools are fit for purpose in the community survey.	New Measure	95%	95%	95%	95%
Public swimming pools open during summer months	The number of weeks each year indoor pools are open for public use	Target	>49 weeks	>49 weeks	>49 weeks	>49 weeks
		Result	50 weeks			
Public swimming pools open during summer months	The number of weeks each year outdoor pools is open for public use	Target	>10 weeks	>10 weeks	>10 weeks	>10 weeks
		Result	9 weeks			

Ngā Here a te Ture Regulatory Compliance

He Tauākī Pānga Haupū Moni Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	1,724	1,420	1,487	1,542
Targeted Rates	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-
Fees and charges	1,207	941	960	980
Local authorities fuel tax, fines, infringement fees, and other receipts	9	-	-	-
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	2,940	2,361	2,448	2,523
Applications of Operating Funding				
Payments to staff and suppliers	2,205	1,537	1,575	1,608
Finance Costs	1	1	1	1
Internal charges and overheads applied	735	818	868	909
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	2,940	2,356	2,443	2,518
Surplus/(Deficit) of Operating Funding (A - B)	-	5	5	5
Sources of Capital Funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	26	(1)	(1)	(1)
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	26	(1)	(1)	(1)
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	-	-	-	-
- improve level of service (New)	26	-	-	-
- replace existing assets (Renewal)	11	-	-	-
Increase / (decrease) in reserves	(11)	3	3	4
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	26	3	3	4
Surplus/(Deficit) of Capital Funding (C - D)	-	(5)	(5)	(5)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
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1,582	1,618	1,642	1,669	1,705	1,728	1,759
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1,000	1,019	1,037	1,056	1,074	1,093	1,111
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2,582	2,638	2,679	2,725	2,780	2,821	2,871
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1,642	1,676	1,708	1,741	1,774	1,806	1,839
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1	1	1	1	1	1	1
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934	956	970	983	1,005	1,014	1,031
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2,578	2,633	2,679	2,725	2,780	2,821	2,871
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(1)	(1)	(1)	(1)	(1)	(1)	(1)
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(1)	(1)	(1)	(1)	(1)	(1)	(1)
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4	4	(1)	(1)	(1)	(1)	(1)
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4	4	(1)	(1)	(1)	(1)	(1)
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(5)	(5)	-	-	-	-	-
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Ngā Here a te Ture

Regulatory Compliance

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
Total Capital Expenditure for Growth	-	-	-
Level of Service			
Total Capital Expenditure for Level of Service	-	-	-
Renewal			
Total Capital Expenditure for Renewal	-	-	-
Total Capital Expenditure for Regulatory Compliance			

Ngā Pānga Kino Nui

Significant Negative Effects

Regulatory Compliance Ngā Here a te Ture

There are no significant negative effects. However, there are perceptions that these activities impose unreasonable rules and compliance costs on people and businesses.

While climate change has not been caused by Council, our role in leading the process of adaptation planning will require some challenging decisions that will impact on community wellbeing through impacts on private property.

Adaptation planning may result in decisions to increase hard protection in some parts of the district, and this may have negative environmental impacts.

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
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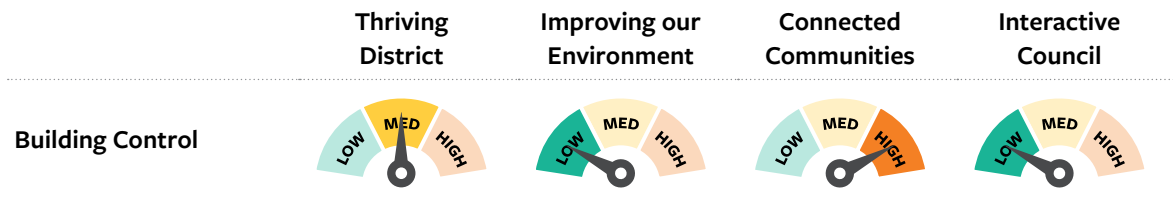
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Ngā Here Waihangā Building Control

Strategic Alignment Te Whakahāngaitanga Rautaki



We're helping to provide a safe and healthy built environment for people to live, work and play in, contributing to the attractiveness of the district for residents and businesses. We work alongside consent applicants and building owners.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Seek opportunities to enhance knowledge and understanding of service legislative requirements and ensure iwi perspectives are appropriately elevated.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build relationship with iwi, encouraging open communication before and during consent process.



Ōritetanga

equity between Māori and tangata Tiriti

Create an environment that supports active involvement with iwi and Māori, increasing understanding of the compliance process.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Provide training to develop team understanding and cultural recognition of value and belief systems of Māori.

What we do Ā mātau mahi

We respond to public enquiries, process consents, inspect building developments, and carry out general inspections based on complaints. The service focuses on Council's role to ensure legislative compliance primarily focused on public safety.

Why we do it Te take o a mātau mahi

We are required by the Building Act 2004 to control building work to ensure buildings are safe and healthy for people to use, provide for people with disabilities, enable escape from fire, and promote sustainable development. Illegal building work and unsafe buildings are a significant public safety risk, with the potential to cause serious harm to people in and around buildings and damage to other property.

How we do it Ka pēhea rā a mātau mahi

- Providing advice and administering the Building Act 2004.
- Processing building consent applications and inspecting consented building work.
- Administering building warrants of fitness and issuing compliance schedules, and swimming pool barrier inspections.
- Investigating complaints and carrying out compliance monitoring in relation to building work.
- Undertaking enforcement and prosecutions when necessary for non-compliance.
- Monitoring and enforcing legislation about earthquake prone buildings.

Performance measures and targets

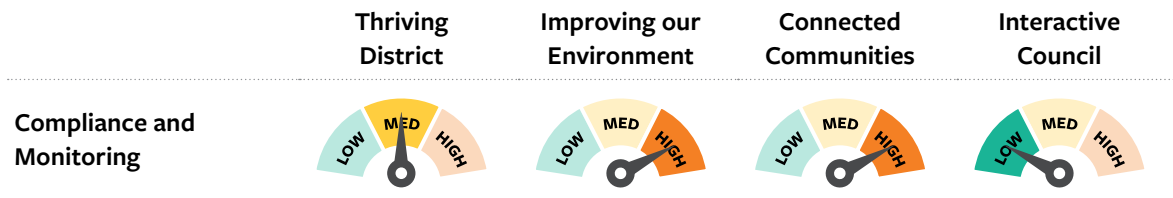
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
To provide a friendly, efficient and timely service.	Percentage of building consent applications processed within the statutory time frame specified in the Building Act (20 working days).	Target 95%	95%	95%	95%	95%
		Result 93%				
To protect the community from unsafe buildings.	Accreditation as a Building Consent Authority is maintained	Target Achieved	Achieved	Achieved	Achieved	Achieved
		Result Achieved				



Te Tautuku me te Aroturuki Compliance and Monitoring

Strategic Alignment Te Whakahāngaitanga Rautaki



We monitor and manage the correct use of places and spaces, so they are available and safe for people to enjoy.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Seek opportunities to enhance knowledge and understanding of service legislative requirements and ensure iwi perspectives are appropriately elevated.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build relationship with iwi, encouraging open communication before and during consent process.



Ōritetanga

equity between Māori and tangata Tiriti

Create an environment that supports active involvement with iwi and Māori, increasing understanding of the compliance process.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Provide training to develop team understanding and cultural recognition of value and belief systems of Māori.

What we do Ā mātau mahi

We administer and enforce a range of legislation to ensure the public and businesses comply, and the public are safe. Specialist staff provide public advice; inspect regulated premises; control the sale, supply, and consumption of alcohol; and monitor compliance of regulations and bylaws. Our Compliance and Monitoring team includes Animal Control however this function has its own Activity Management Plan.

Why we do it Te take o a mātau mahi

- The Food Act 2014 requires us to ensure food businesses minimise and manage safety risks in food production, to protect public health.
- The Health Act 1956 requires us to control health nuisances and ensure the sanitary conditions of homes and certain premises to protect public health.
- The Sale and Supply of Alcohol Act 2012 requires us to control the sale, supply, and consumption of alcohol to minimise harm to people and communities.
- The Resource Management Act 1991 (RMA) requires us to control noise that unreasonably interferes with peace, comfort, and convenience of the public. We are required to undertake consent condition monitoring and general RMA and District Plan compliance and enforcement.
- The Litter Act 1979 requires us to act to protect the environment from illegally dumped rubbish, litter thrown from vehicles, and material falling from trailers that degrades the quality of the environment and is a potential health hazard to people.
- The Local Government Act 1974 requires us to act to protect the safety of road users from abandoned vehicles and overhanging vegetation obstructing roads and footpaths.

How we do it Ka pēhea rā a mātau mahi

- Providing advice and administering and enforcing legislation.
- Promoting safe food, health, and alcohol harm reduction practices.
- Registering and auditing food safety plans.
- Registering and inspecting regulated premises e.g. camping grounds.
- Processing applications for on, off, club and special licences, processing managers' certificates and renewals.
- Administering relevant bylaws e.g. Public Places Bylaw.
- Investigating complaints and carrying out compliance monitoring in relation to food, health, and alcohol.
- Responding to noise complaints and taking appropriate action if noise is considered excessive or unreasonable.
- Responding to complaints about rubbish dumped illegally in public places and take appropriate action.
- Responding to complaints regarding vehicles that have been abandoned in public places and take appropriate action.
- Responding to complaints about vegetation obstructing pedestrian movements.
- Undertaking enforcement and prosecutions when necessary for non-compliance.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Protect public health by monitoring, advising and inspecting food premises, sale of liquor outlets, funeral parlours, offensive trades, hairdressing businesses, and camping grounds	The percentage of registered template food control plans verified within statutory timeframes.	Target 95%	95%	95%	95%	95%
		Result 100%				
	The percentage of registered health regulated premises inspected annually.	Target 95%	95%	95%	95%	95%
		Result 100%				
	The percentage of licensed premises selling alcohol inspected annually	Target 95%	95%	95%	95%	95%
		Result 100%				
Customer complaints about environmental nuisances are responded to in a timely manner	The percentage of customer service request complaints related to excessive noise responded to within 2 hours.	Target 90%	90%	90%	90%	90%
		Result 91%				
Protect health and amenity of district by investigating illegal rubbish dumping, abandoned vehicles and vegetation blocking pathways complaints.	The percentage of customer service request complaints related to illegal rubbish dumping, abandoned vehicles, and vegetation blocking footpaths that are responded to within 3 working days.	Target 80%	95%	95%	95%	95%
		Result 87%				
To provide a friendly, efficient and timely service	The percentage of customer complaints relating to land use are responded to within five working days	Target 85%	85%	85%	85%	85%
		Result 88%				

Ngā Waka Kawe Tangata Transportation

He Tauākī Pānga Haupū Moni Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
Sources of Operating Funding				
General rates, uniform annual general charges, rates penalties	47	8	11	12
Targeted Rates	6,713	6,992	7,600	9,142
Subsidies and grants for operating purposes	5,631	7,233	7,233	7,233
Fees and charges	-	10	10	10
Local authorities fuel tax, fines, infringement fees, and other receipts	344	154	150	150
Internal charges and overheads recovered	-	-	-	-
Total Operating Funding (A)	12,735	14,397	15,004	16,548
Applications of Operating Funding				
Payments to staff and suppliers	8,379	10,157	10,162	10,167
Finance Costs	303	324	281	280
Internal charges and overheads applied	2,117	2,179	2,358	2,438
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	10,800	12,661	12,801	12,886
Surplus/(Deficit) of Operating Funding (A - B)	1,935	1,736	2,203	3,662
Sources of Capital Funding				
Subsidies and grants for capital expenditure	7,399	27,152	21,284	18,300
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	(173)	(405)	(375)	(348)
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	7,226	26,747	20,908	17,952
Applications of Capital Funding				
Capital Expenditure:				
- meet additional demand (Growth)	-	-	-	-
- improve level of service (New)	3,080	200	200	200
- replace existing assets (Renewal)	6,857	31,502	25,218	22,009
Increase / (decrease) in reserves	(775)	(3,220)	(2,307)	(595)
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	9,162	28,483	23,111	21,614
Surplus/(Deficit) of Capital Funding (C - D)	(1,935)	(1,736)	(2,203)	(3,662)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
15	17	18	94	95	143	145
9,043	9,337	9,498	11,044	11,695	13,253	15,146
7,921	7,921	7,921	8,423	8,423	8,423	8,921
10	10	10	10	10	10	10
150	150	150	150	150	150	158
-	-	-	-	-	-	-
17,140	17,435	17,597	19,721	20,373	21,979	24,380
11,117	11,123	11,128	11,821	11,826	11,831	12,520
284	281	274	268	262	252	246
2,499	2,554	2,599	2,642	2,697	2,735	2,783
-	-	-	-	-	-	-
13,900	13,957	14,001	14,731	14,784	14,818	15,549
3,240	3,477	3,596	4,991	5,589	7,161	8,831
9,013	9,013	9,013	9,627	9,583	9,583	10,150
-	-	-	-	-	-	-
(318)	(295)	(274)	(251)	(234)	(217)	(199)
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
8,694	8,717	8,738	9,376	9,349	9,365	9,951
-	-	-	-	-	-	-
219	219	219	233	233	233	247
12,236	12,239	12,241	13,071	13,013	13,015	13,781
(521)	(263)	(126)	1,062	1,692	3,278	4,755
-	-	-	-	-	-	-
11,934	12,195	12,335	14,366	14,938	16,526	18,782
(3,240)	(3,477)	(3,596)	(4,991)	(5,589)	(7,161)	(8,831)
-	-	-	-	-	-	-

Ngā Waka Kawe Tangata Transportation

Whakapaunga Haupū Rawa Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
Total Capital Expenditure for Growth	-	-	-
Level of Service			
Minor Safety Improvements	200	200	200
Total Capital Expenditure for Level of Service	200	200	200
Renewal			
Bridge Strengthening	302	302	302
Carpark Renewal	103	105	107
Cyclone Gabrielle Recovery Works	20,420	14,026	10,829
Dannevirke Town Centre Paver Renewal	-	45	-
District Footpath Renewal	267	267	267
District Unsealed Road Metalling	506	506	506
Drainage Renewals	1,194	1,194	1,194
Emergency Reinstatement	1,042	1,104	1,135
Pavement Rehabilitation	2,521	2,521	2,521
Sealed Roads Resurfacing	4,410	4,410	4,410
Streetlights	55	55	55
Structures Component Replacements	400	400	400
Traffic Services Renewal	284	284	284
Total Capital Expenditure for Renewal	31,502	25,218	22,009
Total Capital Expenditure for Transportation	31,702	25,418	22,209

Year 4 2027/2028 \$000's	Year 5 2028/2029 \$000's	Year 6 2029/2030 \$000's	Year 7 2030/2031 \$000's	Year 8 2031/2032 \$000's	Year 9 2032/2033 \$000's	Year 10 2033/2034 \$000's
-	-	-	-	-	-	-
219	219	219	233	233	233	247
219	219	219	233	233	233	247
330	330	330	351	351	351	372
110	112	114	116	119	121	123
-	-	-	-	-	-	-
-	-	-	61	-	-	-
292	292	292	311	311	311	329
554	554	554	589	589	589	624
1,308	1,308	1,308	1,391	1,391	1,391	1,473
1,243	1,243	1,243	1,322	1,322	1,322	1,400
2,761	2,761	2,761	2,936	2,936	2,936	3,109
4,830	4,830	4,830	5,136	5,136	5,136	5,439
60	60	60	64	64	64	68
438	438	438	465	465	465	493
311	311	311	331	331	331	351
12,236	12,239	12,241	13,071	13,013	13,015	13,781
12,455	12,458	12,460	13,304	13,246	13,248	14,027

Ngā Pānga Kino Nui

Significant Negative Effects

Transportation Ngā Waka Kawe Tangata

Uneven road and footpath surfaces can result in safety issues and a poor customer experience – isolating people with mobility impairments and discouraging walking and carriageway margin cycling for health, wellbeing and community social benefits

With a large network and limited resources, including constraints on funding from government, expectations need to be managed as there is always a trade-off between demand, affordability, and level of service.

The roading network can adversely impact the environment including visual, earthworks, noise, freshwater and air quality.

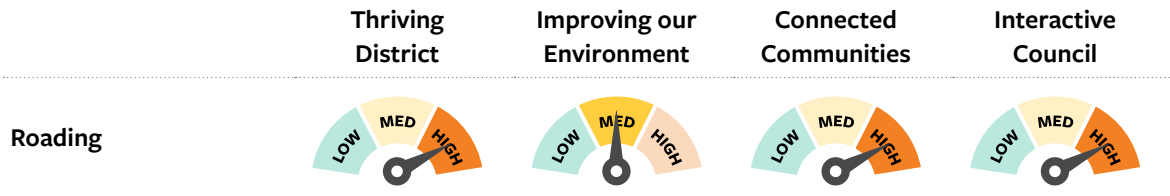
Contaminants from road vehicles via carriageway surfaces and entering natural waterways have adverse effects on water quality and aquatic life.

Roading networks have a carbon footprint and current practices do not promote improvements in this area – from material usage to stormwater runoff to diesel vehicles operating on the network.



Ngā Mahi Huarahi Roding

Strategic Alignment Te Whakahāngaitanga Rautaki



Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to Roding and Footpaths. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and strengthen relationships with iwi to understand and explore iwi visions and aspirations for Roding and Footpaths across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Create an environment that supports active involvement with iwi and Māori, increasing understanding of the Roding and Footpath portfolio.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

Our roading network is the ninth largest of any local authority in New Zealand, with one of the fewest number of ratepayers per kilometre of road.

We own and manage:

- a vehicular network comprised of 1,191km of sealed roads, 767km of unsealed roads and 405 bridges and 149 high-capacity culverts.

- enabling infrastructure, including:
 - 1,842km of stormwater channels and drains (mainly shallow, unlined surface water channels and kerb and channel).
 - 9,265 culverts (108 km) and 1,647 other drainage assets including sumps and manholes.
 - 1,414 retaining walls.
 - safety infrastructure comprised of 1,667 streetlights, 9,560 road signs, and 12,176m of rails and barriers.

The depreciated replacement value of our roads and associated assets is approximately \$790 million.

Why we do it Te take o a mātau mahi

This activity provides for the safe and efficient movement of people and goods on the roading network.

The transport legislative framework plays an important role in shaping and developing how the New Zealand Transport Sector functions. Several Acts, Rules, and Regulations dictate how Local Authorities manage their roading networks. These are primarily:

- Resource Management Act 1991
- Land Transport Management Act 2003
- Local Government Act 2002
- Public Transport Management Act 2008

People within the district want to be able to move efficiently and safely from their homes to school, work or play. Rural businesses rely on an open network to move stock and goods throughout the district and beyond. With a mixture of urban and rural roads in the district, the network has a significant impact on the accessibility, health, socioeconomic values, and quality of the environment.

How we do it Ka pēhea rā a mātau mahi

The Tararua Alliance, an unincorporated joint venture between Tararua District Council and Downer NZ Ltd, manages assets, conducts short and long term planning for the maintenance and renewals of assets, carries out physical works to maintain and renew assets, and manages compliance obligations for operators on the network.

Management of the transportation activity, including the maintenance and renewal of associated assets carries the highest cost of Council's major activities and due to the low ratepayer base Council is heavily reliant upon subsidies received from Waka Kotahi NZ Transport Agency (NZTA). Funding for the management and maintenance of Local Authority roads is by way of the National Land Transport Fund and Local Share.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Cyclone Gabrielle Recovery

Cyclone Gabrielle and the rainfall events preceding, and post have had a marked effect on the transport network. Council received \$45m for the initial response granted at 100% funding assistance rate (FAR), with a pending submission for a further \$45m for the recovery component of the event. We have included the \$45m in the years 1 to 3 of this LTP to be funded at the enhanced FAR of 93%. While no formal confirmation has been received on this yet, it has been indicated that 93% is likely. We have also made an application to NZTA Waka Kotahi for a bespoke funding arrangements to increase FAR to 100%. Waka Kotahi has confirmed funding for Year 1 of \$19m at 93%.

The outcome of the funding application for the balance of \$26m and the FAR rate to be applied for the recovery component is yet unknown. However, if this is funded at normal FAR rates of 73% or funding not approved (either a portion or all of \$26m), it will have a major impact on the overall affordability of the transport programme. An option for Council is that, we will review our program of works and look to prioritise outstanding works to fit within the approved NLTP funding.

Climate Change

Climate change impacts are already being felt and climate forecasts are for an increase in events that bring heavy rain, strong winds, and longer dry periods. There is significant uncertainty in forecasting climate change over the period of this plan and. Council is already providing for many climate related risks within existing budgets such as installation of larger roading culverts and greater focus on drainage.

Council will also increase its depreciation funding in the later years of the LTP (years 7 to 10) to build up is reserves by an additional \$10.5m by year 10 of this LTP. This ensures that Council's depreciation reserves can fund its share of any unbudgeted climate related events that cause significant damage to our roading network.

Funding

As a result of the Cyclone recovery funding in the first 2 years and increased depreciation funding form year 5 onwards, Council will be not compliant with his Revenue and Financing Policy funding splits. The funding splits for the roading activity is based on the normal operations where 73% of this activity is funded from NZTA Waka Kotahi funding with eh remaining mainly funded from rates. However any additional funding from unexpected weather events, at the enhanced FAR or at 100%, and the additional depreciation funding will result in this activity falling outside its funding splits.

Council does not intent to amend the policy of plan to accommodate the decision and will revisit its increase depreciation funding and compliance with Revenue and Financing Policy funding in it each subsequent LTP.

Government Funding

In the three year funding block beginning in financial year 2024/25 Council's Financial Assistance Rate (FAR) for funding from Waka Kotahi/NZTA will increase from 69% to 73%. Council has taken the opportunity presented by this increase to up its bid for the 3-year National Land Transport Fund (NLTP) from \$42m in the current NLTP to \$63m. In June 2024 we received from the NZTA Board the confirmation of our indicative allocation for our NLTP bid. The indicative allocations was \$4m lower

than our bid. Final confirmation will be in September 2024 and any changes to the funds allocated will be considered as part of the 2025/26 Annual Plan process.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

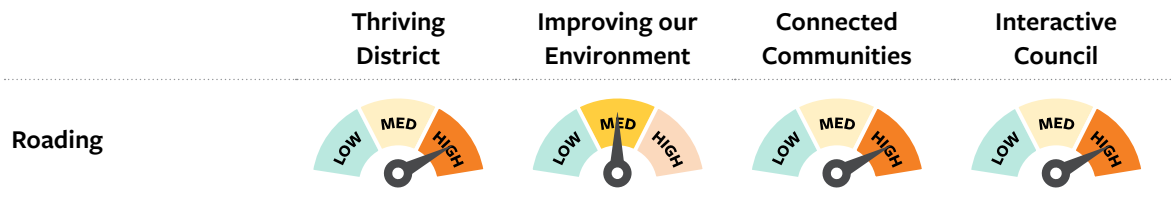
Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Our roading network is safe	The change (expressed as a number) from the previous financial year in the number of fatalities and serious injury crashes on the local road network*	Target <0 Result -5	<0	<0	<0	<0
Our customers are responded to in a timely manner	Customer service requests relating to roads are responded to within 3 working days*	Target 90% Result 94%	90%	90%	90%	90%
Our roads are maintained to an appropriate standard	Percentage of Residents rating Urban roads as “quite satisfactory” or “very satisfactory” in community survey.	Target 75% Result 44%	75%	75%	75%	75%
Our roads are maintained to an appropriate standard	Percentage of Residents rating Rural roads as “quite satisfactory” or “very satisfactory” in community survey.	Target 60% Result 43%	60%	60%	60%	60%
	The average quality of the ride on the sealed road network as measured by smooth travel exposure*	Target <95% Result 93.90%	<95%	<95%	<95%	<95%
Our transportation network is being maintained effectively	The percentage of road network that is resurfaced*	Target >5% Result 3.20%	>5%	>5%	>5%	>5%
Consent compliance	Consents with Horizons achieving environmental compliance	New Measure	100%	100%	100%	100%
Achieving the base preservation renewal quantities as laid out in the AMP	Our NZTA Annual Achievement reports against forecast renewals	New Measure	Year 1 results will be used as a baseline for future years	Year 2 results will be greater than or equal to year 1	Year 3 results will be greater than or equal to year 2	Year 4 results will be greater than or equal to year 3

* Indicates this is a Department of Internal Affairs local government mandatory non-financial performance measure.



Ngā Ara Hīkoi Footpaths

Strategic Alignment Te Whakahāngaitanga Rautaki



Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partner with iwi to enhance understanding of governance decisions pertaining to Roothing and Footpaths. Ensure their perspectives are appropriately elevated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Build and Strengthen relationships with iwi to understand and explore iwi visions and aspirations for Roothing and Footpaths across the district.



Ōritetanga

equity between Māori and tangata Tiriti

Create an environment that supports active involvement with iwi and Māori, increasing understanding of the Roothing and Footpath portfolio



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing training to develop team understanding and cultural recognition of the values and beliefs systems of Māori.

What we do Ā mātau mahi

The Tararua Alliance, an unincorporated joint venture between Council and Downer NZ Ltd, manages approximately:

- 120km of footpaths,
- 1.1km of cycleway

We have a policy to provide at least one footpath per urban road where pedestrian access is required. The type of surface used is dependent on life cycle cost considerations, pedestrian volumes, and the amenity value of the location (i.e. shopping precincts).

Why we do it Te take o a mātau mahi

The purpose of footpaths and cycleways is to provide safe spaces for “non-vehicular” modes of transport to operate. They are a means for people to move safely from their homes to school, work or play off the roads and are an essential part of an effective, efficient, and sustainable transport system and enable residents and visitors to make transport choices.

How we do it Ka pēhea rā a mātau mahi

We manage all assets, carrying out short and long term planning for the maintenance and renewals of assets, deliver the physical works to maintain and renew assets, and manage compliance obligations for operators on the network.

Most footpaths are in the four main towns, with a small amount in the townships of Norsewood, Pongaroa, and Ormondville. One formed cycleway runs between Pahiatua and the Fonterra dairy processing plant located 1.1km from the town boundary. Wide street formations provide ample room for vehicles, pedestrians, and cyclists to mix, making cycling a relatively safe activity.

Strategic considerations Ngā whaiwhakaarotanga rautaki

Prior to 2018-2028 LTP, Council funded 100% of the footpath activity and ensured it has sufficient depreciation reserves to renew and replace existing footpaths. But with the inclusion of footpath into the NLTP funding in 2018, Council only needed to fund its share of the operational and capital expenditure. This meant a significant reduction in Council rates funding and also a healthy depreciation reserve balance. As a result, from the 2018-2028 LTP Council has reduced the depreciation funding to ensure that the reserves are maintained at levels required to fund future renewals. The increases in the FAR continue to have a positive impact in Council balances.

However, in this LTP (as with Roding), Council has increased its depreciation funding in anticipation of growth and cost escalation. The reserves will increase by an additional \$2m by year 10 of this LTP. As a result, Council will be not compliant with its Revenue and Financing Policy funding splits except for year 5 and 6 of this LTP.

Council does not intend to amend the policy of plan to accommodate the decision and will revisit its increase depreciation funding and compliance with Revenue and Financing Policy funding in its each subsequent LTP.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Our footpaths are maintained to an appropriate standard	Percentage of residents rate footpaths as “fairly satisfactory” or “very satisfactory” in the community survey.	Target 75%	75%	75%	75%	75%
		Result 63%				
	The percentage of footpaths within the district fall within the footpath condition standards set out in the Asset Management Plan*	Target 90%	90%	90%	90%	90%
		Result 97.80%				
	Complaints regarding footpaths are responded to within 3 working days*	Target 90%	90%	90%	90%	90%
		Result 95%				

* Indicates this is a Department of Internal Affairs local government mandatory non-financial performance measure.



He Kaunihera Pāhekoheko

INTERACTIVE COUNCIL

Te Whakahāngaitanga Rautaki

Strategic Alignment

Interactive Council envisions a community that actively shapes the future of Tararua District, responding dynamically to evolving needs. Our commitment as a Council lies in continuous improvement, aiming to build trust and confidence through transparent, high-performing, and engaging governance.

At the heart of our approach is the recognition that effective partnerships with iwi are essential. This collaborative effort not only aligns with Te Tiriti o Waitangi but also acknowledges the unique perspectives and contributions of Māori communities. By fostering meaningful relationships, we aim to address disparities, promote cultural inclusivity, and ensure that the aspirations of Māori are woven into the fabric of our district's growth.

Numerous departments play a pivotal role in supporting this vision. Customer Services is dedicated to customer and community support, providing a responsive and accessible interface for residents. Representation focuses on ensuring that communities actively participate in the decision-making process, creating a more inclusive and representative governance model. Communications ensures that information is effectively and clearly distributed, promoting transparency and accountability.

Interactive Council strives for collaboration, and to empower, include, and uplift every resident of the Tararua district. As we navigate the next decade, we are committed to actively engaging with the community, building strong partnerships with iwi, and fostering a district where everyone feels heard, valued, and proud to call home.

Ngā ngohe kei tēnei rōpū

Activities in This Group

Governance & Community Engagement *Te Whai Wāhitanga Kāwanatanga, Hapori hoki*

Customer Services *Ngā Ratonga Kiritaki*

Communications *Ngā Whakawhitiwhiti*

Democracy Services *Ngā Ratonga Manapori*



Te Whai Wāhitanga Kāwanatanga, Hapori hoki

Governance and Community Engagement

He Tauākī Pānga Haupū Moni

Funding Impact Statement

	Plan 2024 (\$000s)	Year 1 2025 (\$000s)	Year 2 2026 (\$000s)	Year 3 2027 (\$000s)
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Sources of Operating Funding

General rates, uniform annual general charges, rates penalties	3,407	3,607	3,777	3,928
Targeted Rates	-	-	-	-
Subsidies and grants for operating purposes	250	250	63	-
Fees and charges	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	15	-
Internal charges and overheads recovered	1,103	577	648	751
Total Operating Funding (A)	4,760	4,434	4,502	4,680

Applications of Operating Funding

Payments to staff and suppliers	2,850	2,962	2,989	2,942
Finance Costs	-	-	-	-
Internal charges and overheads applied	1,879	1,442	1,562	1,707
Other operating funding applications	-	-	-	-
Total Applications of Operating Funding (B)	4,730	4,404	4,552	4,650
Surplus/(Deficit) of Operating Funding (A - B)	30	30	(50)	30

Sources of Capital Funding

Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase / (Decrease) in Debt	-	-	-	-
Gross proceeds sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total Sources of Capital Funding (C)	-	-	-	-

Applications of Capital Funding

Capital Expenditure:				
- meet additional demand (Growth)	-	-	-	-
- improve level of service (New)	-	-	-	-
- replace existing assets (Renewal)	-	-	-	-
Increase / (decrease) in reserves	30	30	(50)	30
Increase / (decrease) in investments	-	-	-	-
Total Applications of Capital Funding (D)	30	30	(50)	30
Surplus/(Deficit) of Capital Funding (C - D)	(30)	(30)	50	(30)
Funding Balance ((A - B) + (C - D))	-	-	-	-

Year 4 2028 (\$000s)	Year 5 2029 (\$000s)	Year 6 2030 (\$000s)	Year 7 2031 (\$000s)	Year 8 2032 (\$000s)	Year 9 2033 (\$000s)	Year 10 2034 (\$000s)
3,929	4,053	4,178	4,160	4,340	4,378	4,358
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
	15			15		
682	696	801	722	737	845	763
4,611	4,764	4,978	4,883	5,092	5,224	5,122
2,918	3,115	3,128	3,096	3,299	3,310	3,273
-	-	-	-	-	-	-
1,663	1,699	1,820	1,756	1,792	1,913	1,848
-	-	-	-	-	-	-
4,581	4,814	4,948	4,853	5,092	5,223	5,121
30	(50)	30	30	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
30	(50)	30	30	-	-	-
-	-	-	-	-	-	-
30	(50)	30	30	-	-	-
(30)	50	(30)	(30)	-	-	-
-	-	-	-	-	-	-

Te Whai Wāhitanga Kāwanatanga, Hapori hoki

Governance and Community Engagement

Whakapaunga Haupū Rawa

Capital Expenditure

	Year 1 2024/2025 \$000's	Year 2 2025/2026 \$000's	Year 3 2026/2027 \$000's
Growth			
Total Capital Expenditure for Growth	-	-	-
Level of Service			
Total Capital Expenditure for Level of Service	-	-	-
Renewal			
Total Capital Expenditure for Renewal	-	-	-
Total Capital Expenditure for Governance & Community Engagement	-	-	-

Ngā Pānga Kino Nui

Significant Negative Effects**Governance & Community Engagement**

Te Whai Wāhitanga Kāwanatanga, Hapori hoki

There are no significant negative effects for this group of activities.

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's

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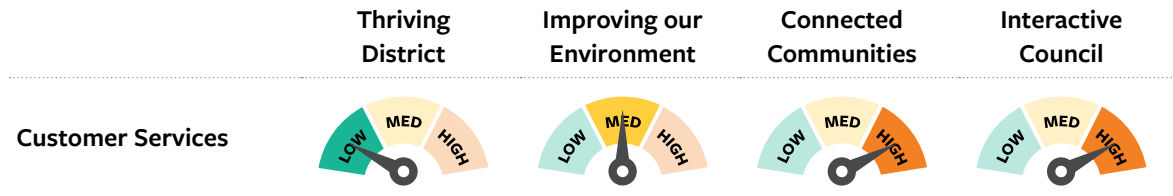
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Ngā Ratonga Kiritaki Customer Services

Strategic Alignment Te Whakahāngaitanga Rautaki



We're here to help residents and visitors carry out their business with Council.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Increasing two-way data sharing in respect of our customer requests management system to support planning and decision making.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Continue to build relationships with iwi to allow engagement and collaboratively work towards improving Māori experience.



Ōritetanga

equity between Māori and tangata Tiriti

Understand opportunities to improve the customer services environment to better reflect the Māori populations we serve e.g. use of Māori language and bilingual signage.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Providing staff training to develop team understanding and cultural recognition of the values and belief systems of Māori.

What we do Ā mātau mahi

We are the welcoming face of Council for all customers and visitors, responding to customer queries, providing information and advice on council services, and directing customers to the best people and channels for their needs.

Why we do it Te take o a mātau mahi

Our service centres are the physical shop front for Council and provide a local presence for the community to obtain advice, assistance, information and make payments.

How we do it Ka pēhea rā a mātau mahi

We have four service centres; Dannevirke, Eketāhuna, Pahiatua and Woodville. Eketāhuna and Woodville are combined with the library service.

Our Dannevirke service centre acts as the main point of contact for managing the district-wide phone service from 8:00am to 5:00pm Monday to Friday. The Pahiatua Service Centre provides support to Dannevirke, with phone operations, receiving payments and general enquiries 8:00am – 4:30pm.

A 24-hour phone service is provided through a shared services contract with Palmerston North City Council.

Our service centers provide the following customer services:

- Attending to general enquiries, service requests and notifications.
- Supporting other services of Council with administration duties.
- Answering phones and associated queries during office hours.
- Receipt of Council service payments (community buildings and sports grounds, cemeteries, 3 waters vehicle crossings, regulatory and dog registrations) and rates payments.

Strategic considerations Ngā whaiwhakaarotanga rautaki

While we consider our Community Buildings and look at Community Hubs, we also need to think about how our services are delivered. Do we need to change the hours we operate and use new tech to get things done? The key thing is, it's got to be fair for everyone across the district, and it must be affordable.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

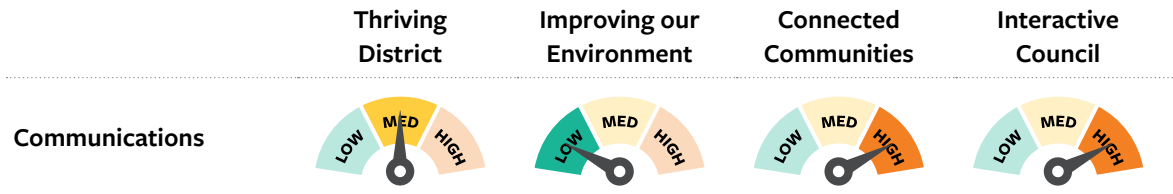
Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Customer requests are handled effectively and accurately.	Average wait time for incoming calls.	Target 20 seconds	20 seconds	20 seconds	20 seconds	20 seconds
		Achieved 20 seconds				
	Percentage of abandoned calls.	Target <5%	<5%	<5%	<5%	<5%
		Achieved 3.15%				

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Customers experience friendly, efficient, and reliable service from Council.	Percentage of customers who lodge faults/requests are satisfied with service provided in the community survey.	Target 80% Achieved 71%	80%	Baseline Measure	Increase from Baseline	Increase from Baseline
	Percentage of walk-in customers rating the service as friendly customer satisfaction survey.	New Measure	N/A	Baseline Measure	Increase from Baseline	Increase from Baseline
	Percentage of walk-in customers rating the service as efficient customer satisfaction survey.	New Measure	N/A	Baseline Measure	Increase from Baseline	Increase from Baseline
	Percentage of walk-in customers rating the service as reliable customer satisfaction survey.	New Measure	N/A	Baseline Measure	Increase from Baseline	Increase from Baseline
Responsive 24/7 phone service.	Percentage of customers who lodge faults/requests are satisfied with the service provided by afterhours call centre team in the community survey.	Target 85%	85%	85%	85%	85%



Ngā Whakawhitiwhiti Communications

Strategic Alignment Te Whakahāngaitanga Rautaki



We help people understand Council's work and how they can actively participate in shaping our district's development. We've designed the service to promote interaction and understanding across all aspects of Council to keep the community, Council staff and elected members informed.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Partnering with iwi to enhance understanding of Council information and ensuring their perspectives are incorporated and disseminated through Council.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Through partnership and active involvement with iwi at an operational level we provide the mechanisms and information to support Tino Rangatiratanga. Including relationship building with iwi communication representatives.



Ōritetanga

equity between Māori and tangata Tiriti

We produce and disseminate appropriate and agile communications material in understandable and appropriate language that will reach out across our communities, facilitate accessing our services and provide equal opportunities for iwi and Māori.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

We seek to increase understanding and regard for Māori values and belief systems by incorporating Māori customs, practices and reo into our daily work. We will regularly engage with our iwi partners to further enhance this understanding.

What we do Ā mātau mahi

We deliver information about Council's work to our communities and directly support all Council departments with their communication requirements.

We provide the means by which the public can engage with Council in shaping the future of Tararua District. This is done through consultation or engagement on Annual Plans, Long-term Plans and strategies and by ensuring that residents' feedback is relayed to the right people in the organisation.

Why we do it Te take o a mātau mahi

We enable transparency, accountability, and public engagement by disseminating information about Council's daily business and during crises, maintaining the Council's branding, and handling stakeholder and media relations, all of which are vital for effective governance and fostering positive community relations.

How we do it Ka pēhea rā a mātau mahi

We provide the service using a combination of written documentation, digital platforms, community engagement, and stakeholder relations to inform, engage, and interact with the community.

We are a vital link connecting Council and community by actively listening to public sentiment and relaying this to staff and elected members. We communicate what Council has done, is doing and are going to do. As connectivity is on the rise, the service has an increasingly important customer service function, helping people to process complaints, responding to queries, and answering questions.

Performance measures and targets

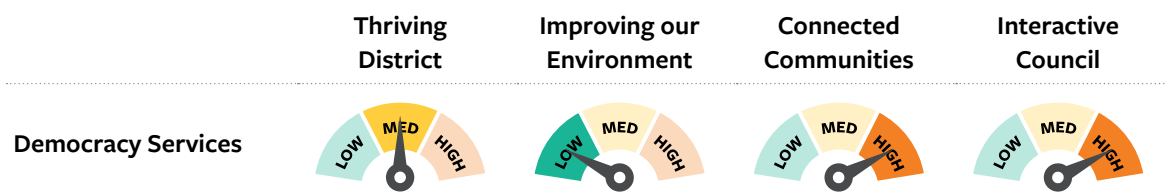
Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
Increased community contributions with Council planning activities e.g., Annual Plan/ Long-Term Plan submissions (physical and online)	An increase in the number of submission/feedback forms received	New measure	350	400	450	500
Increasing our digital presence	An increase in Council digital platforms traffic	New Measure	6000	6200	6400	6600
Number of people that participate in the annual communications survey	An increase in the number of Annual Communications Survey Respondents	New measure	200	250	300	350



Ngā Ratonga Manapori Democracy Services

Strategic Alignment Te Whakahāngaitanga Rautaki



The Tararua District Mayor and Councillors deliver a governance role that involves representing the community, setting direction, and monitoring and reviewing Council performance.

Te Tiriti o Waitangi Alignment

Te Whakahāngaitanga o Te Tiriti o Waitangi

Consideration for the Treaty across the activity



Kāwanatanga

governance and the relationship between Treaty partners (shared decision making)

Continue to explore further opportunities to partner with iwi on governance decisions for the district. Ensure iwi perspectives are incorporated.



Tino Rangatiratanga

the right to be self-determining in all areas (self-determination)

Support increased capacity and active involvement of iwi across Council operations by providing resource and support. Ensure iwi contribution is heard.



Ōritetanga

equity between Māori and tangata Tiriti

Explore opportunities to improve the governance environment to better reflect the Māori populations we serve e.g., use of Māori artwork, language, and bilingual signage.



Te Ritenga

protecting the customs, beliefs, values, faiths and aspirations of Māori (whakapono)

Facilitate access to training opportunities to develop understanding and cultural recognition of the values and belief systems of Māori.

What we do Ā mātau mahi

As elected members, the Mayor and Councillors set the strategic direction for the district and ensure responsible financial management of public funds. The service seeks to enable democratic local decision making and action by, and on behalf of communities, to promote the social, economic, environmental and cultural wellbeing of communities in the present and for the future.

Why we do it Te take o a mātau mahi

The Local Electoral Act 2001 provides for the electoral processes that enable the district's communities to select the leaders they would like to represent them and their interests throughout the democratic decision-making process. Electoral processes provide for the triennial local authority elections, polls and referenda, representation reviews and the determination of the terms of reference and delegations for community boards, committees, council organisations, other decision-making bodies and the appointment of the Chief Executive. Community committees are appointed by their respective communities to serve a three-year term of office that coincides with the period of the local authority elections.

Local councils provide leadership on behalf of the district regarding matters that are both within and outside of core functions. There are a number of regional and national directives that impact on the district and its communities, and it is through leadership and advocacy that residents can be kept informed and represented.

How we do it Ka pēhea rā a mātau mahi

As well as the formal Council team made up of nine Councillors and the Mayor, Tararua District has two Community Boards, one in Dannevirke and one in Eketāhuna. Council staff provide support to elected members to ensure transparent democratic decision making at meetings that are open to the public. We do this as a statutory obligation under the Local Government Act 2002, the Local Government Official Information and Meetings Act 1987, and the Resource Management Act 1991 to provide opportunities for community participation in decision-making.

Democracy Services undertakes Electoral Official duties for Electoral activities, Representation Reviews and Māori Ward establishment processes under Local Electoral Act 2001.

Performance measures and targets

Ngā Whakainenga Mahi me ngā Whāinga

Level of service	Performance measure	2022/23 Results	Targets			
			Year 1	Year 2	Year 3	Years 4+
To provide the community with access to Council, Committee and Community Board meeting agendas and reports to enable transparency of decision-making by the elected members.	Agendas and meeting papers available via Council's website at least two clear working days ahead of the meeting day	New measure	< 2	< 2	< 2	< 2
To provide the community with access to minutes from Council, Committee and Community Board meetings to enable transparency of decision-making by the elected members.	Minutes from meetings available via Council's website within five working days of the meeting.	New measure	100%	100%	100%	100%
	Meetings held at times and places notified in all notifications made to the public.	New Measure	100%	100%	100%	100%
	Members Pecuniary Interests Register published on Council's website and updated annually	New Measure	Achieved	Achieved	Achieved	Achieved

Kuputaka

GLOSSARY

Activity The operation of a facility or the provision of a service.

Asset Management Plan A plan, which identifies the current status of an asset, future renewal programme and options to meet growth due to demand/expansion.

Assets Assets are things that the Council owns such as roads, parks, footpaths, buildings.

Capital Development Is the creation of new assets or the addition of new components to existing assets that extend any assets service potential.

Capital Expenditure This is spending on new Council assets or replacing existing assets.

Capital Renewal Is the replacement of existing assets when they have reached the end of their useful life.

Capital Value The probable sale price of the freehold interest of the property if offered for sale at the time of valuation.

Community Board Elected community members/ward councillors to represent the interests of the community to Council.

Community Outcomes The community's priorities for the future of the district, identified through a community consultation process.

Cost of Service The true cost of performing an activity. Calculated as the total of direct costs, support costs, depreciation, interest and debt servicing.

Council-Controlled Organisation (CCO) means a council organisation that is:

- a) a company—
 - i) in which equity securities carrying 50% or more of the voting rights at the meeting of the shareholders of the company are—
 - A) held by one or more local authorities; or
 - B) controlled, directly or indirectly, by one or more local authorities; or
 - ii) in which one or more local authorities have the right, directly or indirectly, to appoint 50% or more of the directors of the company; or
- b) an organisation in respect of which one or more local authorities have, whether or not jointly with other local authorities or persons,—
 - i) control, directly or indirectly, of 50% or more of the votes at any meeting of the members or controlling body of the organisation; or
 - ii) the right, directly or indirectly, to appoint 50% or more of the trustees, directors, or managers (however described) of the organisation.

Council-Controlled Trading Organisation

(CCTO) A council-controlled organisation that operates a trading undertaking for the purpose of making a profit, formerly known as a Local Authority Trading Enterprise (LATE).

Depreciation The cost or value of the economic benefit of an asset used during a financial year.

Groups of Activities The Council's services are divided into nine groups of activities based on their relationship and the rationale for providing them.

Indicator Flag or signal that represent an issue of concern or which measure change or progress toward a desired outcome.

Infrastructural Assets Fixed utility systems that provide a continuing service to the community that are not generally regarded as tradeable. These assets include roads, water and sewerage services and stormwater systems.

Internal Recoveries Payment by one Council department to another in return for a service provided.

Land Value The probable price that would be paid for the bare land as at the date of valuation. The value includes development work such as drainage, excavation, filling, levelling, retaining walls, clearing, fertility build-up, flood protection.

Long Term Plan A plan which outlines the Council's programme for the next 10 years and how it will contribute to achieving the community outcomes. Formerly referred to as the Long Term Council Community Plan (or Community Plan).

Measure The actual piece of information or data used to gauge an indicator.

Mission This describes Council's basic purpose (its fundamental reason for being) and specifies the role Council is going to play in its environment.

Operational Expenditure All funding for providing services on a day to day basis, excluding renewal and capital expenditure.

Operating Revenue Revenue received as part of day-to-day activities. Includes user charges and rates but not capital revenue (such as new loans).

Performance Measure Measure by which organisational performance may be judged in relation to objectives.

Policy A course of action or set of parameters adopted by the Council or by management within which decisions can be made and action can be taken.

Private Benefit This occurs when individuals who benefit from a service can be clearly identified and therefore charged for that service. It applies to user charges, application fees, purchase price, and water by meter, though there are exceptions to the rule.

Public Benefit This relates to spending which benefits the community in general and for which no individual beneficiaries can be clearly identified.

Renewal Expenditure Funding for works that replace the existing assets over their projected lifetime. Generally funded from the depreciation reserve fund.

Reserve Funds Money set aside for a specific purpose. (See also Special Funds.)

Resource Consent This is permission to use resources such as land, water and air, granted under the Resource Management Act 1991.

Restricted Assets Assets that cannot be disposed of because of legal or other restrictions and that provide benefit or service to the community. They include reserves vested under the Reserves Act 1977, endowments and property held in trust for specific purposes.

Revenue Money received by Council.

Revenue and Financing Policy This is a statement about who should pay for the services provided by Council. The policy outlines who will benefit for each Activity and who should pay for it, taking into account fairness and what is practical.

Separate Rate A rate levied over a particular group of properties that receive or are capable of receiving a specific service or benefit additional to that provided by general rate funding.

Service Delivery Plan Outlines each of the Council's activities including service levels, performance measures, issues and future demand.

Significance This is the degree of importance of an issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impacts, and or likely consequences.

Special Funds Money set aside for a specific purpose. (See also Reserve Funds.)

Strategy Outlines how the district is going to undertake particular actions to deliver the community outcomes.

Submission Your opportunity to tell the Council your views on the Ten Year Plan. Submissions need to be made in writing.

Ten Year Plan A plan, adopted every three years, that sets the strategic direction for the Council over the next 10 years and outlines Council's contribution towards achieving the community outcomes. The Ten Year Plan is the same as the Long Term Plan. The term "Ten Year Plan" is used for ease of understanding.

Three waters Refers to drinking water, wastewater, and stormwater.

Toby A valve situated at the property boundary for the purpose of controlling the flow of water to the property.

User fees and charges Fees charged to the community for use of specific services and facilities provided by the Council.

Vision Council's view of the future state of its community. It is used to inspire people into action, define future direction and implies that what we do now can influence and change the future for the better.

