



OUR **FRAMING FUTURE**

LONG TERM PLAN 2021-31



Mihi

E ngā mana, e ngā reo, e ngā rau rangatira mā o te rohe o Rangitīkei, tēnā koutou katoa.

Mihi mahana tēnei o te Kaunihera o Rangitīkei kia tātou katoa e noho ana ki roto i te rohe nei, nau mai, whakatau mai ra.

**Whakataka te hau ki te uru,
Whakataka te hau ki te tonga,
Kia mākinakina ki uta,
Kia mātaratara ki tai,
E hī ake ana te atakura,
He tio, he huka, he hau hū,
Tīhei Mauriora!**

The Rangitīkei District Council acknowledges all those who live within our District.

We send a warm welcome to you all.

*Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with
a sharpened air
A touch of frost, a promise of a glorious day!*

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Wāhanga Tuatahi

Section One

Introduction

Tirohanga Whakamua - Look to the future

Message from His Worship the Mayor

E ngā tāngata katoa o te rohe nei, piki mai kake mai.

Welcome to our Long Term Plan (LTP) for the Rangitikei District for 2021-2031, which is the Council's vision of the direction for our District over the next 10 years, with a strong focus on the first three years.

This Plan has been the most difficult one to put together that I have been involved with. We are challenged by the changes in Government direction and regulation, dealing with aged infrastructure, potential water management changes, earthquake-prone buildings and property revaluations in a year impacted by a global pandemic.

While we've been lucky in our District and in New Zealand, to not be impacted too significantly by COVID-19, we are operating in a very different environment.

We know we're faced with many obstacles and tough decisions in our District over the next 10 years, but we feel optimistic about our future and the achievements we've made to date.

The Government is proposing that Three Waters, the provision of wastewater (sewerage), drinking water and stormwater, be delivered by another entity. There is a lot more to understand about this before any final decisions are made, but we will be asking for your views on this when we have more information.

Council was tasked by the District in the last LTP to focus on economic growth. To survive and prosper we needed more people and more businesses. I'm pleased to say, we have since experienced dramatic increases in the number of new houses and industry wanting to come to Rangitikei. We have partnered with Government and iwi on the Marton Rail Hub project, and we continue to focus on rebuilding core assets, such as the water strategy and sewerage supply. Council is also developing a draft scope of the Rangitikei Beyond 2050 (also known as a spatial plan), looking at social services, including health and housing, and economic and industrial growth. Climate change is also at the forefront of our minds.

The Marton Rail Hub, which is a partnership with the Government, local iwi Te Rūnanga o Ngā Wairiki Ngāti Apa and Rangitikei Forestry Holdings, is an exciting project that will create jobs, boost the economy and support community and iwi. We are now looking at the best way to manage it when it's completed, and this could be by setting up a Council Controlled Trading Organisation (CCTO), which would open up other potential commercial

opportunities as well. If Council decides to go ahead with this, they will consult as per the special consultative process. There is still a lot of work and information needed before we decide to go down this track.

We have also promised to "tell the story of both cultures". This is the Māori and Pākehā history of our District. We will honour that pledge.

The four well-beings have been reintroduced into legislation that governs councils. These are social, economic, environmental and cultural priorities and we have considered the well-beings when looking at what council wants to achieve.

My thanks go to my fellow Councillors and Council staff. I appreciate the effort that has gone into this document. My thanks also go to the many individuals and organisations from right across the District who engaged and made submissions during the Long Term Plan process.



Ngā mihi,

Andy Watson, Mayor of Rangitikei.





2021



What is a Long Term Plan?

A Long Term Plan (LTP) is an important document that sets out the Council's plans and budget for the next 10 years.

Providing a long-term focus, the LTP is a key planning tool for councils and is used to describe the council's activities, investments, and the community outcomes it aims to achieve over the coming decade.

It details what the Council does and what services it provides, where your rates are spent, the big plans for the future and the issues and challenges we face as a District.

Every three years, the LTP is reviewed and refreshed to make sure that each Council is still heading in the right direction for the District's future.

It is noted that Council did not meet the statutory deadline to adopt the 2021-31 LTP before the commencement of the first year to which it relates. This is in breach of section 93(3) of the Local Government Act 2002).



Council has also been participating in regional discussions on how to approach the challenge of climate change and in developing a high-level regional spatial plan.

In 2021, work began on the remediation of the historic landfill on Pūtōrino Road, and town water supplies have been a key focus for the Council.

Plans have been put in place for the Bulls water supply. Council committed to retaining and seismic strengthening of the Bulls water tower 'Mushroom' and work has started on building a new reservoir below the tower. A new strategy has also been developed to address the long-standing challenges with the Marton Water Supply.

Te Roopuu Ahi Kaa (TRAK) were asked to consider whether they supported Māori Wards being implemented for the 2022 elections. They advised they supported the introduction of Māori Wards, but wanted TRAK to be retained as a Standing Committee of Council. Council subsequently resolved to consider introducing Māori Wards, therefore in the second half of 2021, Council will undertake a Representation Review to look at how Māori Wards can be incorporated into its Ward structure to be in place for the 2022 local body elections.



What is the Long Term Plan?

Since refreshing our plan in 2018, the Rangitikei District Council has established and completed several community and infrastructure projects as we have worked through our Long Term Plan 2018-2028.

From installing new toilets and LED lighting across the District, repairing the Marton Dam B face at Tūtaenui Reservoir and opening the area as an official public reserve, to completing the construction of Te Matapihi (the new Bulls Community Centre) and the Marton Skatepark.

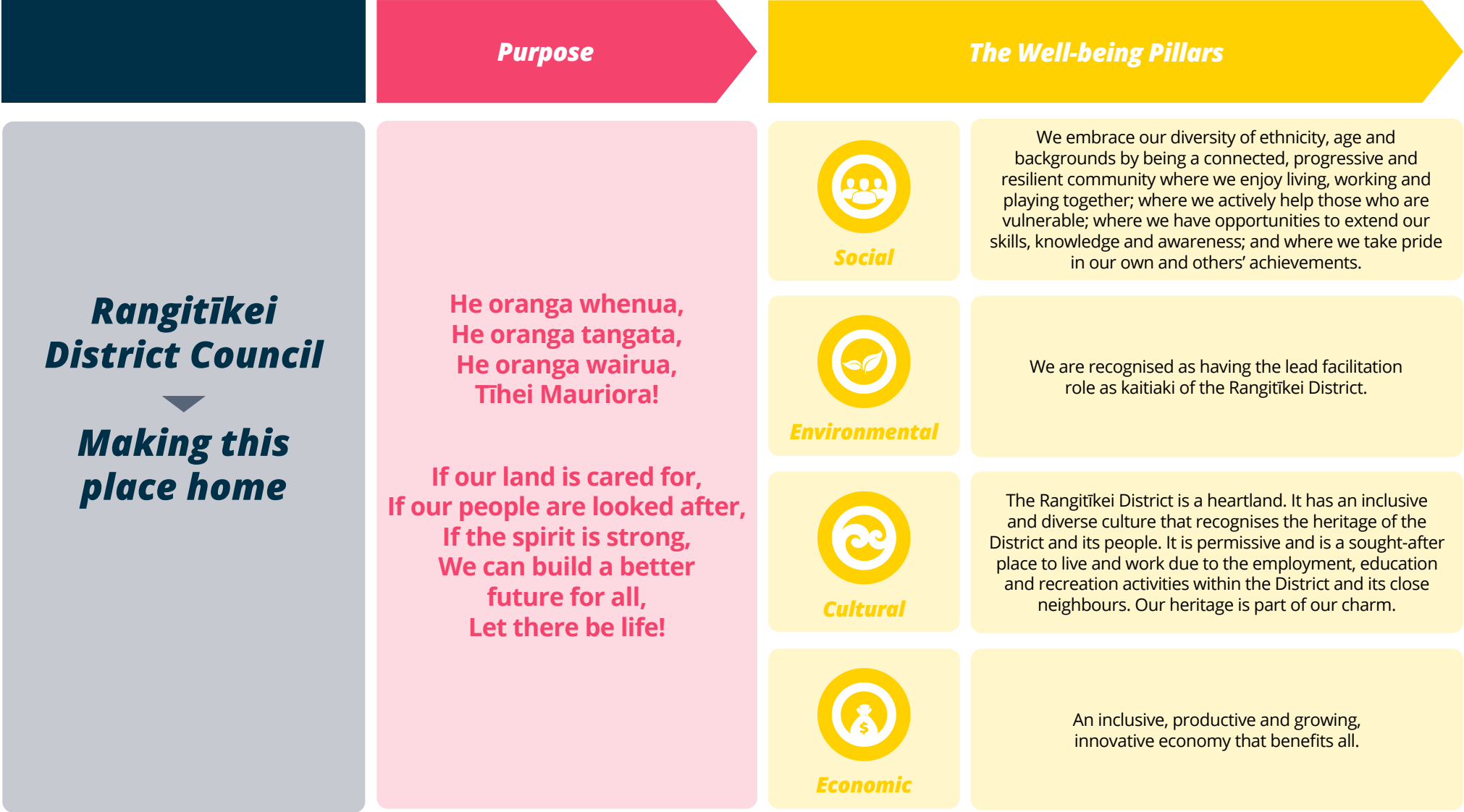
Council has made great progress towards significant infrastructure projects, including committing to the Marton Rail Hub project, which received a grant of \$9.1 million from the Government's Provincial Development Unit.

Other infrastructure projects also moved forward, including the first stage of the Bulls Town Square and Bus Lane project, the construction of the new Mangaweka bridge, and the upgrade of the Marton Memorial Hall (also supported by the Provincial Growth Fund).

In 2019, Council welcomed six new councillors across three new wards - Northern, Southern and Central - and has since been working closely with other councils and groups around the region on an approach to the management of Three Waters.

2018

Key parts that Frame our Future



Vision

The Council is working towards a Strategic Vision for 2050 in which the Rangitikei District will...



Have a population of 25,000.



Focus on sustainability and the environment.



Diversify the horticultural and agricultural sector



Increase our skilled workforce.



Accommodate for greater boutique tourism.



Be a trusted partner with iwi



Have a smoother age demographic.



Include greater levels of horticultural and agricultural automation, technology and artificial intelligence.



Increase numbers of community spaces, meeting hubs and places for communities to connect.



Have increased ethnic diversity.



Redevelop town centres in Marton, Hunterville, Bulls and Taihape.

Context

To support Council's Vision, the Long Term Plan contains a capital programme totalling \$221 million over 10 years to renew or create new assets and operating expenditure of \$302 million, as follows:

- **Roading network** – 801.05km of sealed roads and 424.84km of unsealed roads – valued (as at 30 June 2019) at \$448 million, with an estimated replacement cost of \$622 million: capital expenditure: \$117.3 million; operating expenditure: \$100 million
- **Water supplies** – 6 urban (potable) treatment and reticulation systems and 4 rural (non-potable) reticulation systems – valued (as at 30 June 2019) at \$57 million, with an estimated replacement cost of \$106 million; capital expenditure: \$20.5 million; operating expenditure: \$46 million
- **Wastewater (i.e. sewerage and the treatment and disposal of sewage)** – 7 reticulated systems – valued (as at 30 June 2019) at \$33 million, with an estimated replacement cost of \$67 million: capital expenditure: \$32.6 million; operating expenditure: \$19.3 million
- **Stormwater** – valued (as at 30 June 2019) at \$17 million; and an estimated replacement cost of \$29 million: capital expenditure: \$2.8 million; operating expenditure: \$3.6 million
- **Community and Leisure Assets** – including 3 libraries, 2 swimming pools (Hunterville is owned by the community trust but Council pays them an operating grant), 6 urban halls, 8 rural halls, 18 toilets and restrooms, 30 parks and reserves, 72 community housing units, 4 campgrounds, 8 cemeteries – valued (as at 30 June 2017) at \$14 million: capital expenditure: \$41.5 million; operating expenditure: \$50.5 million.

Wāhanga Tuarua Section Two

Financial and Infrastructure Strategy

Tirohanga Whakamua - Look to the future

Financial and Infrastructure Strategy

Introduction

This is a combined strategy as permitted under section 101B(5) of the Local Government Act 2002.

Infrastructure accounts for over 80% of Council’s operating expenditure and virtually all of Council’s capital expenditure. The strategy outlines:

- the key infrastructural service issues the Rangitikei community must address over the next 30 years;
- the main options for dealing with those issues;
- the cost and service delivery implications for residents and businesses of those options, including the impact of increased debt; and
- the Council’s current preferred scenario for infrastructure provision.

Factors of critical importance in the strategy are:

- the projected changes in population;
- the adequacy of government funding assistance for roads;
- the conditions governing resource consents for water, wastewater and (potentially) stormwater;
- the affordability of maintaining current urban reticulation and treatment systems;
- the affordability of new fit-for-purpose civic/community centres in Marton and Taihape to replace earthquake-prone and outmoded facilities;
- the impact of the new National Water Regulator overseeing and delivering new regulations around drinking water under a new Water Services Bill;
- legislative changes arising from the proposed replacement of the Resource Management Act;
- the need to minimise environmental impacts and to address impacts of climate change;
- the impact of the Three Waters Reform programme and how this will change Council’s operations and Capital expenditure;
- the capacity (within the organisation and of contractors) to deliver the proposed capital programme within the projected times;
- knowledge of the condition and performance of the assets; and
- sustainable levels of debt.

Rangitikei District Council must deliver a large range of infrastructure projects while being financially sustainable for its communities. This involves a balancing act of continuing to deliver infrastructural services, while keeping them affordable by getting the best

value, ensuring equity between current and future generations, fairly sharing the costs of delivering the services across different users and maintaining a strong balance sheet that can take climatic and financial shocks, which means ensuring it does not have too much debt.

The Strategy is split into three key sections:

Context

This section provides contextual information about how demographic, economic and political changes will affect Council’s delivery of services.

How Council will manage its assets

This section provides an overview of how Council will manage its assets including – levels of service, renewal/replacement of assets, responses to growth/decline in demand, maintaining and improving public health and environmental outcomes, resilience of assets and affordability and balance. Finally this section identifies key issues and assumptions for managing Council’s assets, with a proposed response for managing the issue provided.

The most likely scenario

This section provides a description of the most likely scenario for Rangitikei in 2051. It provides details of the assumptions the scenario is based on, a specific description by activity group and an overview of specific projects. It goes onto provide an explanation of the costs and significant decisions about capital expenditure for the most likely scenario and how this scenario is proposed to be funded.

Context

District Topography

The Rangitikei District comprises 4500 square kilometres of mainly rural land. It is a diverse District, ranging from the sand plains on the south coast to the magnificent hill country of the upper Rangitikei. The sand plains extend inland from the coast to Bulls, where the Santoft Forest is a key feature. The area has a range of soil types and has been developed for a wide range of agricultural activities including pastoral farming, cropping, horticulture, forestry and dairying. For the steeper hill country, further north, soils are often prone to slipping and erosion and are largely grazed by drystock.

The most northern reaches of the District include approximately half of the windswept and remote Kaimanawa Ranges. These mountain land areas are largely undeveloped for primary production activities, although the mānuka honey industry is growing, and they support important indigenous forests, tussock land and wetlands.

There are several significant rivers within the District, particularly the Rangitikei, Whangaehu, Turakina, Hautapu and Kawhatau. These rivers have helped to shape the topography of the District, with valleys, gorges, terraces and flood plains. The most iconic river in the District is the Rangitikei River, which is one of New Zealand's longest rivers – originating in the Kaimanawa Ranges and flowing out to the Tasman Sea. The river is a gravel bed river, which is surrounded by papa cliffs through the middle reaches. Water quality for the Rangitikei River is good, especially in the northern areas, where it supports a world-class trout fishery.

District Economy¹

GDP

Overall, the Rangitikei economy (as measured by GDP) has not followed the same growth and decline trends as the rest of New Zealand. Since 2001, the growth in GDP has been 2.05% compared to 2.74% for New Zealand as a whole. However, this growth has not been consistent, with highs between 2005 and 2007 and recently spikes in 2015, 2016 and 2019 due to increasing commodity prices, and with declines in 2008, 2009, 2011, 2018 and 2020, with the 2020 decline due to COVID-19 (Figure 1). The primary sector to the Rangitikei economy dominates, providing almost 32.4% of the District's GDP, which in 2019/20 was \$700 million. During the period 2010/20 District GDP grew by \$100 million. Long-term impacts of COVID-19 are still unknown but currently the District has not seen significant negative impacts.

Financial Goals

- Establishing a balanced budget platform from which Council can achieve its ambitions and potential

- Ensuring rates and fees are kept to a reasonable level and apportioned equitably amongst those who pay these rates and fees
- Ensuring value for money is obtained from its expenditures
- Managing its balance sheet so its assets, including infrastructure, and debt levels are managed responsibly, safeguarding Council for future generations

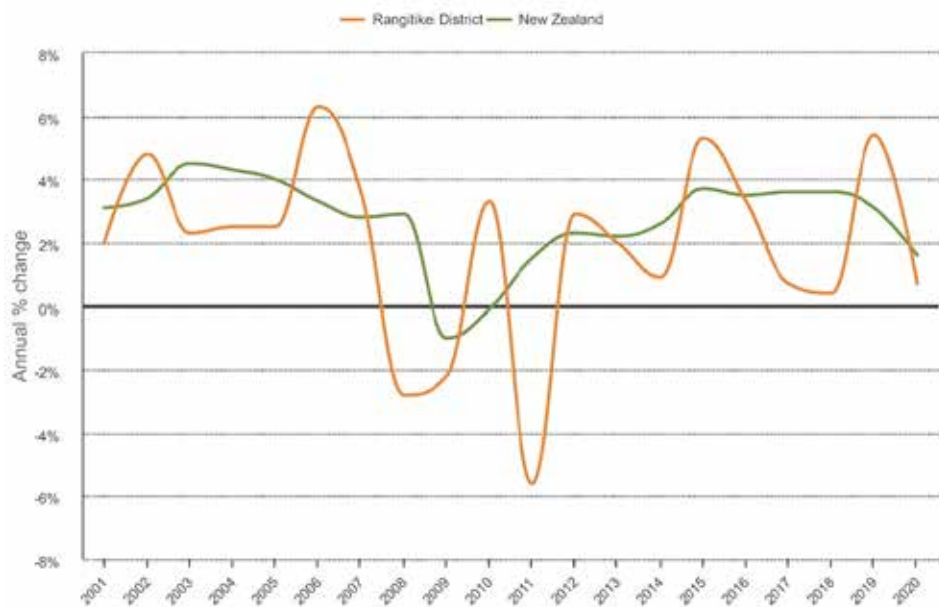


Figure 1. GDP Growth for the Rangitikei District compared with New Zealand (Source: Infometrics).

Growth initiatives

The Rangitikei District has been an ongoing contributor to Accelerate 25, and supporter of Te Pai Tawhiti, and the associated Manawatū – Whanganui Economic Action Plan (2016) developed following the Regional Growth Study (2015) and as part of Central Government's initiative to enhance productivity of regional New Zealand.

Te Pai Tawhiti is the inter-generational strategy and builds on the Regional Growth Study and Action Plan by providing a specific focus on the Māori economy in the Manawatū-Whanganui Region. The key focus is on economic growth that will contribute to gains for whānau, communities, marae, and future generations.

While Council will continue to support and contribute to the regional Accelerate 25 Action Plan, and Te Pai Tawhiti, it also plans to deliver specific outcomes for the District as identified in the 10 key priority areas of Council's Economic Development Strategy

2020-2050. The following five areas will be of specific initial focus and either interlink or underpin the other priorities:

- Expanding and diversifying housing
- Partnership with iwi, hapū and the Rātana community
- Visitor destination and new resident relocation; promotion and management
- Information gathering leading to the facilitation of business assistance, growth, diversification and opportunity focusing on all sectors
- Leveraging off new commercial and industrial businesses and the expansion of Ohakea Air Force

Forestry harvesting

A key change in the District's economy will be the harvesting of large scale forests that were established during the 1990s. This will result in peak harvest from 2027 – 2029. From 2018 to 2047, 40% of the District tonnage occurs within the Parewanui / Santoft Road area. From 2027 to 2032, 50% of District tonnage occurs on three roads within the Hunterville forest area (Turakina Valley Road, West Road and Watershed Road) .

Expected changes in land use

Council expects there to be several changes in land use over the coming 30 years. There is likely to be residential expansion around the urban fringe to accommodate for the current and forecasted population growth. The development of a Spatial Plan is planned to begin in 2021. This will look at the District as a whole and at each of our main towns to assess where our District is growing, or declining, and ensure this can be planned for appropriately.

There are also likely to be changes in land use in the rural sector. Accelerate 25 seeks to encourage land intensification and change from sheep and beef farming to higher value land uses such as mānuka, dairying, vegetable production and other horticultural/cropping activities. Additionally, Council has been supporting the feasibility of expanding rural water supplies to enable increased intensification of land uses. These changes in land use are unlikely to have a significant impact on Council's infrastructure. The most significant change could be altered use of rural roads, however, the change in vehicle movements is likely to be minor.

An increase in forestry planting could also occur as a result of Central Government's proposal to plant 100 million new trees per year. The impact of land use changes for forestry have the potential to affect the roading network once sites are mature and ready to be harvested. However, the needs of forestry properties and the impact on the roading network can be planned well in advance.

Climate change could also have an impact on land use. Climate is already significantly varied throughout the District, but it is likely that some areas will become dryer and some wetter, which will impact the type of agricultural land uses. Drought is likely to become more frequent and intense. However, it is unlikely that the extent of changes will be so significant that they have an impact on Council's infrastructure.

Expected changes in population

The information Council has from Statistics New Zealand is from the 2013 Census. Some of the 2018 Census Data has been released but not sub-national data on population growth. The District's population has historically been declining, from 16,750 in 1996 to a low of 14,550 in 2013. However, recent population growth, (based on estimates) shows consistent increases in population year on year. Using population projections provided by Infometrics in July 2020, both high and medium growth scenarios would see an increase in population (Figure 2).

For the high scenario, by 2051 the District's population would have reached a stable peak of 20,488 residents. This is over 5600 more residents than the District's 2018 population. For the medium scenario, by 2048 the District's population would have exceeded 17,700 residents. Nevertheless, in both scenarios the populations are higher than 1996 levels. This has the possibility to impact on the capacity or performance of Council's assets (or the capital and operating expenditure projections).

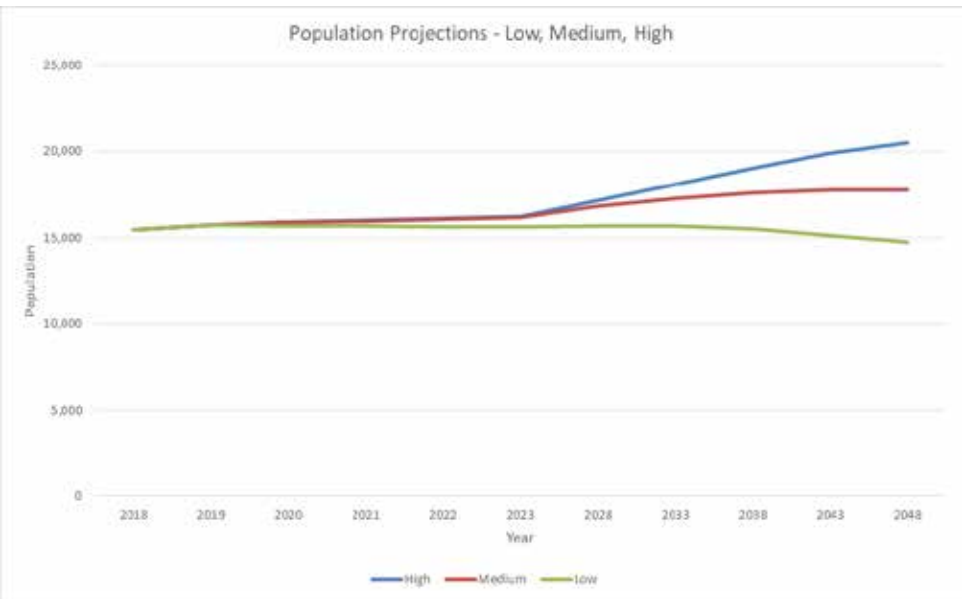


Figure 2. Population projections (Source: Infometrics).

¹ Infometrics data is to March 2019 so the impact of COVID-19 is not represented in these statistics.

Clause 15A of Schedule 10 of the Local Government Act 2002 requires the projected number of rating units to be outlined for each year covered by the plan. This plan makes the assumption of 0.48% growth in rating based per annum based on historical trends.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Rating units	8086	8125	8164	8203	8242	8281	8321	8361	8401	8441

Increasing protection of water bodies from contaminants

In the past, wastewater has been discharged into water bodies, specifically for the Rangitikei District, the local rivers. However, increasing emphasis on improving water quality and cultural considerations are pushing these discharges towards a land-based system. Specifically, the National Policy Statement for Freshwater was amended in 2017 as a method of meeting the Government’s target of making 90% of New Zealand’s rivers and lakes swimmable by 2040. The requirements include new standards for managing the level of nutrients (nitrogen and phosphorus) that enter waterways. Additionally, the Horizons One Plan specifically requires that direct discharge of treated wastewater into natural water bodies should, at a minimum, include some form of land passage structure. The current trend to ensure compliance is to irrigate treated effluent to land. These requirements are significant to Council as all of Council’s current discharge consents are for the discharge of treated wastewater directly into natural water bodies, and will have to be altered to comply with these new requirements.

Earthquake-prone buildings

Under the Building Act 2004, the Council (Regulatory services) are required to identify potentially earthquake-prone buildings (or parts of buildings) by applying Earthquake-prone Building Methodology, and requesting building owners to provide an engineering assessment for the building, and/or evidence of a factual error in the basis the Council have identified the building as potentially earthquake-prone, or notification that the owner does not intend on providing an engineering assessment of the building. Once any/all information has been reviewed, the Council will contact the building owner to notify them of the Council’s decision on the building’s earthquake status. If the building is determined as earthquake-prone, or the Council proceeds as if the building has been determined as earthquake-prone, the Council will then formally issue an earthquake prone building notice under s.133AL of the Building Act, with a copy to be affixed in a prominent position on the building. The notice will specify the date by which the owner will be obliged to undertake seismic work.

To date, Council (as owner of a potentially earthquake-prone building) received notification to initiate the structural engineering assessments on all its buildings, and once this has been completed the s.133AL notifications will be issued. When it does, it will have 7.5 years to remediate priority buildings and 15 years for all other buildings.

Asbestos

Council must also meet the legislative requirements on managing asbestos in its buildings. The current policy position is that unless an asbestos survey has been undertaken on a building it is assumed a building may contain asbestos. Asbestos Management Plans have been developed for those buildings where an asbestos survey has been carried out.

How Council will manage its assets

This section will provide an outline of how Council will manage its assets in relation to the following factors:

- Renewal or replacement of assets
- Response to growth/decline in demand
- Allowing for planned increases or decreases in levels of service
- Resilience
- Affordability and balance
- Levels of service

Rangitikei District Council makes use of a Shared Services agreement with Manawatu District Council for the provision of Infrastructure Services. These services include capital project delivery, water and wastewater treatment, network maintenance and operations and new development engineering.

Further to this, key issues and assumptions for managing Council’s assets will be identified and a proposed response for managing the issue provided.

Renewal or replacement of assets

There are two inter-related decisions that Council needs to make about its investment in infrastructure.

- When should renewals take place and does this replacement mean like for like or are there other factors that come into play?
- When should new infrastructure be added and when should existing infrastructure be abandoned?

For the first question, the timing of decisions to renew is dependent upon:

- Performance – which relates to the ability of the asset to provide the required level of service to the customer, and
- Condition - which relates to the structural integrity of an asset

Council will approach the renewal, addition or depletion of infrastructure based primarily on performance. Performance will in part be a function of asset condition – and therefore it is important that information about asset condition is robust. In an effort to improve asset data confidence, Council initiated a revised Asset Management Strategy for the

potable water, wastewater and stormwater assets in 2019. This strategy includes more detailed assessments of asset performance and asset condition for the Three Waters networks. The work on collecting more accurate asset data will continue for the next three years and is expected to be completed by 2024. On completion, the new Asset Management Strategy will produce a 30-year prioritised programme of works for renewals, performance upgrades and network growth for the Three Waters assets. Due to the work completed on the critical assets, a traditional age based asset renewal approach will be followed for the next three years to limit the exposure to poor decision making until such time as the new Asset Management Strategy work has been completed. The following factors will significantly contribute to infrastructure investment decisions.

- changing demand for services;
- rising public health and environmental outcomes;
- resilience; and
- affordability.

Response to growth/decline for demand for services

Growing economy

Reliable transport routes are essential to support increasing agricultural productivity. At present, there are several conversions to dairying in the Santoft sand country (associated with substantial investments in extracting groundwater) which mean increasing traffic on the roads in this area. Nevertheless, the characteristics of this part of the network means that no improvement is necessary. However, the drive to increased agricultural productivity may lead to improvements in the more remote parts of the roading network, potentially extending into (and contributing to) the opening up of the land-locked Māori land in the northern part of the District. Council would expect the capital costs of such projects to be funded by Government and/or neighbouring properties, which will receive particular benefit from the extensions to the network.

A similar perspective applies to any expansion to the number of properties connected to rural water supply schemes. Making better use of the District’s water reserves for agricultural purposes is an important driving factor for economic growth as well as environmental outcomes. This is particularly the case for the Hunterville scheme, which currently provides stockwater to 1670 farms over 61,000 ha. This scheme has become increasingly expensive (because of electricity costs) and parts of the reticulation will need replacement within the next five to 10 years. While that is provided for in the financial forecasts, such a programme will not address the inadequacies of electricity costs and irrigation capacity. Funding from Council is most likely to be regarded as a loan, so that the subscribers to the scheme would receive the benefit of the lower borrowing rate available to Council. Long-term funding implications for Council are a future decision. Council will invest \$372,500 in year one and \$322,500 for the remaining nine years to support the Economic Development Strategic workplan, which may include the District’s water resources. The extent of a capital contribution from Council, if any, is unknown, so is not included in the financial projections. Additionally, any new water takes would be subject to gaining resource consent.

Dedicated cycleways may become more prevalent in the District, as part of a national strategy or regional tourism initiatives, but this has yet to be considered formally by the Council. The impact of increased cycleways will be an increase in the number of tourists visiting the area, however, the number of tourist is unlikely to create significant adverse effects on Council’s infrastructure which would require funding. Additionally, it is unlikely that Council would provide significant capital funding, so no provision is included in the financial estimates.

A major prompt for the town centre development projects in Bulls, Marton, and Taihape is to provide town centres that are attractive places both to live and visit. Given the strain on small town businesses, Council providing a civic heart of the main centres creates an environment that can contribute to a greater number of residents and visitors visiting the towns.

Allowing for planned increases or decreases in levels of service

In general, Council aims to continue the present levels of service across all groups of activities. Changes to the timing of key projects or the scope of other projects may occur, but these will be managed to ensure there are no unplanned reductions to the levels of service enjoyed by our communities. Council has removed several measures from its Statement of Service Performance but these services will continue to be provided. More on this can be found in the Changes to Levels of Service section of the Long Term Plan.

There has been steady growth in the southern part of the District and this trend is expected to continue. The increase in available residential properties will place pressure on existing infrastructure if the expansion is not managed carefully.

The increasingly aging population may impact on the Council’s Community and Leisure Assets because of changing use (less active, more passive recreation). For example, Council currently owns very few buildings on its parks and reserves. The majority of the facilities on Council-owned recreational land are code specific club rooms or hard surfaces. Council will continue to support the provision of amenities, sports fields, play spaces and skate parks but will look increasingly for partnerships with the community to renew or refurbish these facilities. Parks with low use may be leased rather than sold.

Council has implemented a Housing Strategy 2021-2031, which provides a 10-year strategic framework for elected members and the public to consider housing needs and potential solutions in the District. The strategy is intended to be a living document that will be updated regularly as new information is gathered and market conditions affecting housing supply and demand change. It includes reference and options for emergency, social, rental, privately owned, group homes and assisted living facilities, retirement villages, and pāpakainga housing as well as Council-owned community housing, which is for those aged 65 years and over.

An aging population is creating demands for improvement to footpaths so that they are more suitable for users of mobility scooters.

Maintaining and improving public and environmental outcomes

The main area in which this is likely to affect the Council is in the discharge of treated wastewater. Currently, all of Council's wastewater treatment plants discharge to a water body. Of particular significance is Policy 5-11 in the Regional Policy Statement, which requires all renewal of consents for discharge of treated human sewage after 2020 to (at a minimum) "pass through an alternative system that mitigates the adverse effects on the mauri of the receiving water body".²

In addition, during the next 30 years there is very likely to be consents required for stormwater discharges (which Council is not currently required to have) and water takes from rivers will probably be reduced (and certainly more strictly enforced). This will reflect the view of Horizons Regional Council on how Rangitikei District Council is to comply with the National Policy Statement on Freshwater Management under the Resource Management Act.

The table in Appendix 2 shows the expiry dates for Council's current consents from Horizons Regional Council.

Resilience of assets

Climate change

The Ministry for the Environment suggests that local councils should plan for a sea level rise of between 0.5m and 0.8m for periods up until 2090. This may impact on the District's seaside settlements, at Koitiata and Scotts Ferry. Horizons has already evaluated the likely risk at Koitiata, where the risk can be managed by controlling the movement of the mouth of the Turakina River. Inundations from the sea will be sporadic and not deep.

Climate change is likely to also result in more extreme weather events. This requires Council to consider the capacity of urban stormwater drainage systems. In addition, more frequent droughts may affect the security of water supply to Taihape and Hunterville, which depend on river flow. Greater storage capacity is a potential remedy. Because of the impact such events can have on the roading network, there may be sections where improvement is regarded as providing greater certainty of resilience in extreme weather conditions.

The nature of Council infrastructure assets (roads, underground pipes, buildings for public congregation) means that they all offer lifelines in an emergency situation and yet are all potentially vulnerable to major disruption in such an event. The increasing frequency and severity of these events challenges any assumption that immediate support through insurance or Central Government emergency payments is available to ensure business continuity at a local level. In addition, Council needs to plan for the "what happens when" scenario rather than "what happens if".

² The preferred discharge is to land.

Council employed a Senior Strategic Planner, to develop a Spatial Plan in 2021. This Plan will consider the effect of climate change and the impacts it will have on the District. The person in this role will also be responsible for undertaking the District Plan review, due to commence in 2022.

Earthquake resilience

The 2010 and 2011 Christchurch earthquakes, and the 2016 Kaikōura earthquake, together with climate change have brought massive changes in the way that central and local government throughout New Zealand think about managing the risk of such major disasters and ensuring continuity of essential services and recovery to business as usual as soon as possible.

Almost all of the Council's public buildings do not meet 33% of current earthquake standards and upgrading, while possible, is expensive and does not in itself deliver fit-for-purpose facilities. Council has developed a multi-purpose facility in Bulls and is looking to develop further multi-purpose facilities in Marton and Taihape. In both towns, consideration of the expense of earthquake strengthening the existing facilities is likely to be a key factor that will affect these developments. Water and wastewater treatment plants and reservoirs are also subject to these requirements. Assessments for most have already been undertaken and works planned.

Part of the Council's reticulation renewals programme will involve using different construction methods and materials to provide greater earthquake resilience in pipelines. Council does not consider this risk is so great that it should bring forward its renewals programme. Instead it will address resilience at the time pipes are replaced.

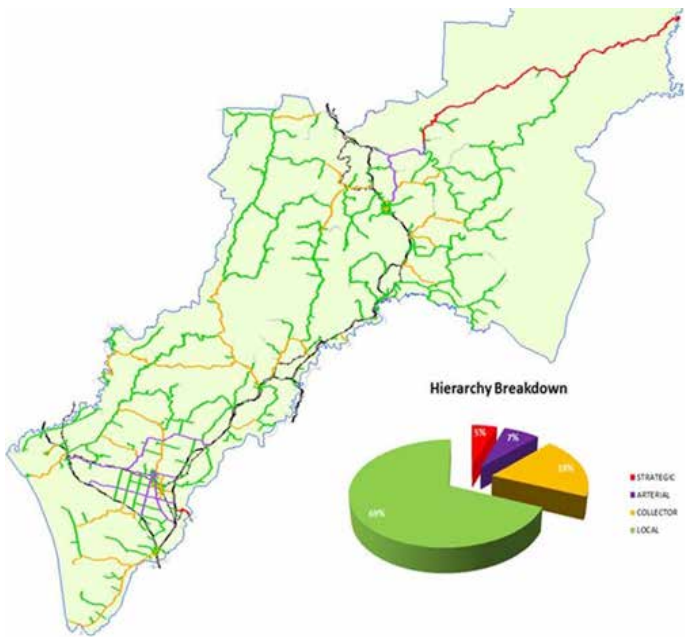
Upgraded bridge structures are also influenced by this consideration.

In addition to these factors, upgrades are sometimes undertaken because it is the more cost-effective option over time for maintaining the performance of the asset. This is significant in managing the Council's water, wastewater and stormwater reticulation systems.

Levels of service

Roading

Our roading network is the Council's most valuable asset. However, like many of our assets, it is aging and was not built to carry the heavy vehicles that use it today. The rural nature of our District means we have a large roading network for the size of our population.



Our intention is to reseal roads, on average, every 16 years and maintain the current level of service by resealing or repairing 45-55 km of road each year. Maintaining our roading network to this level means that currently Council spends over a third of its rates on roading. Council is committed to continuing to invest in our roading network to ensure products can flow in and out of our District for national and international markets. Council continues to advocate that the Government deem the Taihape-Napier Road a state highway, which would reduce an ongoing financial cost to District ratepayers.

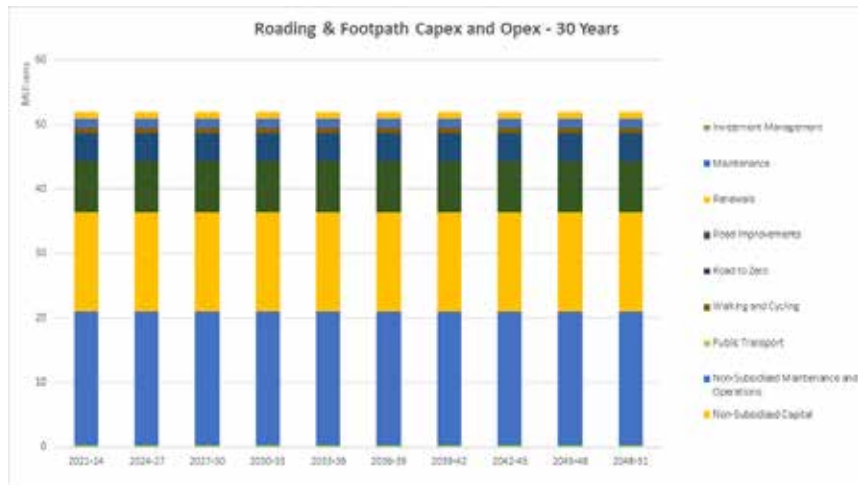
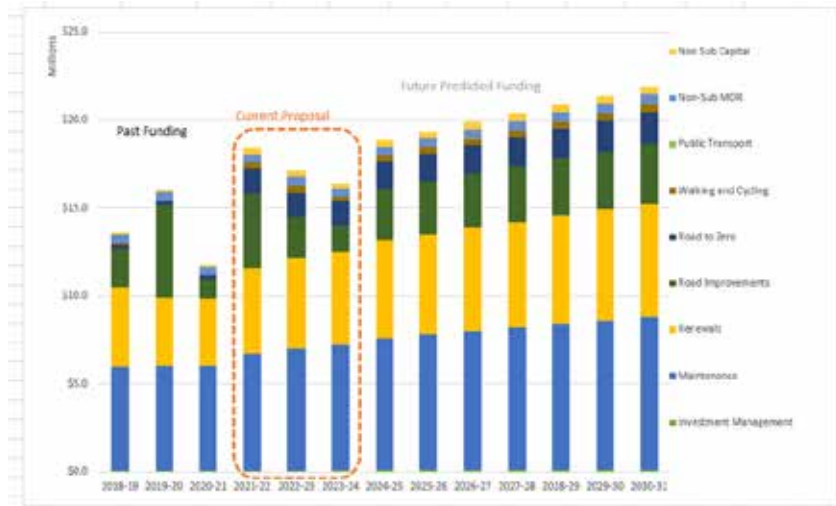
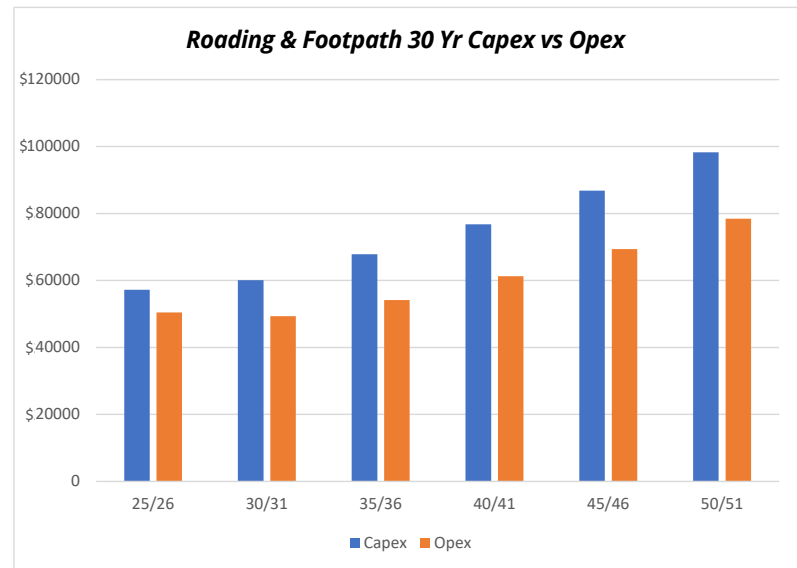
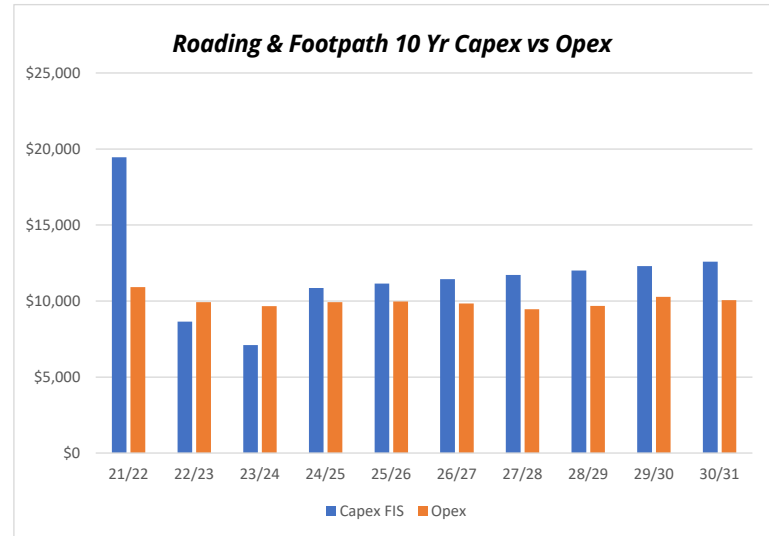
One Network Road Classification

The Waka Kotahi New Zealand Transport Agency has introduced a nationally consistent road classification system - the "One Network Road Classification" (ONRC). This system will determine the levels of service that Waka Kotahi will fund across all local networks. It measures performance over six areas – efficiency, safety, resilience, amenity, travel time reliability and accessibility. This means that there will be changes to maintenance treatments for some of the District's low-volume roads. However, while the funding envelope approved by Waka Kotahi is expected to be in August 2021 for the 2021-24 period is at a slightly increased level compared to 2018-21, it is substantially less than funding requested to maintain our roading assets at the current levels of service.

In order to get the most out of this funding envelope, Council has adopted a 'fix as you go' approach to roads that may be impacted by increased heavy traffic activities like forestry for a short time. This means that, for a road normally used by a small number of vehicles, any potholes or issues will be fixed at the time the defect occurs, rather than strengthen the road (at considerable cost) before the forestry operations start.

Roadside drainage is critical in handling the bigger and more frequent storm events. In addition, Council needs to have capacity to fund its local share if there are storm events that result in substantial damage to the network. Full subsidy from Waka Kotahi is very unlikely. All the financial information is reflected in the graphs on the next page.

The graphs below show the indicative estimate of the projected capital and operating expenditure associated with the management of roading assets:



Aging Bridges

Rangitikei has several bridges that were built from the early 1900s and are nearing the end of their useful lives. Council's asset management plan identifies when bridges are due for replacement. This doesn't necessarily mean all bridges will be replaced but it does trigger specific requirements for inspections and options to extend the remaining life, either by replacing components or more regular general maintenance.

Financial assistance from Government is not guaranteed for bridge replacements unless a business case can be justified. The economic criteria currently applied to bridge replacements favours very high traffic volume roads.

Three Waters

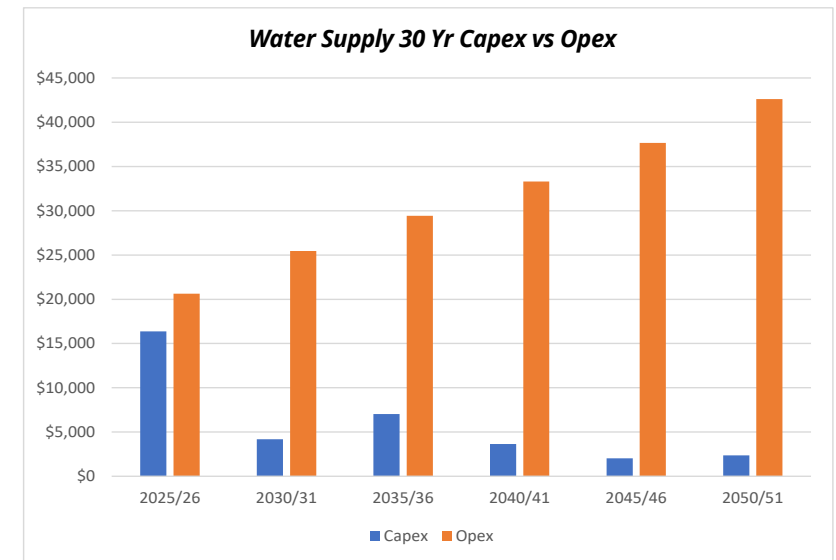
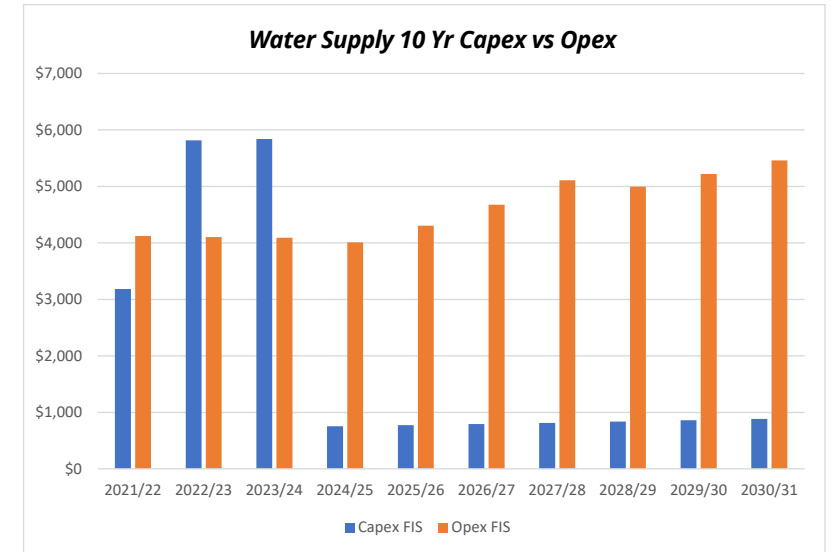
Council made the decision to view the Three Waters assets and services as business as usual for at least the next three years. The Government is proposing to establish four publicly-owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across New Zealand. Cabinet has agreed to the proposed boundaries of the four water providers, further details on the proposed water services entities, including governance arrangements, the role of iwi, and how they would be regulated. However, the Government remains interested in continuing discussion with local government and iwi/māori most affected by the proposed boundaries for feedback on these before progressing them in legislation. Due to the uncertainty about the future of the Three Waters assets and service provision, Council included capital budgets for the next 20 to 30 years. The management of the assets and provision of services remains a Council function until there is an official decision from Council to remove these activities.

Changes in compliance requirements... for drinking water

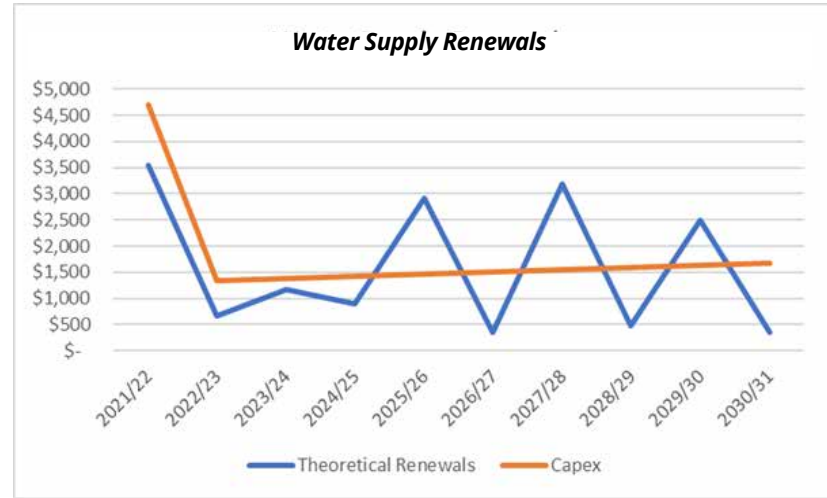
The New Zealand Drinking Water Standards require our urban water supplies to comply with the protozoal standards. This means we need to improve the level of treatment above bacteriological compliance. Decisions taken by the Government from the Havelock North drinking water inquiry will mean national standards of treatment for all potable supplies and, possibly, different mechanisms to manage potable supplies. However, in Rangitikei, all potable supplies are chlorinated irrespective of source.

For the past six years all councils have had to measure the loss of water from urban reticulation schemes, which has resulted in a stronger focus on detecting (and resolving) the cause(s) for such losses. Whether there will be pressure from the Government to have all potable supplies metered is unknown.

The graphs below show the indicative estimate of the projected capital and operating expenditure associated with the management of water supply assets:



Council competed numerous CCTV inspections, inflow and infiltration studies and flow measurements of the current critical assets to gain a level of confidence on the existing critical assets. A detailed Inflow and Infiltration (I&I) programme for all towns in the District has also been completed by using techniques such as smoke testing and dye testing. Due to the work completed on the critical assets, a traditional age-based asset renewal approach will be followed for the next three years to limit the exposure to poor decision making until such time as the new asset management strategy work has been completed. The graph below shows the theoretical renewals profile for Water Supply assets and the capital expenditure committed to renewals over the next 10 years.



Changes in compliance requirements... for wastewater

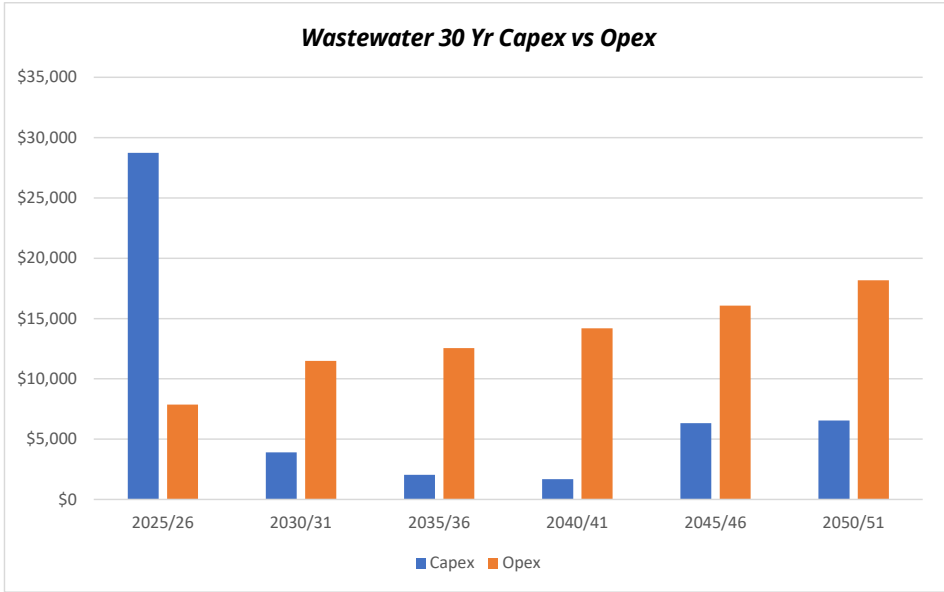
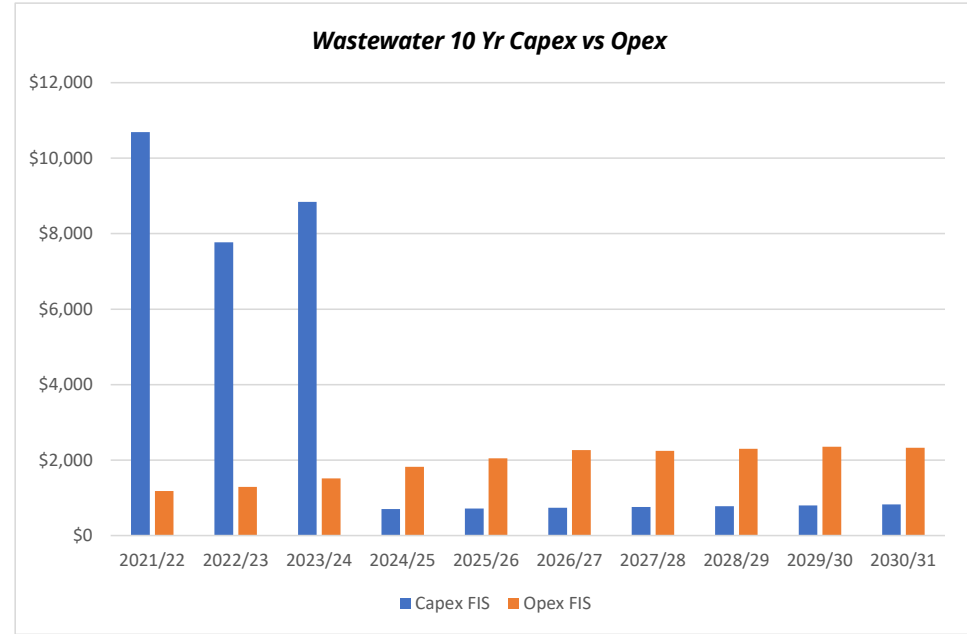
Discharges from our wastewater treatment plants are controlled through resource consents from Horizons Regional Council. The requirements of the Horizons “One Plan” and the National Policy Statement for Freshwater mean higher and more consistent standards for wastewater treatment. Council is supportive of these increasingly stringent requirements because we know how important water quality is for the health of the rivers in our District. We are planning ahead for the upgrades to our wastewater treatment plants that will be required when we renew our resource consents. This will include increased land-based discharge.

In Rātana, a grant was obtained from the Ministry for the Environment Freshwater Improvement Fund to cover the costs of having the plant discharge entirely to land. This means the discharge into Lake Waipu will cease.

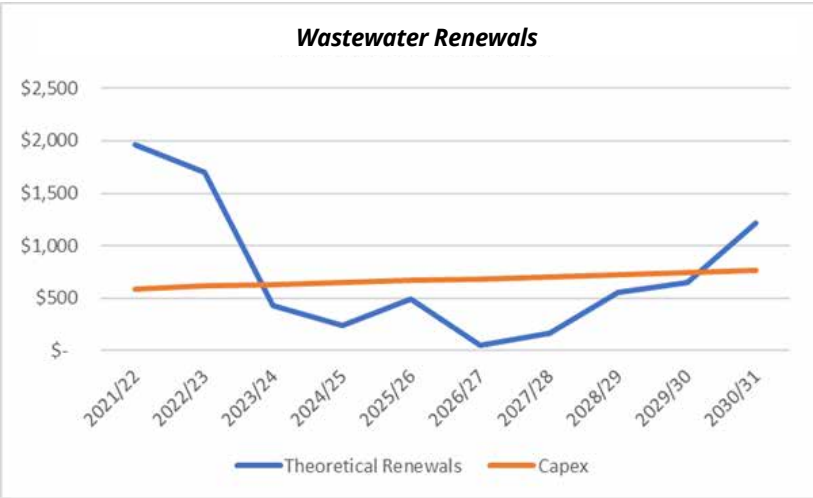
For Marton, where the current consent expired in 2019, options to end discharge to the

Tūtaenui Stream have been examined. The indicative business case analysis finds that piping to Bulls, with a discharge to land from there, will be the most cost-effective solution and require one consent, itself a saving in cost and time for both Rangitikei and Horizons. Securing a combined plant will require considerable planning and would need an interim consent for a few years from Horizons for the current discharges from both towns. This includes the estimated cost of the consent application. Work on the centralised wastewater treatment option and land disposal is in progress, and sufficient capital funds have been included in the 2021–31 Long Term Plan to complete this. Sequencing has yet to be finalised for a combined plant. For example, installing a pipe to transport Marton’s treated wastewater to Bulls and using its present discharge arrangements would immediately end all discharge into the Tūtaenui Stream. Developing the land-based discharge arrangements from Bulls would be the second stage, together with any modifications to the treatment plant if it was considered more cost-effective to close the Marton plant and send untreated wastewater from Marton to Bulls for treatment there.

The graphs below show the indicative estimate of the projected capital and operating expenditure associated with the management of wastewater assets:



The renewals profile generated by the Council asset management system AssetFinda for the next 10 years is shown below. AssetFinda is used to generate a draft renewals programme, based on age and condition. Prior to renewal, mains are inspected to confirm that they are in need of replacement. If leaving a particular main in place is not going to significantly impair the performance of the network, renewal is deferred. This draft programme will be refined by inspection records, supported by knowledge of criticality, performance and condition.

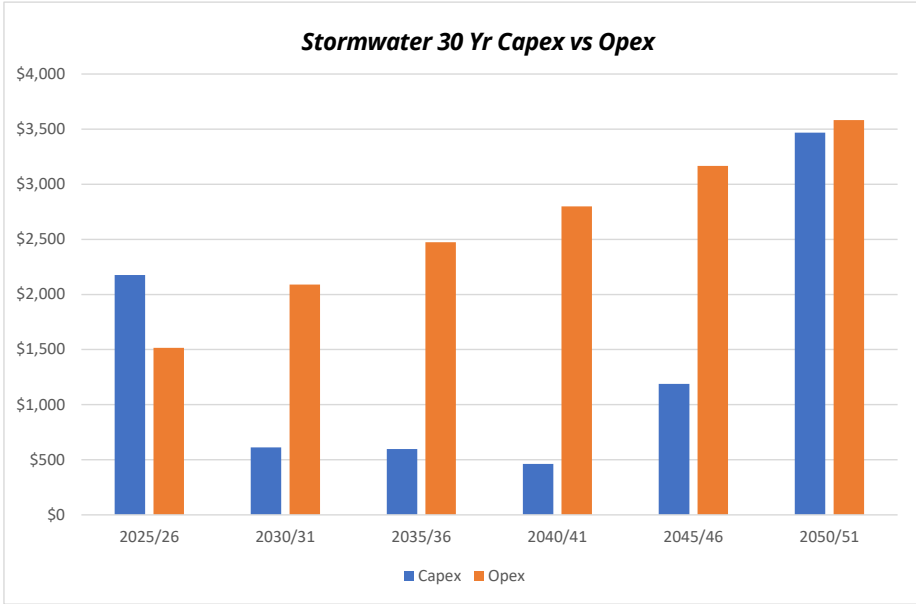
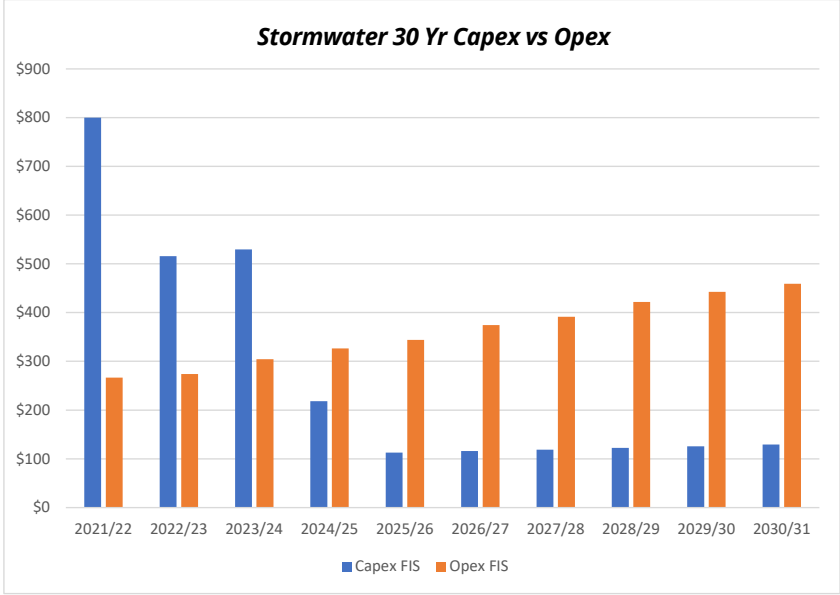


Changes in compliance requirements... for stormwater

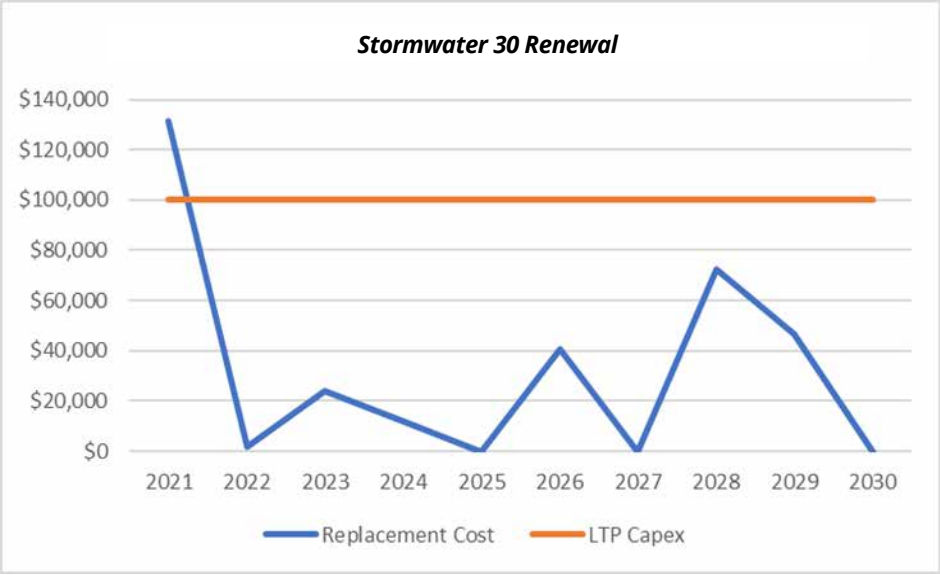
The National Policy Statement for Freshwater will also apply to stormwater run-off. This is an area that Council is currently not subject to any resource consent requirements. However, Horizons Regional Council advises they intend to introduce consent requirements for stormwater discharges. Council is generally supportive of this because of the potential damage that stormwater runoff can do to water quality in our streams and rivers.

In addition, Council has decided to end the ambiguity over private drains in urban areas and to implement a more vigorous programme for dealing with problematic stormwater flows in our towns and villages. Early instances of this will be in Marton and Scotts Ferry. There will be costs to legalise easements for what have previously been accepted as private drains. The ambiguity over the ownership of these open drains resulted in years of neglect, and Council will have to commit substantial capital investment to bring the stormwater network to the required level of service for the urban environment.

The graphs below show the indicative estimate of the projected capital and operating expenditure associated with the management of stormwater assets:



The chart below shows the renewals profile generated by AssetFinda for the next 10 years. This is based on replacement costs for mains and open drains only, and does not include the cost of replacing point assets, such as manholes, or outlets at the same time.



Changes in compliance requirements... for rural (non-potable) water schemes

In addition to the urban water supplies that Council manages, there are four rural water supplies within the Rangitikei District: Hunterville, Erewhon, Omatāne and Pūtōrino. We have reviewed the management of each of these with the relevant community sub-committees to ensure the most appropriate management model is applied. We have ensured that all scheme members understand that the water supplied is untreated and thus not potable. In 2026 the resource consent for abstraction for the Erewhon scheme expires, as do the consents for surface water takes for the Omatāne and Pūtōrino schemes. Council will apply for new consents.

Community and Leisure facilities

The provision of multi-functional civic/community facilities in Bulls, Marton and Taihape remains highly significant during 2021-31. There will also be an investigation on a comparable facility in Hunterville.

Bulls

Te Matapihi - Bulls Community Centre opened in 2021. It includes an auditorium, library/learning hub, visitor promotion area, community meeting rooms, and toilets (with 24/7 access). Stage 2 of this project is yet to be completed, this includes the provision of a town square, bus lane and further investigations relating to provision of changing spaces, during 2021.

Marton

The Town Centre Plan was developed by Creative Communities for Council in 2014 in partnership with the local community. It identifies that Council should develop a new civic centre (for the library, information centre, Council front desk, meeting rooms) in the heart of the Town Centre to act as a catalyst for revitalisation of the main street. During 2016, Council was presented with an offer to purchase the Cobbler, Davenport and Abraham and William's buildings. During the development of the 2016-17 Annual Plan, Council consulted with the community regarding whether Council should purchase the site for the Marton Civic Centre. The majority of submitters were in favour of purchasing the site. There was mixed views on what Council should do with the buildings - divided between those wishing to retain the facades and those who thought Council should demolish and start new. However, the responses received were low, and Council decided to undertake more work to understand the costs between heritage preservation and a new build, including the potential opportunities for external grants to assist the funding of the project. Council has discussed the budget and timing for this project. It has been agreed that targeted consultation with the public, on all the options, needs to occur first. Funding has been included in the 2021-31 Long Term Plan for years one to three of the Plan but will depend on the outcome of the consultation.

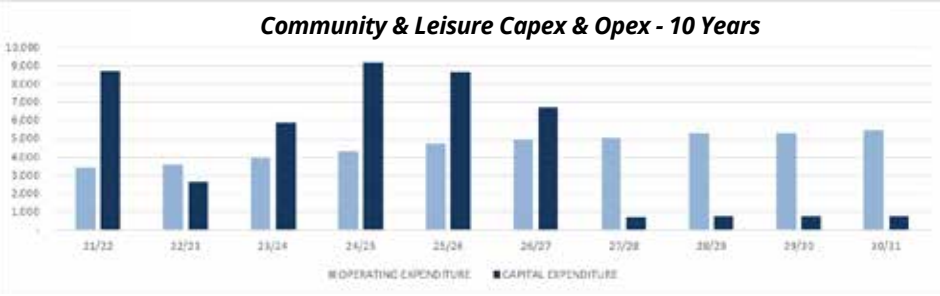
Taihape

Council remains committed to developing an improved civic facility on the Town Hall site. While the building is earthquake-prone, Council understands there is support for retaining at least the front facade (and rebuilding on the rest of the site). However, just as with Bulls, there will need to be detailed consideration of what functions this upgraded facility should meet. Funding has been included in the Long Term Plan for years three to five.

Hunterville

Although no specific project has been committed for Hunterville, Council is aware that the Hunterville Town Hall is likely to need an upgrade over the next 10 years. This would include work on earthquake strengthening the current Town Hall if that were to remain.

The graphs below show the indicative estimate of the projected capital and operating expenditure associated with the management of community and leisure assets:



Other facilities

Council provides a range of other community and leisure facilities, including parks, swimming pools, public toilets, community halls and community housing. Over the past three years renewal programmes have commenced, often in partnership with community groups and/or with funding grants.

During Year One of the 2021-31 Long Term Plan it is intended to carry out comprehensive condition inspections to develop accurate renewal programmes for these facilities. We are open to the full range of ownership, maintenance and management models (including contributing towards facilities owned by other organisations that meet community needs) in order to give communities more cost-effective options. Council will take the lead in these community discussions to achieve a solution.

The most likely scenario

This Strategy considers the most likely scenario for our significant infrastructure-related decisions over the next 30 years, including projects in the next 10 years. It also covers projects beyond that timeframe.

The size of the District, the scattered nature of urban areas, and population changes mean there are some significant challenges for Council to manage. One of our challenges is whether we'll be able to complete all the capital work we've planned to do. Not completing our programme presents some risks. Delays could potentially result in increased costs, assets could fail before they are upgraded or replaced, risking continuity and delivery of services, and there is also the risk that we charge rates to fund programmes that we then can't deliver in the proposed timeframe.

We have already taken steps to ensure we can complete our capital works programme, including employing more project managers and seeking early external expertise for major projects.

We are also planning to complete an extensive asset condition assessment over the next three years. We will continue to maintain our critical infrastructure to meet our existing levels of service. There are some things we can't control, like the increased demand for skilled construction workers and materials, but we don't believe these risks to be significant and we are confident we can deliver our programme.

Council has considered the most likely scenario for the Rangitikei in 2051. The features of the District include the following;

- An increased number of people living in the District, but the population is likely to be distributed differently. Based on the number of building consents and urban subdivisions that Council are processing, it is most likely the largest growth will be in Bulls and Marton.
- Each town will continue to have varying demographics.
- Agricultural productivity will continue to increase and be the District's main GDP contributor while also increasing District valuation.
- Increase in property value with an increase in District valuations with a varying direct impact on property rates.
- Town centres with a changing character due to the impact of the demolition of several earthquake-prone buildings.
- Increased emphasis on environmental outcomes.
- More iwi-managed enterprises and settlement.
- Land-locked land 'unlocked'.

Assumptions

Council has made some assumptions that underlie the proposed scenario. The most critical assumption is that national standards will increasingly specify the requirements for local infrastructure. The specific assumptions made by the Council (and the confidence in each of these and potential effects of uncertainty) for the useful lives of assets, growth or decline in demand for services, and increase or decrease in the level of service are provided below.

1 Useful lives of assets

Assumption	Confidence	Potential effects of uncertainty
Use of new materials in construction and maintenance of assets will reduce the reliability of data in asset management plans	Uncertain.	The characteristics of such materials are conjectural.
Replacement of assets will be determined by a combination of asset performance, asset condition and asset criticality in relation to the services they supply	High	Investing capital on the wrong assets at the wrong time.

2 Growth or decline in demand for services

Assumption	Confidence	Potential effects of uncertainty
There will be increasing prioritisation on those assets serving the most people and/or the areas of greatest economic significance	Fairly certain.	This could lead to decline in service/handover of assets to community groups/individuals to manage.

Assumption	Confidence	Potential effects of uncertainty
Increase in heavy vehicle usage will require proportionately more expenditure on arterial and connector roads	Fairly certain.	This trend may be less pronounced by greater use of rail for long-haul freight and/or more use of local transport services.
Increase in road safety hardware requirements	Certain. This reflects a current Government priority, which is likely to continue so long as road usage rises.	
Increase in demand for facilities for older people – passive exercise facilities, wider footpaths (including stopping bays) for scooters	Certain. This reflects demographic projections for the District, that being an aging population.	
Increased demand for recreational facilities used by younger people	Fairly certain. This reflects the demographic projections of an increased population for the District.	There might be a revival of interest in such pursuits, which would require Council to reconsider its approach.
Increased demand for community-based alternative services for water and wastewater	Fairly certain.	It depends on whether such low-tech solutions are able to demonstrate compliance with national and regional standards.

3 Increase or decrease in the level of service

Assumption	Confidence	Potential effects of uncertainty
Smaller communities could loose reticulated water supplies and need to rely on individual storage systems	Fairly certain. Costs are likely to become increasingly prohibitive.	There will be issues of water safety and fire-fighting capacity to be assured.

Assumption	Confidence	Potential effects of uncertainty
Wastewater disposal requirements in terms of environmental impacts will become stricter	Certain. Land-based discharge will be the basis for any new consents.	Increased costs – and also closer consideration of alternative systems.
There will be an increased level of service for major roads, a decrease for minor roads and no extension to the sealed roading network unless paid for by the affected parties	Fairly certain.	This will depend on the way the One Roothing Network Classification is implemented and the funding associated with it.
There will be improved smoothness for footpaths (and vehicle access across them)	Fairly certain.	This will depend on the cost of maintaining the roading network being achievable within projected budgets (and the new Funding Assistance Rate).
There will be an increased level of service for those community and leisure assets associated with the key civic service centre in major towns	Fairly certain.	Finalised designs and funding have yet to be approved. Budget constraints may constrain the assumed increase in level of service.
There will be increasing community ownership/ management of community and leisure assets	Fairly certain.	Council will continue to have ownership and be responsible for the renewals of the facilities.

Specific projects

1. Marton to Bulls wastewater transfer pipeline project (2020/21-2024/25)

The **most likely scenario** is to stop the disposal of treated wastewater into the Tūtaenui Stream and the Rangitikei River, and to dispose of it to land. The projected cost for this is \$25 million ³. The main aspects of the upgrade are to (a) install a pipeline to transfer treated wastewater from Marton wastewater treatment plant to Bulls wastewater treatment plant, (b) install a pipeline from Bulls wastewater treatment plant to land (yet to be sourced and purchased) for treated Bulls and Marton wastewater, (c) upgrade both the Marton and Bulls treatment plants, and (d) to discharge the total volume of treated wastewater to land under a single new discharge consent. Council has yet to consider a detailed business case with the alternative options costed.

The **principal alternative** is to maintain two separate treatment operations. In Bulls this would see a meandering wetland in place of the narrow ditch as the passage from the treatment plant to the Rangitikei river and strengthen the pond bund top and corners so that it survives large flood events and continues to contain the pond after the flood waters have receded. There has been earlier consideration given to including the discharges from Riverlands and Ohakea Base, but both organisations have opted to manage their own. The Marton plant would be upgraded and discharge to land arranged locally.

2. Marton civic centre development (2021/22 to 2024/25)

The **most likely scenario** is to move the Library and other Council services into a CBD development that will act as the catalyst to add to the town centre's vibrancy. A site in Broadway, Marton, has been purchased and will be considered as one of the options for a new civic precinct incorporating a library, information centre and Council administration centre as a multi-purpose facility. This site and the option of upgrading the current buildings in High Street will be part of a separate public consultation exercise to be undertaken in Year 1 of the Long Term Plan. At this stage the project has a projected capital cost of \$19 million, but part of this will be offset by the sale of Council's existing buildings in High Street.

3. Community housing upgrade (2021/22)

The **most likely scenario** is to upgrade the housing units so that they are at an appropriate standard to attract tenants – and potentially to sell those where refurbishment is less feasible and erect new units. Partial funding of depreciation was restored. In late 2017 Council confirmed that the ownership/management of community housing would remain in-house for the time-being and that it would implement an integrated approach to the delivery of effective and efficient renewals. The annual funding of \$100,000 per annum has been increased to \$170,000 for the first three years to include larger items, such as roof replacements and car parking development

3 This includes the consent application process, the upgrade and a provision for desludging.

The **principal alternative** would be to only carry out essential maintenance and not depreciate the activity. This may see a reduction in the very high occupancy rate with greater cost to ratepayers and would be less attractive to a community-based organisation.

4. Lake Waipu Improvement and Rātana Wastewater Treatment Project (2019/20 to 23/24)

The **most likely scenario** is to remove the treated wastewater effluent entering Lake Waipu, and to discharge the treated wastewater to land at a total cost of \$1.8 million. Government funding of \$900,000 has been secured to cover the likely cost of leasing suitable land, construction of a pump station and pipeline to this land, and for plant upgrades to achieve the effluent quality that will be required by a new discharge to land consent. This upgrade will be designed to cater for the additional wastewater flows from the proposed 60-lot subdivision in the settlement.

The **principal alternative** would be to pump the discharge to Marton, 30km distance at a cost of \$9m. As there are no trade waste discharges in Rātana, the impact on the Marton plant would be minimal. However, the annual Rātana celebration in January sees a large influx of visitors so the amount of wastewater discharge during that time increases substantially and would have a negative impact on the Marton wastewater plant.

5. Taihape Memorial Park community facility (2021/22 to 23/24)

The **most likely scenario** is to build a new amenities facility for sports groups and community groups, which has been confirmed by Council, retain (and strengthen) the historic grandstand, and relocate the existing toilets to another location or incorporate into the Grandstand, if they are still required once optioneering is complete. The capital budget for the new amenities facility is \$2.148m.

The **principal alternative** is to leave the current grandstand and toilet facilities as they are, accepting expenditure may need to occur for earthquake strengthening at an estimated \$1m without the addition of any amenities. Other substandard facilities would be as they are.

6. Taihape civic centre development (2023/24 to 2025/26)

The **most likely scenario** is to build a new civic centre development on the current site of the Town Hall. Whether that means the whole building will be earthquake strengthened and refurbished, or part of the building strengthened and a new structure replacing the current auditorium or the Town Hall demolished and a new building erected. This draft Long Term Plan includes Council funding of \$9.75 million spread over three years from 2023/24 to help implement any agreed solutions.

The **principal alternative** is to leave the current facilities as they are. However, this leaves Council exposed to the risk (and cost) of mandatory earthquake strengthening the Town Hall, without being able to refurbish the building as a multi-purpose civic centre. It is unlikely to find favour with the community, given the high interest in securing a more useful and appealing civic heart for the town.

7. Future-proofing the Hunterville Rural Water Supply Scheme – 2018/19-2021/22

The **most likely scenario** is not to maintain the status quo – but the extent, configuration, and capability of a future scheme has yet to be determined. The Hunterville production bore has been completed and produces enough water to supply town consumption. The water quality of the bore is poor, and a new plant to treat this water will be a consideration in the future.

The **principal alternative** is to maintain the status quo, at an estimated cost of \$45,000 per year – ie. renew the current reticulation on a like-for-like basis, and continue with the current provision of treated drinking water to Hunterville town. The current inlet structure will need an update to continue with the current daily volumes.

8. Mangaweka wastewater upgrade (2022/23)

The **most likely scenario** is to replace the existing plant (commissioned in 2006). This is a small treatment plant that will have to be replaced in the next 10 to 15 years. Currently there are many uncertainties with regards to what effluent standards the replacement plant will have to achieve, and when the ideal time for replacement will be. More details about the future of the Mangaweka plant will form part of the 2024-2034 Long Term Plan.

The **principal alternative** is for Council to work with the community, Horizons Regional Council and Government to find an affordable solution for the connected properties in Mangaweka. The cost will depend on the extent of upgrade work required and the viability of other options for safe disposal of human waste.

9. Taihape wastewater upgrade (2025/26 to 2026/27)

The **most likely scenario** is to obtain a new wastewater discharge consent, upgrade the treatment plant to meet new consent conditions, and continue to service the urban area. This scenario is dependent on the outcome of the consenting process and the treated effluent standards that will have to be achieved. Work on the new consent application will occur over the next three years and the final wastewater treatment upgrades will be included in the 2024-2034 Long Term Plan.

The **principal alternative** is to reduce the number of properties connected so that the network is smaller, more confined to the town centre, and thus handling a smaller quantity of effluent. This will depend on the extent of reduction in the number of properties utilising the network, the viability of other options and their comparative costs.

10. Hunterville wastewater upgrade (2034/35 to 2035/36)

The **most likely scenario** is to upgrade the plant to meet the new consent conditions once this has been finalised with Horizons. The process of finalising the current consent variation and the new consent conditions will direct the required upgrades that could be required. Any identified upgrades will be included in the 2024-2034 Long Term Plan.

The **principal alternative** is to pump the town's sewage 25km to Marton for disposal through the wastewater plant, at an estimated cost of \$7.5m. At present, the only source of trade waste is from food outlets, service stations and garages – if that were still the case

in 20 years time, the impact on the Marton plant would be minimal. However, pumping to Bulls may not be feasible once the Marton wastewater forms part of the Marton to Bulls centralisation project (previously mentioned).

Council's financial goals for the coming 10 years, and beyond, include:

- Establishing a balanced budget platform from which Council can achieve its ambitions and potential
- Ensuring rates and fees are kept to a reasonable level and apportioned equitably among those who pay these rates and fees
- Ensuring value for money is obtained from its expenditures
- Managing its balance sheet so its assets, including infrastructure, and debt levels, are managed responsibly, safeguarding Council for future generations

Council's funding strategy can be summarised as:

- Operating expenditure – rates are used to fund the balance of operating expenditure after all other revenue streams are accounted for
- Capital Expenditure – rates are typically used for asset renewals (via rating for depreciation). New, growth assets are typically funded either from grants, third party funding or debt

Financial Summary

Overall the District is in good shape and approaching exciting times. The Government's stimulus response to COVID-19 has presented the District with some unprecedented opportunities and there are numerous signs that we are entering a period of long and sustained growth.

Our population is expected to grow and our economy is expected to grow. Our infrastructure has to keep up. However, we must not simply focus on growth infrastructure. If we are to avoid problems other councils are facing it is critical we also maintain our existing infrastructure. Unfortunately, this is becoming more expensive to do and, in the absence of external funding, puts pressure on rates.

However, with an increasing population, in most sectors, including residential, industrial and commercial, the increasing rates burden will be spread over a larger ratepayer base. That means that if rates are increased by, say, 5% and the rate base increases by 2%, each existing ratepayer will face a rate increase of around 2.95%.

Council currently has relatively low levels of debt. This will enable us to push ahead and pursue our opportunities. Our Long Term Plan shows that we intend to invest around \$221m throughout the District in the next 10 years.

However, the cost of our asset renewals has grown faster than our income in recent years. This will require higher rate increases in the first few years of our Long Term Plan than we would like.

Key Issues

Balancing the Budget

Council is required, both morally and legally, to have a sustainable balanced budget. Where considered prudent, Council may set its operating revenues at a different level to its operating expenses.

Capital grants to be received in years 1 and 2 of the Long Term Plan prevent these years from being in deficit. However, Council is planning deficits for years 3 to 5 of the Long Term Plan.

A key cause of these deficits is the increase to the depreciation cost that Council incurs – depreciation has increased from \$10.6m in 2019 to a budgeted figure of \$14m in 2022. Without reducing its assets and infrastructure base, Council has very limited ability to manage this cost.

Council considers it prudent to rate for such cost increases over several years, thus avoiding unanticipated and large increases in any one year. Although this will result in Council having an unbalanced budget for some years of this Long Term Plan, it will result in an ongoing, sustainable balanced budget.

Council considers this a better model than imposing large rate increases in the early years

of the Long Term Plan. Council has considered its ratepayers and its favourable funding position when making these decisions.

Council has also committed to an ongoing programme of pursuing operational efficiencies. Future budgets include an element of inflation and Council has also incorporated efficiency savings in its various operating budgets. Council recognises that contemporary business practices (including greater use of technology, strategic procurement, greater focus on long term business partnerships etc) enable sustainable operating efficiencies to be obtained. The budgets included in this Long Term Plan include \$8 million of 'cost reduction without impacting on levels of service delivery' in recognition of this initiative. To the extent that such savings are not achieved this will impact on future debt levels, service levels and/or rate rises.

Rates Over the Coming Years

Rates are an important source of Council revenue. Council has kept recent rate increases relatively low. Rates help pay for the renewal of its assets, the cost of which has grown faster than the recent rates increases. This needs to be addressed and Council has elected to do this over several years rather than in one year.

Overall, Council expects to increase rates (excluding penalties and remissions) over the next 10 years as follows:

1	2	3	4	5	6	7	8	9	10
7.07%	7.29%	6.54%	6.54%	8.79%	5.54%	3.79%	3.79%	2.54%	2.04%

As mentioned above, these increases are NOT what each individual ratepayer will be facing as we expect a significant larger ratepayer base over which these increases will be spread.

Council has set limits on its rate increases (excluding penalties and remissions) as follows:

- 1. Less than 7.5% for years 1 and 2
- 2. An average of less than 5% for the remaining 8 years

Council will use rating differentials and will amend the level of its Uniform Annual General Charge where it considers that the results of doing so are fair and equitable to the overall community. The very nature of our rating system means that, from time to time, unforeseen outcomes can arise that will be considered unfair and inequitable by some ratepayers.

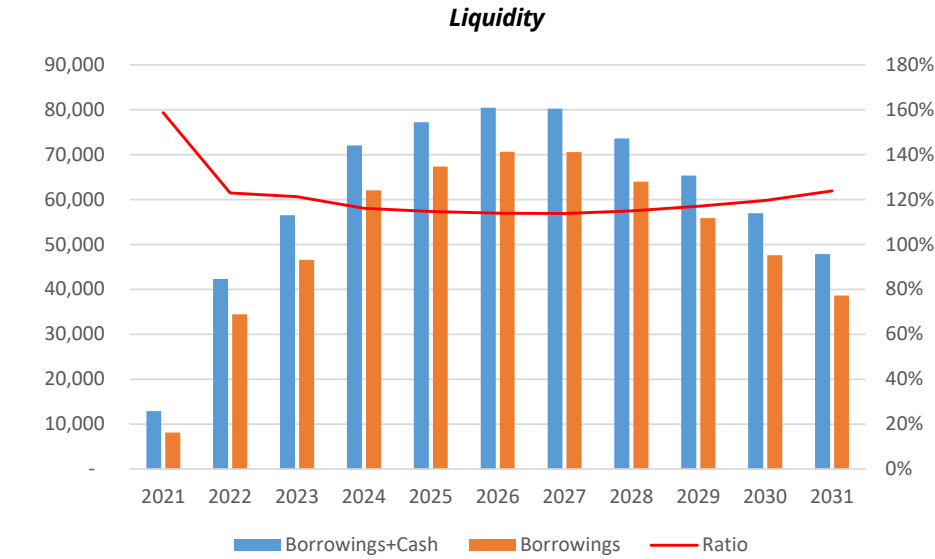
Capital Expenditure

Council's planned capital expenditure programme shows we intend to invest more than \$221m in the District over the next 10 years. This level of investment will be funded by a mix of rates, grants and debt. Council expects its debt to increase to around \$71m during this Long Term Plan. Council also expects to maintain cash reserves of over \$9m in years

three to 10 of this Long Term Plan (which provides a debt capacity of around \$91m).

Critically, this amount includes maintaining our existing infrastructure and flood management strategies and also investing in the District's future.

Further details of these initiatives are stated elsewhere in this strategy.



One of our challenges is whether we'll be able to complete all the capital work we've planned to do. Not completing our programme presents some risks. Our planned Capital Works programme for the 10 years is \$221 million.

Delays could potentially result in increased costs or assets could fail before they are upgraded or replaced, risking continuity and delivery of services. There is also the risk that we charge rates to fund programmes that we then can't deliver in the proposed timeframe.

We have already taken steps to ensure we can complete our capital works programme, including employing more dedicated project managers and seeking early external expertise for major projects. We will continue to maintain our critical infrastructure to meet our existing levels of service.

There are some things we can't control, like the increased demand for skilled construction workers and materials, but we don't believe these risks to be significant and we are confident we can deliver our programme.

Treasury

Council recognises that it needs to increase its debt levels if it is to crystallise the opportunities that lies before it. However Council, also recognises that increases to debt must only be made in a responsible and managed manner.

Council's borrowing limits are set out in its Treasury Management Policy:

- 1. Net interest payments as a ratio of total revenue must be less than 20%
- 2. Net interest payments as a ratio of annual rates revenue must be less than 25%
- 3. Net debt as a ratio of total revenue must be less than 175%
- 4. External debt plus liquid investments divided by external debt must be more than 110%

Council's Long Term Plan shows that these limits in the next 10 years are forecast to be:

- 1. Ranges from 1.0% to 3.4% maximum
- 2. Ranges from 2.0% to 5.2% maximum
- 3. Ranges from 51% to 126% maximum
- 4. Ranges from 114% to 124% minimum

Council's Treasury Management Policy provides further information regarding Council's strategies regarding Borrowing Mechanisms and issuing security for debt. Generally, Council will primarily seek debt finance from the Local Government Funding Agency. Such debt will be secured by way of a charge over rates revenue offered through a Debenture Trust Deed ("DTD"). Under a DTD, Council's borrowing is secured by a floating charge over all Council rates levied under the Local Government Rating Act. The security offered by Council ranks pari passu with other lenders.

From time to time, and with Council approval, security may be offered by providing a charge over one or more of Council's assets.

Council's objectives for holding and managing financial investments and equity securities is contained in its Treasury Management Policy. Council's general policy regarding investments is:

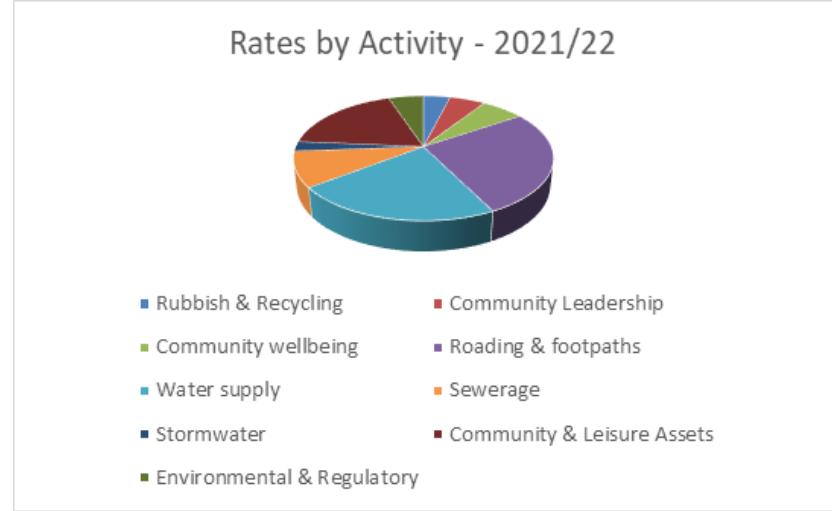
- Council may hold financial, property, forestry and equity investments if there are strategic, commercial, economic or other valid reasons;
- Council will keep under review its approach to all major investments and the credit rating of approved financial institutions; and
- Council will review its policies on holding investments at least once every three years.

Other Significant Factors

Council feels that it can provide and maintain existing levels of service, and meet additional demands for services, based on the parameters identified in this Strategy.

However, Council is also aware of external factors that may impact this, including COVID-19. This Long Term Plan has been prepared on the basis that COVID-19 does not re-emerge.

Council is aware that COVID-19, or a variant thereof, could re-emerge over the term of this Long Term Plan. Such a threat would certainly have the potential to have a significant impact on Council's plans, and ability to deliver the outcomes, as set out in this Long Term Plan.



Securities

Council's objectives for holding and managing financial investments and equity securities are set out in the Treasury Management Policy.

The Council's general policy on investments is that:

- the Council may hold financial, property, forestry, and equity investments if there are strategic, commercial, economic or other valid reasons (e.g. where it is the most appropriate way to administer a Council function);
- the Council will keep under review its approach to all major investments and the credit rating of approved financial institutions; and
- the Council will review its policies on holding investments at least once every three years.

Appendix 1

Data confidence

In projecting future costs for its infrastructure, Council needs to have regard for the reliability of the information it has on its assets. The maintenance, renewal, and capital expenditure programme for Council's core assets is based on the information in Council's Asset/Activity Management Plans. This is the best information available to Council about these assets. Information about asset condition has some limitations, as noted in the following pages. In an effort to improve asset data confidence, Council initiated a revised Asset Management Strategy for the potable water, wastewater and stormwater assets in 2019. This strategy includes more detailed assessments of asset performance and asset condition for the Three Waters networks. The work on collecting more accurate asset data will continue for the next three years and is expected to be completed by 2024. On completion the new asset management strategy will produce a 30-year prioritised programme of works for renewals, performance upgrades and network growth for the Three Waters assets.

Council completed numerous CCTV inspections, inflow and infiltration studies and flow measurements of the networks to gain a level of confidence on the existing critical assets. The normal age-based asset renewal approach will be followed for the next three years to limit the exposure to poor decision-making until such time as the new asset management strategy work has been completed.

Roading

The RAMM databases are Council's prime asset register for the network. It is routinely updated, random samples of newly collected RAMM data are QA field checked, and the databases are also continually checked during the course of their use and any anomalies are corrected when identified.

All information held in the databases is reliable. Some data fields are incomplete, but this relates to information that is unknown or cannot be readily assessed, e.g. historical information relating to construction dates, old pavement subsurface formation details etc. This would very expensive to obtain, i.e. by on site testing. This limits information that can be generated in some instances.

The confidence asset data is in the range 'A-B'.

A Highly reliable B Reliable

Asset Class	Data confidence rating	Forecast confidence rating	Method of completing the rating assessment
Roading – carriageways and bridges	Highly reliable	Highly reliable	NZ Guidelines for Infrastructure Assessment
Roading – all other components	Reliable	Highly reliable	NZ Guidelines for Infrastructure Assessment

Water, wastewater and stormwater

Council owns assets that in some cases are more than 100 years old, so a considerable portion of the infrastructure was created by the former Rangitikei County Council, Taihape Borough Council and Marton Borough Council.

Many of the District's water, wastewater and stormwater assets are buried, meaning they cannot be easily inspected or, in some cases, even found. Historic records are held, and modern asset information systems ensure we are constantly improving the data we have. The accuracy of the asset data held has been identified as an area for improvement.

The main area of improvement with respect to data confidence is condition information. We are confident that we have captured all the Three Waters assets on the Asset Management system, but aim to improve the asset condition information in the system. In an effort to improve asset data confidence, Council initiated a revised Asset Management Strategy for the potable water, wastewater and stormwater assets in 2019. This strategy includes more detailed assessments of asset performance and asset condition for the Three waters networks. The work on collecting more accurate asset data will continue for the next three years and is expected to be completed by 2024. On completion, the new asset management strategy will produce a 30-year prioritised programme of works for renewals, performance upgrades and network growth for the Three Waters assets. The direct result of poor information and inaccurate data will be poor decision-making. Council competed numerous CCTV inspections, inflow and infiltration studies and flow measurements of the current critical assets to gain a level of confidence on the existing critical assets.

Service	Total asset value (\$)	Critical asset value (\$)	% of total
Water supply asset value	107,361,817	47,357,561	44%
Wastewater asset value	65,149,676	22,557,405	35%

Stormwater asset value	29,690,623	18,911,300	64%
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A substantial amount of CCTV work and follow up relining programmes has been completed on the wastewater networks in the District in previous years to address some of the asset condition questions. A detailed Inflow and Infiltration (I&I) programme for all towns in the District has also been completed by using techniques such as smoke testing and dye testing.

Service	Confidence Rating		
	Completeness of data inventory	Condition assessments	Age
Water Supply	High	Average	High
Wastewater	High	Average	High
Stormwater	High	Average	High

Due to the work completed on the critical assets and the confidence ratings for the completeness of the asset data held as well as the confidence in the age of the assets, a traditional age-based asset renewal approach will be followed for the next three years to limit the exposure to poor decision-making until such time as the new asset management strategy work has been completed.

Community and Leisure Assets

The District's community and leisure assets have started to be developed over the past three years in response to community demand, and the willingness of community groups to form partnerships with Council to develop or renew assets. Renewals have been carried out at the Rural Halls, new community centre 'Te Matapihi' was constructed and opened in Bulls, and Stage I of renewals have commenced in Marton. Parks and play spaces have been developed with the skate park in Marton extended, and a new playground Te Āhuru Mōwai adjacent to the Marton RSA and Citizens Memorial Hall. Plans are under way to renew and develop Rātana Playground. Council has confirmed a new amenities building will be built at Taihape's Memorial Park, and is investigating options for Taihape Grandstand. The Hautapu River Parks project will see the development of Memorial Park and Papakai Park in Taihape. Due to the demand for housing in the District, Council's community housing units have full occupancy and there is a waiting list. Seven new toilet blocks have been installed across the District. These assets are highly valued and over the next three years condition reports and asset management plans will be developed for each activity.

Appendix 2

Schedule of expiring consents and expired consents with existing use rights confirmed:

Water Supply	Consent	Expiry Date	Comments
Bulls	Abstraction – Bore	16 Jan 2022	Bore 5, adjacent to Bulls WTP.
	Abstraction – Bore	16 Jan 2022	Four bores adjacent to Rangitikei River (Bores 1, 2, 3 and 4).
Mangaweka	Abstraction – Rangitikei River	1 Jul 2037	Infiltration gallery at Mangaweka Campground.
Marton	Abstraction - Calico Line Bore	1 Jul 2027	Supplementary supply for Marton.
	Abstraction – Tūtaenui Stream	11 Jul 2032	From C Dam and B Dam.
	Abstraction – Well 303029 (Tūtaenui Bore)	1 Jul 2027	Located within road reserve on Tūtaenui Rd.
	Discharge	11 Jul 2032	Discharge alum sludge and filter backwash to B Dam. Renewal in progress.
Rātana	Abstraction – Bore (New Supply)	1 Jul 2034	Bore on Rātana Rd.
Taihape	Abstraction – Hautapu River	31 May 2020	Limits dependent on flow in Hautapu Stream. An application for an Abstartion Consent was submitted to Horizons Regional Council in Jan 2020.

Water Supply	Consent	Expiry Date	Comments
Erewhon Rural	Abstraction – Reporoa Stream	1 Jul 2027	East of Matawhero Rd
	Abstraction - Dam		Consent to dam stream using weir
Hunterville Rural	Abstraction – Rangitikei River	1 Jul 2037	Riparian take (infiltration gallery)
	Dam	6 Jan 2026	Consent to dam unnamed tributary of Porewa Stream
	Disturb and Divert	1 Jul 2037	Disturb bed and divert water for maintenance of infiltration gallery
Omatāne Rural	Abstraction	1 Jul 2027	Unnamed tributary of Makino Stream at Makino Rd
Pūtōrino Rural	Abstraction	1 Jul 2027	Unnamed tributary of Rangitikei River off Rangatira Rd. Consent held by Pūtōrino Farm Settlement Water Supply Committee.

Network	Consent	Expiry Date	Comments
Bulls	Discharge	7 Oct 2006	Discharge from Bulls oxidation pond to Rangitikei River. Existing use rights has been obtained to allow for the development of disposal to land alternatives.
Hunterville	Discharge to Water	1 Jul 2037	Discharge to land that enters Porewa Stream. Application for variation under way.
	Discharge to Land	1 Jul 2037	Discharge to land via pond seepage.
	Land Use	1 Jul 2037	Construction of rock outfall within Porewa Stream bed; no instream works between 1 May and 31 December of any year.
	Discharge to Land	1 Jul 2024	Discharge from oxidation pond to land.
Koitiata	Land Use	1 Jul 2024	Construction of land disposal area.
	Discharge to Water	19 Mar 2024	Discharge to Mangatera Stream.
Mangaweka	Discharge to Water		

Network	Consent	Expiry Date	Comments
Marton	Discharge to Water	31 Mar 2019	Shall not give rise to negative effects on receiving environment as detailed in consent. Existing use rights has been obtained to allow for the development of disposal to land alternatives.
	Discharge to Air	31 Mar 2019	As above
Rātana	Discharge to Water	31 Jul 2018	Discharge to unnamed tributary of Waipu Stream. Existing use rights has been obtained to allow for the development of disposal to land alternatives.
Taihape	Discharge	1 Jul 2027	Discharge onto land that enters Hautapu River. Preparations started for a new discharge consent application.

Wāhanga Tuatoru
Section Three

Response to Submitters

Tirohanga Whakamua - Look to the future

How community feedback helped Frame our Future

Council's Long Term Plan theme was 'Framing our Future', with the project enabling the community to have their say on what they want the Rangitikei District to look like. Feedback from the community occurred through pre-consultation in mid-late 2020 and formal consultation undertaken across April and May 2021. The campaign provided a wide range of opportunities for the community to let us know what they thought about our plans; either by dropping in to an event, having a Facebook conversation, telling us or writing to us about what you thought, or online feedback. A Consultation Document was created for the formal consultation, with supporting information also made available to the public to enable informed feedback to the Council.

Council had five key choices in its 'Framing our Future' Consultation Document:

- Wifi zones in townships
- Restoration of the Taihape Grandstand
- Funding Economic Development
- Event Sponsorship
- Joining the Local Government Funding Agency

Additionally, we asked for feedback on a proposed change to our rating system.

We received a total of 254 submissions during formal consultation and 25 submitters presented to Council during hearings. A further three spoke at a following Council meeting.

Staff prepared a report compiling an analysis of all the feedback and information we received from written and oral submissions broken down into key choices, the change to our rating system and then all of the activity areas of Council that submissions aligned to. The full analysis of submissions, actions and decisions is available on Council's website in the Long Term Plan section. On 9 June 2021, Council deliberated on all of the submissions made to the Long Term Plan and made a range of decisions, which are outlined below. As a result, we have updated our plans including our Finance and Infrastructure Strategy.

Key Choice 1: Free Wifi

In response to a lack of community support, Council will not roll out free Wifi in its townships.

Key Choice 2: Taihape Grandstand

There was strong support for the Taihape Grandstand. Council decided to continue investigating the refurbishment and restoration of the Taihape Grandstand and has included \$1 million in the budget to complete this work (Council will need to make a final decision in the future on whether or not to complete this work).

Key Choice 3: Economic Development

Economic Development will receive additional funding of \$172,500 in year one of the Long Term Plan and \$122,500 there after. There was general community support for investment in this activity. Further reporting to the community will be undertaken to show progress.

Key Choice 4: Event Sponsorship Fund

There was strong support for the role events play in marketing the Rangitikei District. The Event Sponsorship Fund has been increased from \$25,000 to \$50,000 per year to enable Council to support more events.

Key Choice 5: Joining the LGFA as a guaranteeing member

The Council will become a guaranteeing member of the Local Government Funding Agency.

Changes to the Rating System

Council will establish rating differentials of 1.2 for the Commercial and Industrial sectors and 1.5 for the Utilities sector and will reduce the Uniform Annual General Charge to \$500. Council will also engage with the forestry sector to discuss a potential differential on forestry land. It was acknowledged that the property revaluations that are set to apply for this rating year have caused rates to go up unequally, however, the proposed changes creates the best smoothing effect.

Other decisions made by Council**Community and Leisure Assets**

Elected Members decided not to install toilets at Walker Park in Bulls.

Community Well-being

Council is going to become a signatory on the proposed Regional Sport Facilities Implementation Plan and financially contribute \$3399 annually towards a leadership and coordination role.

Council decided not to financially contribute to Marton Community Patrol or Taihape Neighbourhood Support (noting that the Community Initiatives Fund is the best place to request this type of funding).

Council has committed to the Impact Collective Rangitikei, Ruapehu, South Taranaki and Whanganui, provided a signatory who will participate on behalf of Council, as well as \$5000 with staff to investigate what further non-financial support could be offered.

Roading

The Rangiwaia Junction sealing is scheduled to occur in years four to seven of the Long Term Plan.

Council will need to reprioritise the unsubsidised seal extension programme of works in response to funding cuts by Waka Kotahi, New Zealand Transport Agency.

Parks and Reserves

Council endorsed the development of the Parks, Open Spaces and Sporting Facilities Strategy. Several Reserve Management Plans are to be reviewed simultaneously. Community-led parks upgrades will be in accordance with both the Parks, Open Spaces and Sporting Facilities Strategy and relevant Reserve Management Plans.

The Wilson Park Development Group received \$25,000 from the Parks Partnership Upgrade Fund to upgrade Wilson Park.

Council will provide \$100,000 of funding for the Taihape Tennis Club to upgrade their facilities, provided the upgrades are aligned with the Parks, Open Spaces and Sporting Facilities Strategy and relevant Reserve Management Plan.

Council will provide up to \$10,000 (excluding GST) to the Taihape Squash Club towards waiving internal consent fees.

Council will provide \$50,000 of funding for the Taihape Playground Group for the upgrading of the Taihape Memorial Park Playground, provided the upgrades are aligned with the Parks, Open Spaces and Sporting Facilities Strategy and relevant Reserve Management Plan.

Council is going to enter into a Memorandum of Understanding with the Tūtaenui Stream Restoration Society and provide an annual contribution of \$10,000 (Years one to three of the LTP) for operational expenditure.

Council has confirmed its funding of \$20,000 per annum and use of a Council vehicle for the Rangitikei Environment Group.

Community Leadership

Staff are going to engage in further discussions with Living Hope Samoan OAG to see what non-financial support can be provided to the group.

Other Issues

Council will contribute \$50,000 towards ambulance facilities in Hunterville as the final funder.

Actions

We received several submissions that required an undertaking of Council. Staff will compile a list of these actions and work with submitters and the public to carry them out.

Putting the Long Term Plan into practice

Our Long Term Plan was adopted on 8 July 2021. That means that our work programme for the next three years is largely set. However, each year following the adoption of the Long Term Plan we produce an Annual Plan. Annual Plans provide an opportunity to check in, and make any minor amendments that may be required. If we need to make a significant change from the direction of our Long Term Plan, we will seek feedback from the community, or those affected, regarding that matter.

Wāhanga Tuawha Section Four

Council Activities

Tirohanga Whakamua - Look to the future



Introduction

This section outlines the activities that Council will undertake over the coming 10 years. These are presented as groups of activities:

- Community Leadership
- Rooding
- Water Supply
- Wastewater and Sewage Disposal
- Stormwater Drainage
- Community and Leisure Assets
- Rubbish and Recycling
- Environmental and Regulatory Services
- Community Well-being

Each section follows the same structure:

1 Overview of the group of activity

An overview of the strategic direction, rationale for the activity, identification of any negative effect of the activity and a description of the activities that make up that group of activities.

2 Major programmes

An overview of the major programmes in that group of activities, for each year for the first three years, then for the following seven years.

3 Statement of Service Provision and changes to Levels of Service

The Statement of Service Provision for the intended levels of service is then provided. The Statement includes performance measures for each group of activity.

4 Funding Impact Statement

The funding impact statement identifies the sources and applications of operating funding for the activity.

Statement of Service Provision

Within the Long Term Plan each activity, where applicable, has intended levels of service set out, which Council will report on.

The performance measures and levels that have been set will be in place for years one to three of the Long Term Plan before they are reviewed as a part of the next Long Term Plan. The Government requires all councils to report on a set of performance measures for roading, water, wastewater, stormwater and flood protection. The performance framework used for non-infrastructural activities has continued but some have been removed. This was due to difficulties with some measures, others are operational and there is a shift towards targeted user surveys instead of resident surveys.

The performance measures and levels set out in the Long Term Plan will fold in Councils Annual Report.

Changes to Levels of Service

This section identifies intended changes to the levels of service provided in 2020/21 and the reason for the change.

The following descriptions are used:

- ‘Continued’ means the Level of Service in 2020/21 is carried through into the Long Term Plan (although the performance measures may be different).
- ‘Modified’ means the presentation of the Level of Service in 2020/21 has changed in this LTP – it may be different wording, it may form part of the performance measures, or it may be represented in the forecasting assumptions.
- ‘Increased’ means an additional Level of Service has been introduced – either in an existing activity or by undertaking a new activity.
- ‘Decreased’ means the Level of Service has declined.
- 'Removed' means it is no longer in the Statement of Service Performance, the service is still provided.

Community Leadership Group of Activities

To ensure a Council that is more engaged with and connected to its communities, that represents, and is representative of, its residents.

Rationale	This group of activities contributes to opportunities to participate in civic life and to have an impact over decisions that affect quality of life.
Significant negative effects on the local community	No significant negative effects have been identified for this group of activities
Contribution to community outcomes	Healthy and resilient communities Partnership with iwi Prosperous economy
Major aspect of the service for statement of service provision	1. Completion of Annual Plan actions on time 2. Completion of capital programme 3. Commencement of Spatial Plan for the District 4. District Plan review 5. Effectiveness of communication 6. Māori responsiveness framework 7. Engagement with sector excellence programmes

The Community Leadership group of activities is concerned with local democratic decision-making. It includes – strategic planning, elections, Council, community boards and committees and iwi liaison.

Strategic Planning

The strategic planning activity enables Council to make considered and balanced decisions. It covers the Long Term Plan, Annual Plan, Annual Report, policy development and review, bylaw development and review, legal compliance and spatial planning. The activity also involves conducting a review of the District Plan every 10 years, conducting a review of the state of the District’s environment every five years, processing private plan change requests and notices of requirements for designations. A yearly requirement is to provide data on this activity for the Ministry of the Environment’s National Monitoring System. This activity will now include the development and implementation of a District Spatial Plan, a Climate Change Strategy/ (investigation) will form part of this.

Elections

Council ensures that local elections and by-elections for the Council and Community Boards are conducted in accordance with legal requirements. Council also adapts these processes when making appointments to the District’s Community Committees.

Council

The Mayor and Councillors are elected by the community to provide leadership, to make decisions that are in the best interests of the communities in the District and to communicate these effectively to the community. Council is an advocate for the District, particularly to the Regional Council and Central Government. Through its Chief Executive (and staff appointed by that officer), Council has access to advice to help it make useful decisions and to then implement them. The Audit/Risk Committee overseas a risk management framework and an annual programme of work by the Internal Auditors. Council will re-engage with CouncilMark in August 2021 to undertake independent assessment of its performance and suggestions for improvement.

Community Boards and Community Committees

Community Boards and Community Committees provide a channel for local people to be directly involved with decisions affecting them. Community Boards are statutory bodies elected alongside the Council at triennial elections and their members are paid, as are the Mayor and Councillors. Community Committees are nominated from within the community (and if necessary an election is held at a public meeting) and membership is on a voluntary basis.

Community Committees are provided with a small annual discretionary grant to undertake local projects without further Council approval. Additionally, Council is trialling further delegations that include distribution of Council’s Community Initiatives Fund, increased partnership with town development trusts and local parks programmes.

Iwi Liaison

Council consults and works with Māori and iwi on significant decisions to identify (and implement) opportunities for the District as a whole to develop. In the Rangitikei, the most obvious form for this consultation is the bi-monthly meetings of Te Roopuu Ahi Kaa, a Komiti that has representation from all iwi in the District (together with the unique Māori community at Rātana). The relationship is outlined in the Memorandum of Understanding –Tūtohunga between the District Council, 11 iwi and hapū groups that comprise Te Tangata Whenua o Rangitikei and the Rātana Community.

Council also works with iwi and hapū in developing collaborative capacity building and has a small funding programme to support this. Council has an established iwi/Māori liaison officer on staff. The role has two key deliverables - to support and develop Iwi/Māori capability and relationships; and to assist in the development and relevance of Council policy.

Major Programmes

Year	Programmes
Year 1 (2021/22)	<p>Strategic Planning</p> <ul style="list-style-type: none">• Annual Report 2020/21• Annual Plan 2022/23• Delivery of programme of policy and bylaw reviews• Commencement of Council’s Spatial Plan, incorporating any response to climate change• District Plan review commences (follows the formation of the Spatial Plan) <p>Council</p> <p>Preparation of order papers that ensure compliant decision-making</p> <p>Engagement with sector excellence programmes (CouncilMARK in August 2021)</p> <p>Consideration of Māori Wards (as per the change in legislation)</p> <p>Iwi Liaison</p> <p>Māori Responsiveness Framework – review and implement actions</p>
Year 2 (2022/2023)	<p>Strategic Planning</p> <p>Annual Report 2021/22</p> <p>Annual Plan 2023/24</p> <p>Delivery of programme of policy and bylaw reviews</p> <p>Continuation of Council’s Spatial Plan, including progress on actions, including any response to climate change</p> <p>District Plan review to continue</p> <p>Preparation of the pre-election report (for the 2022 election) - optional</p> <p>Conduct of 2022 local election</p> <p>Council</p> <p>Induction of Council, Community Boards/Committees for the 2022-25 triennium</p> <p>Preparation of Local Governance Statement and update Elected Members Handbook</p> <p>Preparation of order papers that ensure compliant decision-making</p> <p>Engagement with sector excellence programme (if appropriate)</p> <p>Iwi Liaison</p> <p>Māori Responsiveness Framework– review and implement actions</p> <p>Confirmation of Te Roopuu Ahi Kaa membership for the 2022-25 triennium</p>

Year	Programmes
Year 3 (2023/24)	<div>Strategic Planning<ul style="list-style-type: none">Long Term Plan 2024-2034Annual Report 2022/23Delivery of programme of policy and bylaw reviewsContinuation of implementation of Council's Spatial Plan, including any response to climate changeDistrict Plan review to continue (if appropriate)</div> <div>Council<p>Preparation of order papers that ensure compliant decision-making</p><p>Engagement with sector excellence programmes (if appropriate)</p></div> <div>Iwi Liaison<p>Māori Responsiveness Framework – implement actions</p></div>
Years 4-10 (2024/2034)	<div>Strategic Planning<ul style="list-style-type: none">Long Term Plan 2027-2037Annual ReportsAnnual PlansDelivery of programme of policy and bylaw reviewsContinuation of implementation of Council's Spatial Plan, including any response to climate change ElectionsConduct 2025 electionsRepresentation review – Year 2024/25</div> <div>Council<p>Preparation of order papers that ensure compliant decision-making</p><p>Engagement with sector excellence programmes</p></div> <div>Iwi Liaison<p>Māori Responsiveness Framework– implement actions</p></div>

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Make decisions that are robust, fair, timely, legally compliant and address critical issues, and that are communicated to the community
Performance measure	On-time completion of, or substantially undertaken annual plan actions
How we will measure	Record through Council's quarterly Statement of Service Performance 2019/20 results: <ul style="list-style-type: none">Annual plan actions – 47%
Years 1-3	90% - Annual plan actions
Year 4-10	
Performance measure	Completion of capital programme
How we will measure	Record through Council's quarterly Statement of Service Performance 2019/20 results: <ul style="list-style-type: none">Achievement of planned capital programme – 48.9%
Years 1-3	85% - planned capital programme
Year 4-10	
Performance measure	Māori responsiveness framework
How we will measure	Satisfaction ratings from each member of Te Roopuu Ahi Kaa about the effectiveness of each framework outcome area. <ul style="list-style-type: none">Governance and relationshipsCulture and identityProsperity and well-beingResources and infrastructure
Years 1-3	80% or more overall satisfaction
Year 4-10	

Level of Service	Measurements and Targets
Councils Intended Level of Service is to:	Provide a high customer experience that satisfies the needs of the community.
Performance measure (new)	Customer views of their experience (both the customer service and service provided) with Council.
How we will measure	HappyOrNot Customer Surveys.
Years 1-3	Number of responses: 500 or above
Year 4-10	Customer Satisfaction Index (provided via the HappyOrNot system): <ul style="list-style-type: none">Year 1 baselineYear 2-10 improvement on previous year.

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Community Leadership		
Make decisions that are robust, fair, timely, legally compliant and address critical issues, and that are communicated to the community and followed through.	Modified/Continued	The levels of service from the 2020/21 Annual Plan have changed for the Long Term Plan. There is not a reduced level of service but Council will now mainly monitor the areas listed below as part of user surveys (for the first three) and not through its Statement of Service Performance * Communication * Value for money * Satisfaction * Engagement with sector excellence programmes
Provide a high customer experience that satisfies the needs of the community.	Modified	To provide Council with information on the customer experience residents are receiving from our services. This level of service is replacing the Annual Residents Survey previously reported.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Community Leadership

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	1,198	1,143	1,262	1,579	1,840	2,104	2,413	2,457	2,569	2,662	2,673
Targeted rates	73	78	84	89	95	103	109	113	118	121	123
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	55	-	-	58	-	-	60	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	1,271	1,221	1,401	1,668	1,935	2,265	2,522	2,571	2,747	2,783	2,797
Applications of operating funding											
Payment to staff and suppliers	678	688	781	717	731	828	759	773	878	803	818
Finance costs	3	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	589	532	619	949	1,203	1,435	1,762	1,796	1,867	1,978	1,977
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,270	1,219	1,399	1,666	1,933	2,263	2,521	2,569	2,745	2,781	2,795
Surplus (deficit) of operating funding (A - B)	1	2	2	2	2	2	2	2	2	2	2
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Funding balance ((A - B) + (C - D))	(1)	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	2	2	2	2	2	2	2	2	2	2	2

Roading Group of Activities

The maintenance of the current roading network as close to the current standard as possible within budget constraints

Rationale	The roading group of activities provide a safe, convenient and orderly network for road users (including pedestrians, cyclists and mobility scooter users) to travel throughout the towns and wider District. This contributes to economic vitality of the District and to public safety.
Significant negative effects on the local community	Significant negative effects identified for this group of activities are road deaths, emissions to air from road transport and associated health impacts and traffic noise and vibration. These negative effects will be mitigated by undertaking crash reduction studies and undertaking safety improvements to the roading network, promotion alternative modes of transport such as walking and surface treatments to minimise noise.
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment
Major aspect of the service for statement of service provision	<div><div>1. The average quality of ride on a sealed local road network measured by smooth travel exposure</div><div>2. The percentage of the sealed road network that is resurfaced</div><div>3. The percentage of the unsealed road network which is re-metalled during the year</div><div>4. The percentage of footpaths within the District that fall within the level of service or service standard for the condition of footpaths</div><div>5. The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number</div><div>6. Residents' perceptions of the provision and maintenance of footpaths, street lighting and local roads (annual survey)</div><div>7. The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the Long Term Plan.</div></div>

The Roothing group of activities consists of seven activities that contribute towards the community outcomes – pavements, drainage, structures, street lighting, traffic services, footpaths, environmental management.

Key issues for the roading group of activities are – maintenance, low resilience of the network, forestry harvest and safety. These issues will be addressed by:

- Delivering optimised maintenance programmes to improve the reliability and cost effectiveness of the road network.
- Improving resilience of the road network by identifying risks and implementing action plans to reduce the magnitude and impact of natural hazard events.
- Developing a strategy for road maintenance and rehabilitation to minimise the impact of forestry harvest on the roading network.
- Improving the safety of the road network through installing, upgrading or amending signage, removing roadside hazards, improving sightlines, traffic calming in schools, intersection upgrades, seal widening and safety barriers.

Due to the indicative reduction in funding from Waka Kotahi, the Council has reduced the capital spend for the first three years. This has the potential impact to decrease levels of service as the Council is not able to complete the intended roading programme identified in the Roothing Activity Management Plan.

Pavements

The road network is made up of 1224km of roads; 803km are sealed with 421km unsealed. The purpose of each road pavement is to provide an element of the network that is:

- Appropriate and suitable for the effective and efficient movement of the vehicles and people using it,
- Has a suitable all-weather surface that is appropriate to its location and function in terms of skid resistance, noise reduction and smoothness; and

Drainage

Council manages a total of 1213km of open stormwater channel and approximately 125km of constructed kerb and channel completely constructed from concrete and 5315 culverts. The purpose of drainage assets is to:

- Contain and then convey surface water away from the carriageway keeping the road surface and sub-surface dry to minimise water damage (water logged pavements deteriorate rapidly so good drainage is necessary to minimise premature pavement failure and the associated maintenance costs).

Structures

Bridges

Council maintains a total of 250 bridges including 88 large culverts. Bridges vary from high standard concrete structures to very low standard wooden deck structures. Some have weight and speed restrictions on them. There are 11 bridges that straddle the District’s boundaries. Three are State Highway bridges and the Council has no responsibility for them. Responsibility for the other eight bridges is shared with Manawatū District Council, Whanganui District Council or Hastings District Council. The purpose of road bridges is to:

- Provide continuous all-weather access over rivers, streams and uneven terrain, and grade separation over railway lines and other roads.

Retaining walls

There are 474 known retaining walls in the Rangitikei District. Differing methods of design and construction are adopted for new retaining walls depending on the requirements for the site. The purpose of a retaining wall is to:

- Provide structural support and lateral restraint to the carriageway.
- Provide structural support to land adjacent/above the carriageway, preventing material slipping down and blocking the drainage channel or road.

Street Lighting

The broad use of the term “street light” when referring to the asset includes the following three main components:

- Pole, this can be a utility network owned pole or a standalone street light pole
- Bracket, the steel arm mounted to the pole to support the luminaire, in the case of steel standalone poles the bracket is an integral part of the pole but it is still identified as a separate component.
- Luminaire, lighting unit that comprises of control gear and lamp

The purpose of street lighting is to:

- Ensure the council's street lighting and amenity installation continues to operate safely, efficiently and effectively over its economic life with minimum failures and outages.

Traffic Services

Traffic Services assets consist of road signs, site rails, pavement markings, traffic islands and road edge markers. Council manages 6210 road signs and edge marker posts, 289km of road markings and 1971 streetlights). The purpose of Traffic Services is to:

- Aid the safe and orderly movement of traffic and indicate road use restrictions or other information. A good standard of signs and markings can contribute significantly to a safer road network.

Footpaths

Council manages a total of 93km of footpaths throughout the District. The type of surface used is dependent on life cycle cost considerations, pedestrian volumes and the amenity value of the location e.g. shopping and commercial areas. The purpose of footpaths is to:

- Maintain footpaths to provide the safe passage of users in an affordable manner, which enables the most affordable lifecycle costs.

Environmental Management

Environmental Management consists of stock crossing/droving, cattle stops, fords, littler detritus and street cleaning, vegetation control and roadside berms. The purpose of environmental management is to:

- Manage the activities within the environmental management area in a sustainable and affordable manner that protects the roading network.

Major Programmes (subject to change depending on funding outcome from Waka Kotahi)

Year	Programmes	
Year 1 (2021/22)	Pavements Rehabilitation: <ul style="list-style-type: none">• Ruatangata Road• Pukepapa Road	Bridges Replacement: <ul style="list-style-type: none">• Mangaweka Bridge Strengthening: <ul style="list-style-type: none">• Various bridges for assessment Footpath Installations <ul style="list-style-type: none">• Wellington Road• Ngā Tawa Road Non-Subsidised <ul style="list-style-type: none">• Various non-subsidised projects
Year 2 (2022/2023)	Pavements Rehabilitation: <ul style="list-style-type: none">• Bond Street• Toe Toe Road	Bridges Strengthening: <ul style="list-style-type: none">• Various bridges for assessment Footpath Installations <ul style="list-style-type: none">• Mill Street• Wellington Road• Ngā Tawa Road Non - Subsidised <ul style="list-style-type: none">• Various non-subsidised projects
Year 3 (2023/24)	Pavements Rehabilitation: <ul style="list-style-type: none">• Mangatipona Road	Bridges Strengthening: <ul style="list-style-type: none">• Various bridges for assessment Various bridges for multi-plate and light weight culvert invert repair. Footpath Installations <ul style="list-style-type: none">• Hereford Street• Wellington Road
Years 4-10 (2024/2034)	Pavements <ul style="list-style-type: none">• Ongoing rehabilitation, geometric improvement and seal widening projects Bridges <ul style="list-style-type: none">• Ongoing strengthening work assessed on a case by case basis	

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Provide a sustainable roading network that is maintained in accordance with each road's significance for local communications and the local economy, taking into account the One Roding Network Classification and funding subsidies
Performance measure (*mandatory)	*Road condition The average quality of ride on a sealed local road network measured by smooth travel exposure
How we will measure	The process defined in the Council's agreement with Waka Kotahi (NAASRA roughness counts) 2019/20 results: <ul style="list-style-type: none">94%
Years 1-3	90% or more
Year 4-10	The One Network Road Classification may impact on this measure because of a smaller co-investment from the New Zealand Transport Agency because of the low volume of traffic compared with urban environments.
Performance measure (* mandatory)	*Road maintenance The percentage of the sealed road network that is resurfaced
How we will measure	Council and contractor records 2019/20 results: <ul style="list-style-type: none">6.2% The network has 801.05km of sealed roads.
Years 1-3	6% or more
Year 4-10	The One Network Road Classification may impact on this measure
Performance measure	The percentage of the unsealed road network which is re-metalled during the year
How we will measure	Council and contractor records At least 12,000m3 of metal placed on the unsealed network each year 2019/20 results: <ul style="list-style-type: none">10,557³
Years 1-3	12,000m ³ or more
Year 4-10	

Level of Service	Measurements and Targets
Performance measure (* mandatory)	* Footpaths The percentage of footpaths within the District that fall within the level of service or service standard for the condition of footpaths that is set out in the Council's relevant document (such as its Annual Plan, Activity Management Plan, Asset Management Plan, Annual Works Programme or Long Term Plan).
How we will measure	A five point grading system to rate footpath condition ¹ based on visual inspections: <ul style="list-style-type: none">1. Excellent2. Good3. Fair4. Poor5. Very Poor Footpaths will be assessed in approximately 100 metre lengths.
Years 1-3	90% of footpaths make up category 1 or 2
Year 4-10	
Performance measure (* mandatory)	*Road safety The change from the previous financial year in the number of fatalities and serious injury² crashes on the local road network expressed as a number
How we will measure	Police records of crashes on the Council's roading network 2019/20 results: <ul style="list-style-type: none">a. Fatal crashes: 0b. Serious injury crashes: 4
Years 1-3 (a)	No fatal crashes on the Council roading network
Years 4-10 (a)	
Years 1-3 (b)	10 or less serious injury crashes on the Council roading network
Years 4-10 (b)	

1 Such as that developed by Opus International Consultants.
2 "Serious injury" is not defined in the Rules or associated guidance from the Department of Internal Affairs. At a minimum it is likely to cover all injuries requiring admission to hospital for treatment.

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Be responsive to community expectations over the roading network and requests for service
Performance measure (* mandatory)	*Response to service requests The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the Long Term Plan. Results will be presented as the median. Note: Council measures resolution as well as initial attendance in response to such requests.
How we will measure	Contractor and Council records of requests for service. Specified standard: a. After-hours callouts - 95% responded to within 12 hours b. Working hours callouts - 95% responded to within 6 hours c. Resolution - 85% of all callouts resolved (i.e. completed) within one month of the request. d. Specific reference to callouts relating to potholes 2019/20 results: a. After-hours callouts – 61% b. Working hours callouts – 84% c. Resolution – 66% d. Requests concerning potholes – 85%
Years 1-3 (a)	After-hours callouts – achieve the specified standard.
Years 4-10 (a)	
Years 1-3 (b)	Working hours callouts – achieve the specified standard
Years 4-10 (b)	
Years 1-3 (c)	Resolution – achieve the specified standard
Years 4-10 (c)	
Years 1-3 (d)	Requests concerning potholes – achieve the specified standard
Years 4-10 (d)	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Roading		
Provide a sustainable roading network that is maintained in accordance with each road's significance for local communications and the local economy, taking into account the One Roothing Network Classification and funding subsidies	Modified/Decreased	The performance measure has been simplified. Some of the performance measures have decreased to accommodate the increase in costs associated with road maintenance since the previous LTP.
Be responsive to community expectations over the roading network and requests for service	Modified/Continued	One of the performance measure has been removed.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Roading

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	136	129	143	179	208	238	273	278	291	301	303
Targeted rates	6,834	7,318	7,851	8,365	8,912	9,695	10,232	10,620	11,022	11,302	11,533
Subsidies and grants for operating purposes	3,496	4,260	4,143	4,261	4,721	4,846	4,972	5,098	5,224	5,349	5,475
Fees and charges	31	7	7	7	8	8	8	8	9	9	9
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	120	140	144	149	153	158	163	167	172	178	183
Total operating funding (A)	10,617	11,854	12,288	12,960	14,001	14,945	15,648	16,172	16,718	17,139	17,503
Applications of operating funding											
Payment to staff and suppliers	5,910	6,697	6,722	6,913	7,519	7,718	7,918	8,119	8,320	8,520	8,718
Finance costs	36	93	138	231	333	466	622	700	832	974	1,060
Internal charges and overheads applied	973	4,129	3,070	2,528	2,077	1,792	1,306	637	529	777	277
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	6,919	10,919	9,930	9,672	9,929	9,977	9,847	9,455	9,681	10,271	10,055
Surplus (deficit) of operating funding (A - B)	3,698	935	2,358	3,288	4,072	4,969	5,801	6,716	7,037	6,868	7,447
Sources of capital funding											
Subsidies and grants for capital expenditure	7,340	11,682	8,076	4,190	6,607	6,783	6,959	7,135	7,311	7,487	7,663
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	677	6,840	(1,785)	(372)	176	(607)	(1,326)	(2,128)	(2,336)	(2,054)	(2,520)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	8,017	18,522	6,291	3,818	6,784	6,176	5,633	5,007	4,975	5,433	5,143
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	8,325	208	214	-	-	-	-	-	-	-
- to improve the level of service	-	5,923	4,425	3,068	4,830	4,958	5,087	5,216	5,344	5,473	5,601
- to replace existing assets	12,551	5,209	4,015	3,824	6,026	6,187	6,347	6,508	6,668	6,829	6,989
Increase (decrease) in reserves	(836)	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	11,715	19,457	8,649	7,107	10,856	11,145	11,434	11,723	12,012	12,301	12,590
Surplus (deficit) of capital funding (C - D)	(3,698)	(935)	(2,358)	(3,288)	(4,072)	(4,969)	(5,801)	(6,716)	(7,037)	(6,868)	(7,447)
Funding balance ((A - B) + (C - D))	-	0	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	7,777	8,176	9,031	9,194	9,328	10,380	10,590	10,805	11,974	12,201	12,432

Water Supply Group of Activities

Improving public health through the provision of water that meets New Zealand Drinking Water Standards; and fostering development in the District by meeting the requirements for commercial premises or major industries

Rationale	The Urban Water Supply activity ensures public health and safety through the provision of water that meets the Drinking Water Standards for New Zealand (DWSNZ). The Urban Water Supply activity can also support economic development in the District by enabling increased economic activity where supply is available. The Rural Water Supply activity supports economic development in the District by enabling increased economic activity where supply is available.
Significant negative effects on the local community	This activity can result in the following potential significant effects on the local community: <ul style="list-style-type: none">Human health effects as a result of the malfunction of utility installations, such as water treatment plants, insufficient flow or pressure, poor water quality to the extent that health issues arise from consumption
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment
Major aspect of the service for statement of service provision	<ol style="list-style-type: none">The extent to which the Council's drinking water supply complies with:<ul style="list-style-type: none">Part 4 of the drinking water standards (bacteria compliance criteria)Part 5 of the drinking water standards (protozoa compliance criteria)Compliance with resource consents (urban and rural)Number of unplanned water supply disruptions affecting multiple propertiesThe percentage of real water loss from the Council's networked urban reticulation systemThe average consumption of drinking water per day per resident within the DistrictWhere the Council attends a call out in response to a fault or unplanned interruption to its networked reticulation system (urban and rural), the following median times are measured:<ul style="list-style-type: none">attendance for urgent call outs: from the time that the Council receives notification to the time that service personnel reach the site, andresolution of urgent call outs from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruptionattendance for non-urgent call outs: from the time that the Council receives notification to the time that service personnel reach the site, andresolution of non-urgent call outs from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruptionThe total number of complaints (expressed per 1000 connections to the reticulated networks) received by the Council about<ul style="list-style-type: none">drinking water claritydrinking water tastedrinking water pressure or flowcontinuity of supply, and The Council's response to any of these issues Random flow checks at the different supplies

Urban Water Supplies

Urban drinking water supplies are provided to meet the domestic, commercial and fire fighting requirements in the following urban communities of the Rangitīkei - Bulls, Marton, Taihape, Hunterville, Mangaweka and Rātana. This activity includes maintaining Council's water treatment plants and water storage facilities, maintaining and repairing Council's reticulation network system and monitoring and managing the demand for water to ensure compliance with the New Zealand Drinking Water Standards.

Rural Water Supplies

The activity administers Rural Water Supplies on behalf of the appropriate committees in Hunterville, Erewhon, Omatāne, and, to a lesser extent, Pūtōrino.

Major Programmes

Year	Programmes
Year 1 (2021/22)	Water Supply Reticulation Renewals
	RDC Water Asset Management Strategy
	New production Bore for Marton raw water source. Marton Treatment Plant Detailed Design
Year 2 (2022/2023)	Water Supply Reticulation Renewals
	RDC Water Asset Management Strategy Construction of a new water treatment plant for Marton
Year 3 (2023/24)	Water Supply Reticulation Renewals
	RDC Water Asset Management Strategy Construction of a new water treatment plant for Marton
Years 4-10 (2024/2034)	Water Supply Reticulation Renewals

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Provide a safe and compliant supply of drinking water
Performance measure (*mandatory)	*Safety of drinking water The extent to which the Council's drinking water supply complies with— <ul style="list-style-type: none">part 4 of the drinking water standards (bacteria compliance criteria)part 5 of the drinking water standards (protozoa compliance criteria)
How we will measure	Routine sampling and testing ¹ Water Outlook 2019/20 results: <ul style="list-style-type: none">Part 4 - No E.coli detected in any of the supplies.Part 5 - Protozoa compliance achieved at Mangaweka, Hunterville Urban, Marton and Rātana. Taihape and Bulls did not achieve compliance.
Years 1-3 (a)	No incidents of non-compliance with bacteria compliance criteria
Years 4-10 (a)	
Years 1-3 (b)	No incidents of non-compliance with protozoa compliance criteria
Years 4-10 (b)	
Council's intended Level of Service is to:	Provide reliable and efficient urban water supplies
Performance measure (* mandatory)	*Maintenance of the reticulation network The percentage of real water loss from the Council's networked urban reticulation system ²

¹ This is currently done on a weekly basis by Environmental Laboratory Services in Gracefield.
² A description of the methodology used to calculate this must be included as part of the report

Level of Service	Measurements and Targets
How we will measure	A sampling approach will be used. Water Outlook enables SCADA ³ information to be interrogated in-house. 2019/20 results: <ul style="list-style-type: none">Bulls 21.5%Huntermville Urban 54.7%Mangaweka 36.3%Marton 26.8%Rātana 10.1%Taihape 43.7%
Years 1-3	Less than 40%
Year 4-10	
Performance measure (* mandatory)	*Demand management The average consumption of drinking water per day per resident within the District
How we will measure	Water Outlook 2019/2020 <ul style="list-style-type: none">539 litres per person per day
Years 1-3	600 litres per person per day
Years 4-10	
Council's intended Level of Service is to:	Be responsive to reported faults and complaints
Performance measure (* mandatory)	*Fault response time Where the Council attends a call out in response to a fault or unplanned interruption to its networked reticulation system, the following median times are measured <ul style="list-style-type: none">attendance for urgent call outs: from the time that the Council receives notification to the time that service personnel reach the site, andresolution of urgent call outs from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruptionattendance for non-urgent call outs: from the time that the Council receives notification to the time that service personnel reach the site, andresolution of non-urgent call outs from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption

Level of Service	Measurements and Targets
How we will measure	Request for service system Specified standard <ul style="list-style-type: none">0.5 hour (attendance - urgent)24 hours (resolution – urgent)24 hours (attendance – non-urgent)96 hours (resolution – non-urgent) 2019/20 results: <ul style="list-style-type: none">26 minutes (attendance - urgent)1 hour 25 minutes (resolution – urgent)50 minutes (attendance – non-urgent)1 hour 52 minutes hours (resolution – non-urgent)
Years 1-3 (a)	Attendance urgent – achieve the specified standard
Years 4-10 (a)	
Years 1-3 (b)	Resolution urgent – achieve the specified standard
Years 4-10 (b)	
Years 1-3 (c)	Attendance non-urgent – achieve the specified standard
Years 4-10 (c)	
Years 1-3 (d)	Resolution non-urgent – achieve the specified standard
Years 4-10 (d)	
Performance measure (* mandatory)	*Customer satisfaction The total number of complaints (expressed per 1000 connections to the reticulated networks) received by the Council about <ul style="list-style-type: none">drinking water claritydrinking water tastedrinking water odourdrinking water pressure or flowcontinuity of supply, andThe Council's response to any of these issues

Level of Service	Measurements and Targets
How we will measure	Request for service system 2019/20 results: Total complaints – 10.4/1000 a. 5/1000 b. 16/1000 c. 0 ⁴ /1000 d. 10/1000 e. 16/1000 f. Nil ⁵
Years 1-3	No more than 20 complaints per 1,000 connections
Years 4-10	
Council's intended Level of Service is to:	Maintain compliant, reliable and efficient rural water supplies
Performance measure	Where the Council attends a call out in response to a fault or unplanned interruption to its water supply for rural water schemes, the following median times are measured a. attendance time: from the time that the Council receives notification to the time that service personnel reach the site, and b. resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption
How we will measure	Request for service system Specified standard a. 48 hours b. 96 hours 2019/20 results: a. 1 hour 24 minutes b. 4 hours 10 minutes
Years 1-3 (a)	Attendance time – achieve the specified standard
Years 4-10 (a)	

4 This is included in 'clarity' or 'taste' in the Council's service request system.
5 These cannot be distinguished in Council's request for service system, but are included in a – d.

Level of Service	Measurements and Targets
Years 1-3 (b)	Resolution time: – achieve the specified standard
Years 4-10 (b)	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Water Supply		
Provide a safe and compliant supply of drinking water	Continued	Not applicable.
Provide reliable and efficient urban water supplies	Continued	Not applicable.
Be responsive to reported faults and complaints	Continued	Not applicable.
Maintain compliant, reliable and efficient rural water supplies	Continued	Not applicable.
Ensure fire fighting capacity in urban areas	Removed	This will no longer be measured in Council's Statement of Service Performance. The Service is still provided.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Water Supply

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	5,352	5,731	6,149	6,551	6,979	7,593	8,013	8,317	8,632	8,852	9,032
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	37	58	60	61	63	65	67	69	71	73	76
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	5,389	5,789	6,208	6,612	7,043	7,658	8,081	8,386	8,704	8,925	9,108
Applications of operating funding											
Payment to staff and suppliers	2,217	2,483	2,558	2,409	2,463	2,523	2,582	2,653	2,728	2,808	2,882
Finance costs	663	309	318	516	749	926	1,127	1,118	1,149	1,172	1,119
Internal charges and overheads applied	1,237	1,152	1,320	1,265	892	953	1,058	1,426	1,260	1,392	1,621
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	4,117	3,944	4,197	4,190	4,105	4,402	4,768	5,197	5,137	5,372	5,622
Surplus (deficit) of operating funding (A - B)	1,272	1,845	2,012	2,423	2,938	3,256	3,313	3,189	3,567	3,553	3,486
Sources of capital funding											
Subsidies and grants for capital expenditure	-	2,410	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	4,610	(1,069)	3,804	3,417	(2,185)	(2,483)	(2,519)	(2,375)	(2,729)	(2,692)	(2,600)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	4,610	1,341	3,804	3,417	(2,185)	(2,483)	(2,519)	(2,375)	(2,729)	(2,692)	(2,600)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	1,457	2,080	5,185	5,190	87	89	92	95	97	100	103
- to replace existing assets	4,426	1,106	630	649	666	683	702	720	740	761	783
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	5,883	3,186	5,816	5,839	753	773	794	815	837	861	886
Surplus (deficit) of capital funding (C - D)	(1,273)	(1,845)	(2,012)	(2,423)	(2,938)	(3,256)	(3,313)	(3,189)	(3,567)	(3,553)	(3,486)
Funding balance ((A - B) + (C - D))	(1)	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	1,637	1,847	2,015	2,179	2,343	2,556	2,578	2,600	2,859	2,882	2,907

Wastewater and Sewage Disposal Group of Activities

To provide and manage wastewater systems to protect public health and the environment

Rationale	This activity contributes to the personal and public health and safety and to sustaining the natural environment
Significant negative effects on the local community	No significant negative effects have been identified for this group of activities, provided that discharges are in accordance with resource consents
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment
Major aspect of the service for statement of service provision	<div>1. Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of:<ul style="list-style-type: none">abatement noticesinfringement noticesenforcement orders, andconvictions</div> <div>2. Routine compliance monitoring of discharge consents</div> <div>3. Number of dry weather overflows from each network (response/resolution time)</div> <div>4. The number of dry weather sewage overflows from the Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system</div> <div>5. Where the Council attends to sewage overflows resulting from a blockage or other fault in the Council's sewerage system, the following median times are measured<ul style="list-style-type: none">attendance time: from the time that the Council receives notification to the time that service personnel reach the site, andresolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption</div> <div>6. The total number of complaints received by the Council about any of the following:<ul style="list-style-type: none">sewage odoursewerage system faultssewerage system blockages, andthe Council's response to issues with its sewerage systems</div>

Wastewater Collection, Treatment and Disposal

This activity provides for the process of collecting wastewater and treating it to an acceptable standard for discharge into the environment. It includes wastewater from domestic, commercial and industry. Wastewater treatment systems are maintained in Taihape, Mangaweka, Hunterville, Marton, Koitiata, Rātana and Bulls. A key aspect of this activity is gaining and complying with resource consents for the discharge of treated wastewater from the wastewater treatment plants throughout the District. Compliance with statutory obligations under the Local Government Act 2002, Health Act 1956 and Resource Management Act 1991 is also important.

Major Programmes

Year	Programmes
Year 1 (2021/22)	Wastewater Reticulation Renewals
	RDC Wastewater Asset Management Strategy
	Marton to Bulls Centralisation Project
	Rātana Wastewater upgrade
Year 2 (2022/2023)	Wastewater Reticulation Renewals
	RDC Wastewater Asset Management Strategy
	Marton to Bulls Centralisation Project
	Taihape WWTP Consent Application Work
Year 3 (2023/24)	Wastewater Reticulation Renewals
	RDC Wastewater Asset Management Strategy
	Marton to Bulls Centralisation Project
Years 4-10 (2024/2034)	Wastewater Reticulation Renewals

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Provide a reliable, reticulated disposal system that does not cause harm or create pollution within existing urban areas
Performance measure (* mandatory)	<p>*Discharge compliance</p> <p>Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of</p> <p>a. abatement notices</p> <p>b. infringement notices</p> <p>c. enforcement orders, and</p> <p>d. convictions</p> <p>received by the Council in relation to those resource consents</p>
How we will measure	2019/20 results: Council prosecuted for wastewater discharge
Years 1-3 (a)	No abatement notices
Years 4-10 (a)	
Years 1-3 (b)	No infringement notices
Years 4-10 (b)	
Years 1-3 (c)	No enforcement orders
Years 4-10 (c)	
Years 1-3 (d)	No convictions
Years 4-10 (d)	
Performance measure (* mandatory)	<p>*System and adequacy</p> <p>The number of dry weather sewerage overflows from the Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system</p>
How we will measure	Request for service system 2019/20 results: <ul style="list-style-type: none">0.21/1000

Level of Service	Measurements and Targets
Years 1-3	Fewer overflows than 3 per 1000 connections
Years 4-10	
Council's intended Level of Service is to:	Be responsive to reported faults and complaints
Performance measure (* mandatory)	<p>* Fault response time</p> <p>Where the Council attends to sewage overflows resulting from a blockage or other fault in the Council's sewerage system, the following median times are measured</p> <p>a. attendance time: from the time that the Council receives notification to the time that service personnel reach the site, and</p> <p>b. resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault or interruption</p>
How we will measure	<p>Request for service system</p> <p>Specified standard:</p> <p>Attendance</p> <p>a. 0.5 hour - urgent</p> <p>b. (24 hours – non-urgent</p> <p>Resolution</p> <p>a. 24 hours - urgent</p> <p>b. 96 hours – non-urgent</p> <p>2019/20 results (median):</p> <p>a. 23 minutes</p> <p>b. 3 hours 30 minutes</p> <p>Urgent callouts are where sewage is evident. The mandatory measure does not make this distinction.</p>
Years 1-3 (a)	Attendance – achieve the specified standard
Years 4-10 (a)	
Years 1-3 (b)	Resolution – achieve the specified standard
Years 4-10 (b)	

Level of Service	Measurements and Targets
Performance measure (* mandatory)	<p>*Customer satisfaction</p> <p>The total number of complaints received by the Council about any of the following:</p> <p>a. sewage odour</p> <p>b. sewerage system faults</p> <p>c. sewerage system blockages, and</p> <p>d. the Council's response to issues with its sewerage systems</p> <p>expressed per 1000 connections to the Councils sewerage system.</p>
How we will measure	<p>Request for service system</p> <p>2019/20 results:</p> <p>3.36 per 1000</p> <p>a. 0.21/1000</p> <p>b. 0.21/1000</p> <p>c. 2.52/1000</p> <p>d. 0.42</p>
Years 1-3	Fewer requests than 6 per 1000 connections
Years 4-10	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Sewerage and the Treatment and Disposal of Sewage		
Provide a reliable reticulated disposal system that does not cause harm or create pollution within the existing urban areas.	Continued	Not applicable.
Be responsive to reported faults and complaints	Modified/Continued	The target changed from “Fewer than previous year” to a quantified target.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Wastewater and Sewage Disposal

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	-	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)
Targeted rates	2,311	2,704	2,902	3,091	3,294	3,583	3,782	3,925	4,074	4,177	4,262
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	211	100	103	106	109	113	116	119	123	127	130
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	2,522	2,504	2,705	2,897	3,103	3,396	3,597	3,744	3,897	4,004	4,093
Applications of operating funding											
Payment to staff and suppliers	904	782	807	826	846	868	889	915	943	972	999
Finance costs	131	137	217	418	704	900	1,093	1,046	1,070	1,087	1,033
Internal charges and overheads applied	450	473	210	212	214	216	218	220	223	225	227
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,485	1,393	1,234	1,456	1,764	1,984	2,201	2,182	2,235	2,284	2,259
Surplus (deficit) of operating funding (A - B)	1,037	1,112	1,471	1,442	1,339	1,412	1,397	1,563	1,661	1,720	1,834
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	4,870	9,578	6,299	7,402	(637)	(691)	(656)	(803)	(880)	(917)	(1,007)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	4,870	9,578	6,299	7,402	(637)	(691)	(656)	(803)	(880)	(917)	(1,007)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	2,211	7,200	7,156	8,211	54	56	57	59	60	62	64
- to replace existing assets	4,445	3,490	614	632	648	665	683	701	721	741	762
Increase (decrease) in reserves	(749)	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	5,907	10,690	7,770	8,843	703	721	740	760	781	803	826
Surplus (deficit) of capital funding (C - D)	(1,037)	(1,112)	(1,471)	(1,442)	(1,339)	(1,412)	(1,397)	(1,563)	(1,661)	(1,720)	(1,834)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	1,037	1,112	1,470	1,688	1,937	2,116	2,136	2,157	2,374	2,396	2,419

Stormwater Drainage Group of Activities

To manage the stormwater network to enable the efficient and effective disposal of stormwater in an affordable manner

Rationale	The activity primarily protects people and property from damages caused by flooding.
Significant negative effects on the local community	Significant negative effects as a result of this activity have the potential to occur as follows: <ul style="list-style-type: none"> Flooding of properties. There will be times when rainfall exceeds the design of the stormwater system resulting in flooding. Ongoing improvements of the stormwater network are planned to address this issue. Council will manage stormwater throughout urban areas once stormwater reaches a Council-owned asset. This will ensure cohesive maintenance programme and reduce risks of stormwater flooding.
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> Compliance with the Council's resource consents for discharge from its stormwater system measured by the number of <ul style="list-style-type: none"> abatement notices infringement notices enforcement orders, and convictions The number of flooding events that occurred in the District. For each flooding event the number of habitable floors affected (expressed per 1000 properties connected to the Council's stormwater system). The number of complaints received by the Council about the performance of its stormwater system, expressed per 1000 properties connected to the Council's stormwater system. The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site.

Stormwater Drainage

The activity provides a collection and disposal system for surface and, in some instances, sub-surface water through the following urban communities - Bulls, Marton, Taihape, Hunterville, Mangaweka and Rātana. There are also stormwater assets on a smaller scale in communities such as Ūtiku, Koitiata, and Scotts Ferry.

In addition to the assets owned for the stormwater activity, the roading activity owns assets for drainage of roads, and Horizons Regional Council has an extensive network of detention dams which aim to prevent flooding.

Major Programmes

Year	Programmes
Year 1 (2021/22)	Open Drain Renewals
	Stormwater Reticulation renewals
	RDC Stormwater Asset Strategy
	George Street Stormwater Renewal
Year 2 (2022/2023)	Bulls Stormwater Upgrades
	Open Drain Renewals
	Stormwater Reticulation renewals
	RDC Stormwater Asset Strategy
Year 3 (2023/24)	Bulls Stormwater Upgrades
	Open Drain Renewals
	Stormwater Reticulation renewals
	RDC Stormwater Asset Strategy
Years 4-10 (2024/2034)	Bulls Stormwater Upgrades
	Open Drain Renewals
	Stormwater Reticulation renewals

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Provide a reliable collection and disposal system to each property during normal rainfall
Performance measure (* mandatory)	*Discharge compliance Compliance with the Council's resource consents for discharge from its stormwater system measured by the number of: a. abatement notices b. infringement notices c. enforcement orders, and d. convictions Received by the Council in relation to those resource consents.
How we will measure	Comply with resource consents No consents from previous years
Years 1-3 (a)	No abatement notices
Years 4-10 (a)	
Years 1-3 (b)	No infringement notices
Years 4-10 (b)	
Years 1-3 (c)	No enforcement orders
Years 4-10 (c)	
Years 1-3 (d)	No convictions
Years 4-10 (d)	

Level of Service	Measurements and Targets
Performance measure (* mandatory)	*System adequacy The number of flooding events¹ that occurred in the District. For each flooding event, the number of habitable floors affected (expressed per 1000 properties connected to the Council's stormwater system). Note: This is a District-wide assessment
How we will measure	Request for service system 2019/20 results: <ul style="list-style-type: none">There were no flooding events
Years 1-3	Fewer requests than 5 per 1000 connected properties
Year 4-10	
Council's intended Level of Service is to:	Be responsive to reported faults and complaints
Performance measure (* mandatory)	*Customer satisfaction The number of complaints received by the Council about the performance of its stormwater system, expressed per 1000 properties connected to the Council's stormwater system
How we will measure	Request for service system 2019/20 results: <ul style="list-style-type: none">0.24/1000
Years 1-3	Fewer requests than 5 per 1000 connected properties
Years 4-10	
Performance measure (* mandatory)	*Response time The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site.

¹ The rules for the mandatory measures define a 'flooding event' as an overflow from a territorial authority's stormwater system that enters a habitable floor

Level of Service	Measurements and Targets
How we will measure	Request for service system 2019/20 results: <ul style="list-style-type: none">There were no flooding events
Years 1-3	Two hours or less
Years 4-10	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Stormwater Drainage		
Provide a reliable collection and disposal system to each property during normal rainfall.	Modified/Continued	The target changed from “Fewer than previous year” to a quantified target.
Be responsive to reported faults and complaints.	Modified/Continued	The target changed from “Fewer than previous year” to a quantified target.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Stormwater Drainage

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	592	634	681	725	773	840	887	921	955	980	1,000
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	9	15	15	16	16	17	17	18	18	19	20
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	601	649	696	741	789	857	904	939	974	999	1,019
Applications of operating funding											
Payment to staff and suppliers	104	95	98	101	103	106	108	112	115	118	122
Finance costs	25	23	34	50	69	81	107	119	140	162	174
Internal charges and overheads applied	135	149	142	154	166	176	190	206	168	163	165
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	264	267	275	305	338	363	406	436	423	444	460
Surplus (deficit) of operating funding (A - B)	337	382	421	436	451	495	498	502	551	555	559
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	872	418	95	94	(233)	(382)	(383)	(383)	(429)	(429)	(430)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	872	418	95	94	(233)	(382)	(383)	(383)	(429)	(429)	(430)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	905	700	412	423	108	-	-	-	-	-	-
- to replace existing assets	550	100	104	107	110	113	116	119	122	126	129
Increase (decrease) in reserves	(246)	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,209	800	516	530	218	113	116	119	122	126	129
Surplus (deficit) of capital funding (C - D)	(337)	(382)	(421)	(436)	(451)	(495)	(498)	(502)	(551)	(555)	(559)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	338	382	421	435	450	494	497	500	549	552	556

Community and Leisure Assets Group of Activities

Providing community facilities that cater for our communities social, recreational and cultural needs.

Rationale	This group of activities provides opportunities for recreational, leisure and cultural pursuits and for social participation and cohesion.
Significant negative effects on the local community	No significant negative effects have been identified for this group of activities. Swim Centres – Control of water pathogens is a critical part of the treatment process at the swim centres. The risk is mitigated by the type of filtration systems in use.
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment Partnership with iwi Prosperous economy
Major aspect of the service for statement of service provision	1. Progressive improvement based on Facility Surveys <ul style="list-style-type: none">Public librariesPublic swimming poolsSports fields, parks and play spacesPublic toiletsCommunity buildingsCamping grounds 2. Compliance with relevant standards and legislation <ul style="list-style-type: none">Public librariesPublic swimming poolsSports fields, parks and play spacesPublic toiletsCommunity buildingsCamping grounds

Rangitikei District Council is the main provider of Community and Leisure Assets in the District, however, other facilities such as halls, pools, and sports fields are provided by schools and other community groups.

Some Council-owned buildings are leased to other groups. Council remains responsible for these buildings and so they are covered by this group of activities. Some properties contain leases allowing sports clubs and organisations to operate buildings on Council land. These buildings and other lessee improvements are not covered by this Plan.

Parks and Reserves

Council has a network of open spaces, including parks, play spaces, gardens, trees and reserves that provide a wide range of leisure and recreation opportunities for the community. Since 1 August 2015 when Council took the management of its parks and reserves back in-house, it has been working to improve the levels of service with the intention that the parks and reserves become a hub for community well-being. Moving forward, Council intends on maintaining parks and reserves based on Council's Recreational and Reserve Management Plans and the New Zealand Recreation Association Categories and Levels of Service guideline, which will ensure the District's parks are developed and maintained to an increasing standard.

This activity involves maintaining parks, play spaces and sports grounds to ensure provision of quality, safe spaces for recreation and leisure, managing parks and sports grounds bookings, and ensuring facilities are ready for use. It also involves liaising with user groups and undertaking development projects. Key projects include:

- Redevelopment of the Marton B and C Dams. This site was logged in early 2018 and a development plan has been implemented to include a wider scope of environmental enhancement, regeneration and an annual work programme. The funds from the logging are being re-invested into the site.
- Creating a development plan and implementing it for Memorial Park, Taihape, to create recreational opportunities and linkages between Memorial Park and Papakai Scenic Reserve Taihape in partnership with community groups. The plan will focus on passive recreation opportunities within these areas including walking, cycling and horse riding trails.
- Community partnerships to upgrade and develop the Santoft Domain and Onepuhi Reserve.

Community Buildings

Council's key focus is to develop multi-purpose buildings in Marton and Taihape. These buildings will have a range of functions – learning and information hubs, service centres and meeting spaces. The multi-purpose buildings will enable Council to provide fit-for-purpose buildings, facilities and services for the local communities, while increasing efficiency for the staffing of the site. Existing buildings will be disposed of, and earthquake-prone building strengthening requirements will be addressed.

Bulls' multi-purpose Community Centre, Te Matapihi, opened at the end of September 2020 and includes a learning centre/library, information hub, hall, meeting rooms, viewing deck, and public toilets. Plunket also provides a service from this building. The project for Marton has begun the project planning stage, while the project for Taihape will commence with planning in year three of the Long Term Plan.

In year one and two, \$150,000 has been budgeted to carry out a comprehensive review of the asset condition of Council buildings (and playground equipment) including halls, and community housing. Asset Management Plans will then be developed in years two and three including identifying properties that may be disposed of.

Rural Halls

Council owns eight rural halls throughout the District, which are managed by voluntary community management committees. The halls service the local communities and are used for a range of local events. Renewal maintenance has been carried out during 2015-2021 due to the support of an external grant by JBS Dudding Trust. The halls are used for social, recreational and educational purposes.

Swimming Pools

Three Swim Centres in the District are available for public recreation. The facilities in Marton and Taihape are owned by Council, but operated under contract. The facility in Hunterville is community owned, and Council supports the pool through an annual operating grant. The Swim Centres in Marton and Taihape are open every year for a swim season that runs from the end of September through to the end of April. Both swim centres offer swimming lessons. Marton provides a full-size heated indoor 50-metre pool, as well as a learners pool. Taihape contains a heated indoor 25 metre pool, a learner pool and a toddler pool. The Hunterville facility is also open during the summer swim season and provides a solar-warmed outdoor pool.

Learning Centres/Libraries

Learning centres/Libraries provide the residents and visitors to the District easy access to information and leisure through an expanding and adapting range of services including a balanced collection of books, materials, and technologies. They are welcoming, safe places that serve the communities' educational, leisure and cultural needs, as well as providing a space for social connectedness. This activity provides fully staffed libraries in Bulls, Marton and Taihape, as well as, voluntary libraries in Mangaweka and Hunterville. Bulls and Taihape are open seven days, closed Christmas Day only. Marton Library is open 9am to 5pm, Monday to Friday, and 9am-12 noon, Saturdays, closed all statutory and statutory-observed days. These hours will be reviewed as part of the intention to develop a multi-purpose centre in Marton.

The Libraries do not charge for issues, overdue books or internet usage. There is expected to be a growth in the range of electronic format resources that will be available through the libraries.

Funding has been granted from the New Zealand Libraries Partnership to employ both a Community Engagement Librarian and a Digital Engagement Co-ordinator during year one with focus areas including digital inclusion, library workforce development, community engagement, reading for pleasure supporting well-being, and Te Reo and Mātauranga Māori.

Community Housing

Council owns and manages 72 community housing units for older people in Taihape, Marton, Bulls and Rātana. The units are mainly small one-bedroom flats suited to single people, with a few double-sized flats, which provide for couples. Council introduced a housing policy in 2018 determining criteria for tenancy and market rentals. An integrated approach to the delivery of renewal plans is being implemented. This could include reconfiguration of units to improve functionality, and improve warmth and energy efficiency. It may also include the sale and purchase of property and new builds.

Public Toilets

Council provides, maintains and leases a network of well-serviced public toilets throughout the District, which serve both the local community and visitors. At least one facility is open 24 hours in Bulls, Marton, Hunterville and Taihape. Community demand for public toilets remains high with six new amenities built throughout the district during the past three to four years. Council will seek to leverage off external funding sources wherever possible; New toilets are planned for Tūtaenui Reservoir, and Turakina village.

Cemeteries

Rangitikei District Council has direct management of the following cemeteries throughout the District - Taihape, Mangaweka, Ohingaiti, Hunterville (Rangatira), Marton (Mount View), Bulls (Clifton), Turakina, and Rātana. The Rātana community maintains the cemetery as part of its overall maintenance contract for the township, with the other cemeteries maintained by the Parks Team. Other than ongoing maintenance, there are several upcoming projects – the possibility of an eco-burial in Taihape, the extension of a parking area in Taihape, the development of a 100-year extension at Mt View and major tree work.

Property

Council owns several properties, which it uses to support and as part of Council business, or leases out to third parties. Council is in the process of identifying which of these properties are surplus to requirements, and may sell. Campgrounds are Council property that have increasing use and demand from visitors. Campgrounds are provided in Dudding Lake, Koitiata, Scotts Ferry and Mangaweka.

Major Programmes

Year	Programmes	
Year 1 (2021/22)	<div><div>Parks<ul style="list-style-type: none">Parks Upgrade Partnership FundCondition assessment of playground equipmentTūtaenui Reservoir – implement the management plan for the B & C DamsMemorial Park, Taihape – develop and implement a plan to maximise recreational opportunities including investigating need for additional courtSantoft Domain – community partnership upgradeOnepuhi Reserve – community partnership upgrade</div><div>Cemeteries<ul style="list-style-type: none">Land aquisitionRātana - hard surface roadwayMt View – roadway extension Stage I</div><div>Property<ul style="list-style-type: none">Dudding Lake – second coat seal of driveway</div><div>Community buildings<ul style="list-style-type: none">Marton Civic Centre Development – designTaihape Town Hall – reception renovationCondition assessments of buildingsTaihape Memorial Park amenities buildingTaihape GrandstandKokako Street Pavilion improvementsTaihape Clock Tower – paint exteriorMarton Memorial Hall - Stage 2Marton Plunket Restrooms – paint exterior</div><div>Libraries<ul style="list-style-type: none">Marton and Taihape – self service machinesMarton Library re-roof</div><div>Community housing<ul style="list-style-type: none">Refurbishment of housing stock and development of car parking</div><div>Swimming pools<ul style="list-style-type: none">Improve customer experiencePlant & equipment renewals as identified in condition assessment</div></div> <div><div>Public toilets<ul style="list-style-type: none">Turakina Dry-Vault toilet installationTūtaenui Reservoir Dry-Vault toilet installation</div><div>Property<ul style="list-style-type: none">Mangaweka campground - permanent ablution block</div></div>	

Year	Programmes	
Year 2 (2022/2023)	<div><div>Parks<ul style="list-style-type: none">Parks Upgrade Partnership FundTūtaenui Reservoir – implement the management plan for the B & C DamsMemorial Park Taihape – develop and implement a plan to maximise recreational opportunitiesProgrammed Playground renewals as identified in Year 1 - Condition Assessment</div><div>Community housing<ul style="list-style-type: none">Refurbishment of housing stock and car parking</div><div>Cemeteries<ul style="list-style-type: none">Taihape – new car park</div></div> <div><div>Community buildings<ul style="list-style-type: none">Marton Civic Centre Development – consenting and tender awardCondition Assessment of buildings and programmed renewals as identified from Year 1 Condition Assessment</div><div>Swimming pools<ul style="list-style-type: none">Improve customer experiencePlant & equipment renewals as identified in condition assessment</div></div>	
Year 3 (2023/24)	<div><div>Parks<ul style="list-style-type: none">Parks Upgrade Partnership FundProgrammed Playground renewals as identified in Condition AssessmentTūtaenui Reservoir – implement the management plan for the Tūtaenui ReservoirMemorial Park, Taihape – develop and implement a plan to maximise recreational opportunitiesStreet Tree Planting –Taihape</div></div> <div><div>Community buildings<ul style="list-style-type: none">Marton Civic Centre Development – constructionKokako Street Pavilion – re-roofRenewals as identified in Year 2</div><div>Swimming pools<ul style="list-style-type: none">Improve customer experiencePlant & equipment renewals as identified in condition assessment</div><div>Community housing<ul style="list-style-type: none">Refurbishment of housing stock</div></div>	
Years 4-10 (2024/2034)	<div><div>Parks<ul style="list-style-type: none">Parks Upgrade Partnership FundPlayground renewals as identified in Year 1Tūtaenui Reservoir – implement the management plan for the B and C DamsMemorial Park Taihape – develop and implement a plan to maximise recreational opportunities (Years 4 & 5)Street Tree Planting –Taihape (Years 4 and 5)</div></div> <div><div>Community buildings<ul style="list-style-type: none">Marton Civic Centre Development – construction completedTaihape – Town Hall design, construction and completion</div><div>Community housing<ul style="list-style-type: none">Refurbishment of housing stock</div><div>Swim pools Plant & equipment renewals as identified in condition assessment</div></div>	

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Compliance with relevant standards
Performance measure	All swimming pools have poolsafe accreditation
How we will measure	Outcome of PoolSafe Accreditation 2019/20 results <ul style="list-style-type: none">PoolSafe Accreditation was received
Years 1-3	Maintain accreditation
Year 4-10	
Performance Measure	Council complies with criteria in rental warrant of fitness programme for community housing
How we will measure	Self-assessment based on the Healthy Homes Standard. 2019/20 results <ul style="list-style-type: none">62 of the 72 units achieved 95% or more compliance.
Years 1-3	All units achieve at least 95% Compliance
Year 4-10	
Performance Measure	New public toilet buildings are well designed, safe and visible and Compliance with SNZ4241:1999 and CPTED (safer design guidelines) for new or refurbished toilets
How we will measure	Percent compliance 2019/20 results <ul style="list-style-type: none">Code Compliance Certificates achieved for all new toilet buildingsAll locations comply with the CPTED
Years 1-3	100% Compliance
Year 4-10	
Performance Measure (new)	Playground compliance with NZ Standards
How we will measure	Internal Audits

Level of Service	Measurements and Targets
Years 1-3	80% Compliance
Year 4-10	
Councils Intended Level of Service is to:	Library services are welcoming and provide a space for social interaction and learning
Performance Measure (new)	Customer rating of library facilitates
How we will measure	HappyOrNot Customer Surveys.
Years 1-3	Customer Satisfaction Index (provided via the HappyOrNot system): <ul style="list-style-type: none">90%
Year 4-10	
Performance Measure (new)	The number of library outreach activities and events delivered
How we will measure	Number of activities and events delivered.
Years 1-3	5 per year for each library
Year 4-10	
Councils Intended Level of Service is to:	Provide parks and sports fields that are fit for purpose
Performance Measure (new)	Number of complaints about Council owned parks and sports fields
How we will measure	Request for service system.
Years 1-3	10 or less per year
Year 4-10	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Community and Leisure Services		
Provide a fit for purpose range of Community and Leisure Assets.	Removed	This will no longer be measured in Councils Statement of Service Performance. The service is still provided.
Compliance with relevant standards.	Modified/Continued	The performance measures have been modified. The performance measure about compliance for parks and reserves has been removed.
Secure high use of staffed facilities.	Removed	Council will continue to encourage the community to use staffed facilities but it will not be measured in the Statement of Service Performance.
Library services are welcoming and provide a space for social interaction and learning.	Modified	A new level of service is specifically identified for libraries and partially replaces the level of service removed “provide a fit for purpose range of community and leisure assets”.
Provide parks and sports fields that are fit for purpose	Modified	A new level of service is identified. This replaces the performance measure around compliance with the New Zealand Recreation Guidelines.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Community and Leisure Assets

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	4,191	4,409	4,783	5,431	6,014	6,689	7,337	7,547	7,860	8,099	8,203
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	27	119	98	107	104	107	135	114	123	121	125
Fees and charges	668	130	134	138	142	146	151	155	160	165	170
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	657	676	696	716	737	759	781	804	828	852
Total operating funding (A)	4,886	5,316	5,691	6,372	6,976	7,681	8,382	8,598	8,947	9,213	9,350
Applications of operating funding											
Payment to staff and suppliers	2,126	2,413	2,330	2,361	2,638	2,701	2,764	2,830	2,900	2,972	3,041
Finance costs	193	217	281	860	1,041	1,216	1,677	1,609	1,652	1,685	1,607
Internal charges and overheads applied	1,791	809	1,025	967	996	1,276	1,132	1,218	1,439	1,374	1,513
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	4,110	3,439	3,637	4,188	4,675	5,193	5,573	5,658	5,990	6,031	6,161
Surplus (deficit) of operating funding (A - B)	776	1,876	2,054	2,184	2,301	2,487	2,809	2,940	2,957	3,182	3,188
Sources of capital funding											
Subsidies and grants for capital expenditure	200	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	8,722	6,589	553	3,413	6,545	5,749	3,437	(2,140)	(2,680)	(2,882)	(2,895)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	8,922	6,589	553	3,413	6,545	5,749	3,437	(2,140)	(2,680)	(2,882)	(2,895)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	300	-	-	-	-	-	-	-	-	-
- to improve the level of service	4,065	2,400	1,700	5,200	8,500	8,000	6,000	-	-	-	-
- to replace existing assets	5,691	5,766	907	397	347	237	245	800	277	300	293
Increase (decrease) in reserves	(58)	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	9,698	8,466	2,607	5,597	8,847	8,237	6,245	800	277	300	293
Surplus (deficit) of capital funding (C - D)	(776)	(1,876)	(2,054)	(2,184)	(2,301)	(2,487)	(2,809)	(2,940)	(2,957)	(3,182)	(3,188)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	1,054	1,876	2,054	2,184	2,301	2,487	2,809	2,940	2,957	3,182	3,188

Rubbish and Recycling Group of Activities

To provide sustainable waste management practices that protect public health and the environment for present and future generations.

Rationale	Well-managed disposal of waste protects the environment from harm and sustains the natural environment
Significant negative effects on the local community	There are potentially significant negative effects to community well-being as a result of this activity: <ul style="list-style-type: none">People on fixed incomes may find it difficult to meet rising disposal costs. This could result in an increase in fly-tipping.
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment
Major aspect of the service for statement of service provision	1. Waste to landfill (tonnage) 2. Waste diverted from landfill (tonnage and percentage of total waste)

The rubbish and recycling group of activities is focused on the appropriate disposal of refuse in the District. Under the Waste Minimisation Act 2008, Council has a Waste Management and Minimisation Plan, which encourages effective and efficient waste management and minimisation.

Waste Management

This activity includes provision of waste transfer stations across the District to enable residents to dispose of their waste in a safe and convenient manner. Waste transfer stations are maintained under contract at Bulls, Marton, Rātana, Taihape, Hunterville and Mangaweka. Private industry collects kerbside rubbish bags in all major towns throughout the District. Rubbish bags are purchased from supermarkets and dairies. This activity also includes actively monitoring four closed landfills in Crofton, Bulls, Rātana and Hunterville for compliance with current closed landfill consents.

Waste Minimisation

This activity covers the provision of services to encourage the community to reduce waste. Currently, Council offers a range of waste minimisation initiatives/facilities, mainly through recycling on paper, plastics, glass and green waste at its waste transfer stations (although not all waste transfer stations offer all recycling services). In addition, Council funds a small education programme – schools may choose to participate in the Zero Waste initiative, or a broader sustainability programme through Enviroschools.

Major Programmes

Year	Programmes
Year 1 (2021/22)	No major projects
Year 2 (2022/2023)	No major projects
Year 3 (2023/24)	No major projects
Years 4-10 (2024/2034)	No major projects

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Make recycling facilities available at waste transfer stations for glass, paper, metal, plastics, textiles and green waste. special occasions for electronics (e-waste) Council intends to continue the operation (under contract) of existing urban waste transfer stations – Rātana, Bulls, Marton, Hunterville, Mangaweka, and Taihape
Performance measure	Waste to landfill (tonnage)
How we will measure	Calibrated records maintained at Bonny Glen landfill 2019/20 results <ul style="list-style-type: none">4878 tonnes to landfill
Years 1-3	Less 5500 tonnes to landfill
Year 4-10	

Level of Service	Measurements and Targets
Performance measure (new)	Recycling available at Waste Transfer Stations throughout the District.
How we will measure	The delivery of recycling services at the Waste Transfer Stations.
Years 1-3	Bulls, Marton, Taihape, Hunterville, Rātana provide for recycling of; glass, metal, paper, plastics (1-5), cans/tins.
Year 4-10	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Rubbish and Recycling		
Make recycling facilities available at waste transfer stations for glass, paper, metal, plastics, textiles and greenwaste. Special occasions for electronics (e-waste).	Modified/Continued	The performance measures have changed. The performance measure for waste to landfill has remained, with an additional performance measure added for recycling availability.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Rubbish and Recycling

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	132	141	151	161	172	187	197	205	213	218	222
Targeted rates	871	932	1,000	1,066	1,136	1,235	1,304	1,353	1,405	1,440	1,470
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	566	649	669	689	709	731	753	775	799	822	847
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	1,569	1,723	1,821	1,916	2,017	2,153	2,254	2,333	2,416	2,481	2,539
Applications of operating funding											
Payment to staff and suppliers	1,297	1,463	1,509	1,542	1,577	1,616	1,655	1,701	1,750	1,802	1,850
Finance costs	5	1	1	1	1	1	2	1	1	1	1
Internal charges and overheads applied	143	195	245	307	372	464	526	559	586	600	610
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,445	1,659	1,754	1,850	1,950	2,081	2,182	2,262	2,337	2,402	2,461
Surplus (deficit) of operating funding (A - B)	124	64	66	66	66	72	72	72	78	78	78
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(7)	(64)	(66)	(66)	(66)	(72)	(72)	(72)	(78)	(78)	(78)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(7)	(64)	(66)	(66)	(66)	(72)	(72)	(72)	(78)	(78)	(78)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	117	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	117	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	(124)	(64)	(66)	(66)	(66)	(72)	(72)	(72)	(78)	(78)	(78)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	123	64	66	66	66	72	72	72	78	78	78

Environmental and Regulatory Services Group of Activities

The provision of a legally compliant service as part of Council's role in protecting public safety throughout the District.

Rationale	Environmental and Regulatory services are often statutory and contribute to both personal and public health and safety. Council seeks to deliver an efficient service.
Significant negative effects on the local community	No significant negative effects have been identified for this group of activities
Contribution to community outcomes	Healthy and resilient communities Healthy and improving environment
Major aspect of the service for statement of service provision	1. Timeliness of processing building consents, resource consents 2. Possession of relevant authorisations from central government 3. Timeliness of response to requests for service - animal control and environmental health

The Environmental and Regulatory Group of Activities is concerned with the regulatory functions of Council. It comprises the following separate activities – animal control, building control, planning control, other regulatory functions.

This group of activities operates mostly in a reactive environment. This means that the workload is unpredictable and yet it is one that needs to be able to respond quickly to requests for services. There are often statutory deadlines to meet and much of the work is prescribed by legislation.

Rangitikei has taken a minimalistic approach to regulatory matters – to have a complaint-based enforcement strategy focused on issue resolution. There are a small number of exceptions where it is most cost effective to move straight to enforcement and not waste resources attempting reconciliation or accommodation.

Animal Control

This activity involves administering a range of legislation - the Dog Control Act 1996, Impounding Act 1955 regulations, Dog Control Policy, Control of Dogs Bylaw. The service operates 24 hours, 7 day a week, focusing on ensuring dogs are registered and controlled throughout the District, delivering dog owner education, impounding nuisance, surrendered or unregistered animals and wandering stock for collection by owners, rehoming or destruction, classifying the District's menacing and dangerous dogs and maintaining Council's National Dog database interface. The Rangitikei District provides the animal control service to Manawatū District Council.

Building Control

This activity involves processing building consent applications for compliance with the Building Act, issuing code compliance certificates, undertaking inspections during construction and providing advice and information. We also monitor swimming pool and spa pool fencing for compliance and specified systems in commercial and public buildings. A key aspect of this service is maintaining accreditation as a Building Consent Authority, which is assessed every two years. Council intends on implementing the GoShift Simpli/Objective initiative, which will enable the processing of building consents online.

Planning Control

This activity involves implementing the Rangitikei District Plan by - processing resource consents, providing planning advice to all customers, ensuring information about the resource consent application process, are up to date and easily accessible via Council's website, providing input into the approval of liquor licences and assessing building consents to ensure they meet the provisions of the District Plan.

Other Regulatory Functions

This activity seeks to keep residents, visitors and the environment safe by monitoring, mitigating and minimising potential harmful activities. This activity involves the inspection of registered and licensed premises control, noise control, hazardous substances, litter, LIMs (Land Information Memoranda), bylaw enforcement, vermin, communicable diseases, control of amusement devices, abandoned vehicles and food control. It involves administering a range of legislation - Health Act 1956, Food Act 2014, Resource Management Act 1991, Amusement Devices Regulations 1978, the Hazardous Substances and New Organisms Act 1996, the Gambling Act 2003, Litter Act 1979, Local Government Act 1974, Sale and supply of Alcohol Act 2012 and the Racing Act 2003.

Major Programmes

Year	Programmes
Year 1 (2021/22)	Review of Efficiency and Effectiveness of the Rangitikei District Plan Implementation of the GoShift initiative (i.e. electronic processing of building consents) Implementation of the Building (earthquake-prone buildings) Amendment Act
Year 2 (2022/2023)	Building Accreditation Reassessment Implementation of the Building (earthquake-prone buildings) Amendment Act
Year 3 (2023/24)	Implementation of the Building (earthquake-prone buildings) Amendment Act
Years 4-10 (2024/2034)	Implementation of the Building (earthquake-prone buildings) Amendment Act Building Accreditation Reassessment

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Provide a legally compliant service
Performance measure	Timeliness of processing building consents and resource consents
How we will measure	Percentage processed within statutory timeframes. 2019/20 results: a. Building consents - 85% b. Resource consents - 71%
Years 1-3 (a)	Building consents – 100%
Years 4-10 (a)	
Years 1-3 (b)	Resource consents – 100%
Years 4-10 (b)	
Council's intended Level of Service is to:	Provide regulatory compliance officers to address enforcement call outs
Performance measure	Animal Control - Timeliness of response (i.e the Request for Service has been acknowledged) and completion (i.e the Request for Service has been signed off by officers). Results will be presented as the median. <ul style="list-style-type: none">Priority 1's = Any Dog Attack / Found Dog / Rushing Dog / Wandering StockPriority 2's = Animal Welfare Concern / Barking Dog / Property Inspection / General Enquiry / Lost Animal / Microchip Dog / Multi-dog Inspection / Roaming Dog / Animal Control Bylaw Matter
How we will measure	Council's request for service system 2019/20 results a. Responded in time – 83.8% b. Completed in time – 74.4%
Years 1-3 (a)	Responded in time – 90% a. Priority 1's - 0.5 hours b. Priority 2's - 24 hours
Years 4-10 (a)	
Years 1-3 (b)	Completed in time – 90% a. Priority 1's - 20 working days a. Priority 2's - 20 working days
Years 4-10 (b)	

Level of Service	Measurements and Targets
Performance measure	Environmental health - Timeliness of response (i.e the site has been attended) and completion (i.e the Request for Service has been signed off by officers). Results will be presented as the median.
How we will measure	Council's request for service system 2019/20 results a. Responded in time – 83.8% b. Completed in time – 74.4%
Years 1-3 (a)	Responded in time – 90% a. Noise Control - 1.5 hours b. Food premises - 24 hours
Years 4-10 (a)	
Years 1-3 (b)	Completed in time – 90% a. Noise Control - 2 hours b. Food premises - 72 hours
Years 4-10 (b)	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Environmental and Regulatory Services		
Provide a legally compliant service.	Continued	Not applicable.
Provide regulatory compliance officers.	Continued	Not applicable.

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Environmental and Regulatory Services

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	1,216	1,207	1,320	1,564	1,773	1,997	2,238	2,291	2,390	2,470	2,491
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	933	1,374	1,415	1,458	1,502	1,386	1,428	1,471	1,515	1,560	1,607
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	326	355	365	376	388	399	411	424	436	449	463
Total operating funding (A)	2,475	2,936	3,101	3,398	3,662	3,783	4,077	4,185	4,341	4,479	4,561
Applications of operating funding											
Payment to staff and suppliers	1,252	1,382	1,418	1,450	1,482	1,514	1,548	1,583	1,620	1,657	1,695
Finance costs	3	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,356	1,554	1,683	1,948	2,180	2,268	2,529	2,602	2,722	2,822	2,867
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	2,611	2,936	3,101	3,398	3,662	3,783	4,077	4,185	4,341	4,479	4,561
Surplus (deficit) of operating funding (A - B)	(136)	(0)	-	-	-	-	-	-	-	-	-
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	136	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	136	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	136	-	-	-	-	-	-	-	-	-	-
Funding balance ((A - B) + (C - D))	-	(0)	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	-	-	-	-	-	-	-	-	-	-	-

Community Well-being Group of Activities

To develop a culture of collaboration and partnership between agencies, organisations, communities and individuals to deliver community well-being to the District

Rationale	This group of activities is concerned with those activities where collaboration and partnerships can deliver more benefits than individual action alone.
Significant negative effects on the local community	No significant negative effects have been identified for this group of activities.
Contribution to community outcomes	Healthy and resilient communities Partnership with iwi Prosperous economy
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 1. The number of visits and unique visits to www.visitrangitikei.nz 2. Number of building consents, and total number of residential dwellings 3. Number of Youth Council meetings per annum - seven 4. Timing of self-assessment when the Emergency Operations Centre is activated and of continued civil defence training exercises.

The Community well-being group of activities includes – community partnerships, economic development and district promotion, youth development, information centres, and emergency management. Develop a culture of collaboration and partnership between agencies, organisations, communities and individuals to deliver community well-being to the District.

Community Partnerships

Council seeks to create collaborative partnerships with key agencies and stakeholders in the District that add value to the contribution from Council and ratepayers. The collaboration will occur where Council sees the benefits of greater outcomes that could be achieved as a result of collaboration. This collaboration will be targeted and will involve partnerships, relationship development and joint projects. Key partnership activities include:

- The administration of grant schemes and support for the Council-appointed Assessment Committees, both those schemes funded by Council (Community Initiatives Fund and Events Sponsorship Scheme) and those funded by central government (Creative Communities Fund and Sport New Zealand's Rural Travel Fund).
- The ongoing support for memorandum of understanding agreements with local agencies/trusts in Bulls, Marton and Taihape.
- Joint support with other local authorities for regional facilities that provide benefits to the wider region.

Economic Development and District Promotion

Increasing economic growth is important for improving the quality of life for residents in the Rangitikei. New or expanding businesses and industries often create employment opportunities for local residents and may encourage skilled workers into the District. Providing local employment for residents and increasing the number of residents in the District supports existing businesses and can lead to residential development, which in turn provides for employment opportunities. Economic development can be supported by district promotion activities by building a reputation for the District that it is a good place to live, work and visit.

Council's role in economic development could make a substantial contribution to the District's economic success. However, engagement with stakeholders and effective collaboration with regional partners (such as CEDA, Whanganui & Partners, and Accelerate 25) and iwi/hapū is essential for cross-border and cross-sector growth. Council's Economic Development Strategy 2020-2050 identifies 10 key priority areas. The following five areas will be of specific initial focus and either interlink or underpin the other priorities:

- Expanding and diversifying housing
- Partnership with iwi, hapū and the Rātana community
- Visitor destination and new resident relocation; promotion and management
- Information gathering leading to the facilitation of business assistance, growth, diversification and opportunity focusing on all sectors
- Leveraging off new commercial and industrial businesses and the expansion of Ohakea Air Force Base

Youth Development

Council acts as a necessary party in the provision of youth development and engagement within the District. Council has a full-time youth co-ordinator that works in collaboration with partnering organisations and agencies and has a leading function in supporting Rangitikei Youth Council. Through Councils' Youth Development Framework, the following four overarching areas have been identified as a key focus for delivery:

- Health and Well-being
- Youth Voice
- Training Education and Employment
- Opportunities, Activities and Events

To ensure Council effectively delivers these priorities a Youth Development Action Plan will be developed and regularly monitored.

Council will foster relationships with and encourage participation by iwi, community, organisations and agencies as a key factor to delivering successful and sustainable youth development programmes. External funding will continue to be sought to supplement Council's funding, this includes seeking funding or sponsorship to retain the two youth spaces in Taihape and Marton, with Council funding being redirected to support increased youth events and activities.

Information Centres

Council provides information centres in Taihape, Marton and Bulls. The centres showcase the District, by providing a range of information on local attractions and events for visitors to the District and for residents. The changing face of the industry is resulting in a need for our visitor centres to investigate (and implement) other means of information delivery and communication technologies. There are opportunities for collaboration with other agencies and organisations, e.g. Department of Conservation.

Emergency Management

Council provides civil defence and emergency management services throughout the District. Work within this activity focuses on hazard mitigation together with enhancing community preparedness for, response to, and recovery from a civil defence emergency. The activity also includes work to build the capacity and capability of internal response teams and volunteers. Council is part of the Manawātū-Whanganui Civil Defence and Emergency Management Group, and its activities are aligned with the Group Plan. Together with other local authorities and emergency response agencies within the region, Council works to deliver the Group's vision of 'A Resilient Regional Community' at a local level.

Major Programmes

Year	Programmes
Year 1 (2021/22)	<p>Community partnerships</p> <ul style="list-style-type: none">• Contract with local organisations to develop and deliver events, activities and projects to support the well-being of people within the towns and District.• Contract with local organisations to provide a range of information, such as:• Up-to-date calendar of events, and• Community newsletters <p>Economic development and district promotion</p> <ul style="list-style-type: none">• Management of www.visitrangitikei.nz• Implementation of the Housing Strategy• Implementation of Economic Development Strategy <p>Youth development</p> <ul style="list-style-type: none">• Youth Council• Implement the Youth Strategic Framework <p>Emergency management</p> <ul style="list-style-type: none">• Civil Defence – increasing the District's resilience through:• Stakeholder partnerships• Preparedness and planning• Enhanced response capability and capacity• Community response and recovery planning• Radio network upgrade.

Year	Programmes
Year 2 (2022/2023)	<div>Community partnerships</div> <div><ul style="list-style-type: none">Contract with local organisations to develop and deliver events, activities and projects to support the well-being of people within the towns and District.Contract with local organisations to provide a range of information, such as:Up-to-date calendar of events, andCommunity newsletters</div> <div>Economic development and district promotion<ul style="list-style-type: none">Management of www.visitrangitikei.nzImplementation of the Housing StrategyImplementation of Economic Development Strategy</div> <div>Youth development<ul style="list-style-type: none">Youth CouncilImplement the Youth Strategic Framework</div> <div>Emergency management<ul style="list-style-type: none">Civil Defence – increasing the District’s resilience through:Stakeholder partnershipsPreparedness and planningEnhanced response capability and capacityCommunity response and recovery planningRadio network upgrade</div>
Year 3 (2023/24)	<div>Community partnerships</div> <div><ul style="list-style-type: none">Contract with local organisations to develop and deliver events, activities and projects to support the well-being of the towns and District.Contract with local organisations to provide a range of information, such as:Up-to-date calendar of events, andCommunity newsletters</div> <div>Economic development and district promotion<ul style="list-style-type: none">Management of www.visitrangitikei.nzImplementation of the Housing StrategyImplementation of Economic Development Strategy</div> <div>Youth Development<ul style="list-style-type: none">Youth CouncilImplement the Youth Strategic Framework</div> <div>Emergency management<ul style="list-style-type: none">Civil Defence – increasing the District’s resilience through:Stakeholder partnershipsPreparedness and planningEnhanced response capability and capacityCommunity response and recovery planningRadio network upgrade</div>

Year	Programmes
Years 4-10 (2024/2034)	<div>Community partnerships</div> <div><ul style="list-style-type: none">Contract with local organisations to develop and deliver events, activities and projects to support the well-being of people within the towns and District.Contract with local organisations to provide a range of information, such as:Up-to-date calendar of events, andCommunity newsletters</div> <div>Economic development and district promotion<ul style="list-style-type: none">Management of www.visitrangitikei.nzImplementation of the Housing StrategyImplementation of Economic Development Strategy</div> <div>Youth Development<ul style="list-style-type: none">Youth CouncilImplement the Youth Strategic Framework</div> <div>Emergency management<ul style="list-style-type: none">Civil Defence – increasing the District’s resilience</div>

Levels of Service

Level of Service	Measurements and Targets
Council's intended Level of Service is to:	Ensure competency in discharging Civil Defence responsibilities
Performance measure	Timing of self-assessment when the Emergency Operations Centre is activated and of continued civil defence training exercises
How we will measure	a. Self-assessment of responsiveness and recovery following activation of the Emergency Operations Centre b. Number of civil defence exercises undertaken
Years 1-3 (a)	Self-assessment undertaken and responded to within four months of Emergency Operations Centre activation
Years 4-10 (a)	
Years 1-3 (b)	At least one exercise undertaken each year
Years 4-10 (b)	
Councils Intended Level of Service is to:	Identify and promote opportunities for economic development in the District.
Performance measure (new)	Implementing actions each year from the Economic Development Strategy and Housing Strategy Action Plans.
How we will measure	Number of actions completed per year.
Years 1-3	Greater than 80% of the actions completed for each relevant year.
Year 4-10	
Performance measure (new)	District GDP growth compared to national GDP growth.
How we will measure	Informetrics information on GDP growth.
Years 1-3	GDP grow for the Rangitikei District is within +/-1% of national GDP growth, or better.
Year 4-10	

Changes to Levels of Service

Levels of Service - 2020/21 Annual Plan	Levels of Service - 2021/31 Long Term Plan (continued, modified, increased, decreased, removed)	Reasons for change
Community Well-being		
Provide opportunities to be actively involved in partnerships that provide community and ratepayer wins.	Removed	This will no longer be measured in Councils Statement of Service Performance. Council will continue to be actively involved in partnerships that provide community and ratepayer wins.
Identify and promote opportunities for economic growth in the District.	Modified/Continued	The performance measures have changed.
Provide a safe and relevant community space, acting as a gateway for skills and social development, improving educational, training or employment access, and improving access for youth related social services.	Removed	This will no longer be measured in Councils Statement of Service Performance. The service is still provided.
Ensure competency in discharging Civil Defence Responsibilities.	Continued	Not applicable

Funding Impact Statement for the years ending 30 June 2021 to 2031 - Community Well-being

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	1,427	1,360	1,503	1,881	2,193	2,509	2,878	2,931	3,064	3,175	3,189
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	62	125	69	71	74	76	78	80	83	85	88
Fees and charges	7	5	5	5	5	5	5	5	6	6	6
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	16	19	20	20	21	21	22	23	23	24	25
Total operating funding (A)	1,512	1,509	1,596	1,977	2,293	2,611	2,984	3,039	3,176	3,290	3,307
Applications of operating funding											
Payment to staff and suppliers	1,375	1,123	1,056	1,028	1,048	1,071	1,095	1,121	1,148	1,175	1,201
Finance costs	2	0	0	0	0	0	-	-	-	-	-
Internal charges and overheads applied	582	377	531	940	1,235	1,530	1,879	1,909	2,019	2,106	2,097
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,959	1,499	1,587	1,968	2,283	2,601	2,974	3,030	3,167	3,281	3,298
Surplus (deficit) of operating funding (A - B)	(447)	10	10	10	10	10	10	10	10	10	10
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	448	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	448	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	1	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	447	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	5	10	10	10	10	10	10	10	10	10	10

Wāhanga Tuarima
Section Five

Policies and
Financial Statements

Tirohanga Whakamua - Look to the future

Statement on the Development of Māori Capacity to Contribute to Council Decision-making

Introduction

Council is committed to working with Māori and tangata whenua to build internal capacity and capability, not least to support the requirements given effect to by the Treaty Settlements. While required to have this policy under the Local Government Act, Council is committed to having working relationships with Māori that go above and beyond what is required under the legislative framework.

Clause 8 of Schedule 10 of the Local Government Act 2002 requires that the Council outline any steps it might take to foster the development of Māori capacity building to contribute to its decision-making processes, over the period covered by this plan.

The key provision in the Local Government Act 2002 regarding the Council's relationship with Māori is section 81, which requires all councils to fulfil three primary tasks:

- Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and
- Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and
- Provide relevant documentation to Māori for the purposes of the above two paragraphs.

Mana Whakahono a Rohe

Section 58M of the Resource Management Act was included in 2017. This Section provides the provisions to enhance the participation of Māori in Council decision-making in regards to Mana Whakahono a Rohe.

The purpose of a Mana Whakahono a Rohe is (section 58M):

- to provide a mechanism for iwi authorities and local authorities to discuss, agree, and record ways in which tangata whenua may, through their iwi authorities, participate in resource management and decision-making processes under this Act; and
- to assist local authorities to comply with their statutory duties under this Act, including through the implementation of sections 6(e), 7(a), and 8.

The Memorandum of Understanding: Tūtohunga

The Memorandum of Understanding, initially signed in 1998, recognises the fundamental role of Iwi in the District and the essential partnership between Iwi and the Rangitikei District Council. The key mechanism for delivering on the partnership intent of the Memorandum is Te Roopuu Ahi Kaa, a standing advisory committee of the Council. Tangata whenua of the District are represented on the Komiti, as is the Rātana Community. Komiti members are regularly briefed on Council matters and specifically offered a lead role in reviews of policies/statements of particular relevance to Māori. Members of the Komiti are also provided with a training budget in order to build capacity and capability among the group.

To give effect to the intent of the Memorandum of Understanding: Tūtohunga, the Council and Te Roopuu Ahi Kaa are committed to looking for more effective ways to ensure that Māori are well informed, have an ability to have input into processes and, when they do so, understand the reasons for the Council's response.

A Māori community development programme was undertaken during 2011-2014, and provided for facilitated hui of iwi/hapū from the northern rohe to pre-caucus before Komiti meetings. A budget is allocated for the Māori Community Development Programme and is to be distributed by the Komiti in accordance with its own processes. This programme is designed to increase the capacity of Māori to contribute to local decision-making, and strengthen relationships between iwi organisations/marae and Council (including through the development of individual MOU). As a result, Council developed a policy for unlocking Māori landlocked land and a policy to recognise iwi/hapū interests in Council-owned land that is declared surplus.

The Memorandum of Understanding: Tūtohunga is subject to review at the same time as each Representation Review. The last review was in 2019 with the final document approved on 17 December 2019.

Strategic Planning

Te Roopuu Ahi Kaa has adopted a strategic plan, which is subject to regular review. This plan identifies actions to achieve three goals – building stronger relationships between Council and Te Roopuu Ahi Kaa, building stronger relationships between Council and iwi, hapū, whānau and Māori communities, and building cultural awareness.

Every three years, Council adopts the Long Term Plan, supplemented annually with an Annual Plan. Council will ensure that there is an annual opportunity for iwi to engage with Council's strategic planning process, including the schedule of capital and renewal works, major programmes, policy review development and so on.

Council will also ensure that other tributary strategies – for example, arts, heritage, and economic development – receive particular input from iwi/hapū and from Te Roopuu Ahi Kaa

Council will welcome the opportunity to receive the strategic and other management plans from iwi/hapū in order to ensure alignment of its own strategies and plans where possible and appropriate, and with particular reference to the requirements of the Resource Management Act 1991.

Iwi Liaison Officer

Council has appointed an Iwi Liaison Officer who facilitates effective communication with tangata whenua and manages relationships in order to assist with the development and analysis of Council policy.

Representation

One of the early components of the Representation Review is consideration whether one or more Māori wards should be established in the District. Assuming the current statutory provisions remain in force, Council will continue to refer this matter to the Komiti for its consideration at each Representation Review. At the most recent review in 2017, the Komiti did not make a recommendation on this proposal. Instead it resolved that the future of Te Roopuu Ahi Kaa as an advisor group be considered against the value of direct relationships between iwi and Council.

This is not an ‘either-or’ question but one of establishing complementary relationships, understanding both the potential advantages and disadvantages of both. The Komiti advocates that Te Roopuu Ahi Kaa achieves a sense of tribal accountability, which is important for a district with multiple iwi. The Komiti is therefore in agreement that Māori Wards would not negate the need for Te Roopuu Ahi Kaa. Council expects this discussion to be ongoing and to develop as the relationship between Council and iwi organisations in the District matures.

In 2017, Council invited Te Roopuu Ahi Kaa to nominate one of its members to be a member of the Assets/Infrastructure Committee with full voting rights. In 2018, this was extended to include representation on the Policy/Planning and Finance/Performance Committees. This is viewed by the Komiti as being a form of meaningful participation in Council business.

In early 2021, Te Roopuu Ahi Kaa (TRAK) were asked to consider whether they supported Māori Wards being implemented for the 2022 elections. They advised they supported the introduction of Māori Wards, but wanted TRAK to be retained as a Standing Committee of Council. Council subsequently resolved to consider introducing Māori Wards, therefore in the second half of 2021, Council will undertake a Representation Review to look at how Māori Wards can be incorporated into its Ward structure to be in place for the 2022 local body elections.

The Post Treaty Settlement Environment

Finalisation of Treaty claims is a significant development in Rangitikei. The Council is aware that in a post-settlement phase, iwi with Mana Whēnua have obligations to all people in the rohe.

Ngāti Apa’s claim has been settled, which was of particular significance to the District. It has resulted in addressing longstanding grievances that some iwi and hapū in our District have had with the Crown. The settlement has also resulted in commercial and cultural redress that has helped change the business, and cultural landscape within the region. Council has established a Memorandum of Understanding with Ngāti Apa that supports the realisation of these benefits with Ngāti Apa now having a closer working relationship with Council.

Ngāti Rangi settled their claim on 10 March 2018 and the Taihape claims are currently in progress with closing submissions. Once these settlements are complete, they are likely to promote stronger working relationships with Council, particularly in the economic and industry space. The impacts of the Settlements/Acts on Council’s business, resourcing levels and processes are not fully known at this stage.

The Iwi Advisory Komiti is an opportunity for iwi/hapū without the capacity to engage independently to engage in a relationship with Council. However, the iwi Advisory Komiti does not pre-empt the opportunity for individual iwi/hapū to have a direct relationship with Council.

Significance and Engagement Policy Summary

Significance is one of the most important concepts in the Local Government Act 2002. The aim of the policy is to help local authorities direct the appropriate level of attention, consideration, consultation and disclosure to matters based on their relative importance to their communities. The full Significance and Engagement Policy is available to the public on Council's website (under the Policies section) or from Council offices and libraries. This is a summary for information purposes only.

Purpose and scope

- a) To enable the Council and its communities to identify the degree of significance attached to decisions around particular issues, proposals, assets and activities.
- b) To provide clarity about how and when communities can expect to be engaged in decisions made by Council.
- c) To inform the Council and the community, from the beginning of a decision-making process, about the extent, form and type of engagement required.

Policy

- a) Engaging with the community is needed to understand the views and preferences of people likely to be affected by or interested in a proposal or decision.
- b) An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will therefore be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as a proposal develops.
- c) Council will use the following criteria when assessing the degree of significance of proposals and decisions, which will guide the appropriate level of engagement:

- The potential effect on Council's ability to act in accordance with the statutory principles relating to local government
- The enhancement of community well-being
- The level of community interest in the issue
- The potential effects of climate change
- The financial costs/risk associated with the decision
- The non-financial costs/risk associated with the decision
- The number of people likely to be affected
- Engagement principles

When undertaking engagement, the Council will use the following set of principles:

- Select appropriate tools and techniques for engagement, depending upon the level of engagement sought and the impact of the issue being consulted upon.
- Use simple and straightforward language when asking for feedback on proposals.
- Ensure that documents are accessible.
- Encourage councillors, community boards and community committees to engage with local communities and assist Council in consulting on public proposals.
- Council's strategic assets

A list of Councils strategic assets can be viewed in the full version of the Policy.

Revenue and Financing Policy

Introduction

The Local Government Act 2002 (“LGA2002”) requires Council to adopt a Revenue and Financing Policy (S102) that must:

- state Council’s policies in respect of funding both operating expenses and capital expenditure from the sources available to it (S103(1)); and
- show that Council has determined its overall funding needs by identifying the most appropriate source(s) of funds to be used for each activity (S101(3)).

In accordance with the Local Government Act 2002 S101(3), Council considers the following when determining which funding source is appropriate for each activity:

- The community outcomes to which the activity primarily contributes; and
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and
- The period in or over which those benefits are expected to occur; and
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
- The costs and benefits, including consequences for transparency.

Council also consider the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community. This includes consideration of matters such as affordability and predictability of rates.

These considerations will sometimes have conflicting outcomes. When Council applies these principles to identify the appropriate funding for its activities it considers the overall impact on the Community.

Part A

General Principles for revenue and funding management

- Council will manage its finances in a way that promotes the current and future interests of the community
- Consistent with S100(1) LGA2002, Council will aim to generate sufficient operating income each year to cover its operating expenses
- Council will use a mix of revenue sources to cover its operating expenses
- Council will apply the most appropriate mix of revenue sources for each of its different activities
- When determining the level of income required to cover its operating expenses Council will seek to avoid including:
 - grants with no associated operating expenditure; and
 - proceeds from disposal of assets; and
 - reserves; and
 - increases in the fair value of fixed assets (that essentially result from applying Accounting Standards at the end of each financial year); and
 - borrowings.
- Council recognises that unforeseen operating expenses may arise
- Council will seek to attract appropriate sources of external revenue to help reduce the burden on its ratepayers and residents
- Council will ensure its level of operating expenditure is managed appropriately to help constrain the levels of operating revenue required to achieve these general principles
- Council may choose to not fully fund operating expenditure in a particular year if the deficit can be funded from operating surpluses in the preceding year or subsequent years. An operating deficit will only be budgeted when beneficial to avoid significant fluctuations in rates, fees and/or charges. Such operating deficits will typically be funded from cash reserves or borrowings.
- Council will adopt a long-term view when applying these general principles.

Funding of Operating Expenditure

Council will ordinarily use the following sources of income to finance its operating expenses:

General Rates (including the Uniform Annual General Charge)

Considered appropriate where it is not practicable, equitable or cost-effective to identify the individual or group of beneficiaries (or causers of costs) of the service. May be used to apply to a particular service to reduce the level of fees and charges that are required to be raised for that service.

Targeted Rates

Considered appropriate in a range of circumstances including where the service is of benefit to a specific group of ratepayers and where it is practicable and considered equitable.

Levies, fees and charges

Considered appropriate where the users of a service can be identified and charged according to their use of the service and where it is practicable and considered equitable. The level of fees and charges is set to recover the costs (either partially or fully) of providing that service.

Subsidies and Grants

Such funding is often received for a specific purpose and Council has no discretion regarding the use of such income. Generally, these funds reduce the need for Council to raise income through General Rates, Targeted Rates or Levies, Fees And Charges.

Development Contributions

Considered appropriate to fund costs associated with development.

Borrowing

Considered appropriate to fund new capital projects that deliver benefits over several years. Sometimes required to fund operating expenses such as depreciation and/or an operating deficit.

Petrol Tax

Considered appropriate to help fund costs associated with Roding and Footpaths Group.

Other (Finance income, sundry)

Considered appropriate to fund costs associated with the provision of the service to which it relates, replacement of assets and/or to decrease levels of required debt.

General Rates and Targeted Rates : Further Information

When setting the General Rates, Targeted Rates and Levies, Fees and Charges, Council balances a range of considerations including:

- The impact on the current and future social, economic, environmental and cultural well-being of the Community; and
- The most appropriate mix of funding for each of its activities (refer to Part B below)

The General Rate is used to fund activities that are predominantly provided for the benefit for the community as a whole, and individual charging for these services is viewed as being impracticable, inequitable and/or not cost-effective.

Council uses the Capital Value of properties to set the General Rate. Council may introduce rating differentials where it considers it reasonable and equitable: for example to alleviate the impact of large increases in the Capital Value of any rating category/categories relative to other rating categories. Such increases can arise where a particular rating category incurs a high increase in its capital values relative to other categories.

Council applies a Uniform Annual General Charge (UAGC) as part of the General Rate. The level of UAGC is determined by Council based on what it considers fair, equitable and necessary to provide a fair distribution of rates. Council may adjust the UAGC to alleviate the impact of large increases in any rating category/categories. Such increases can arise where a particular rating category incurs a high increase in its capital values relative to other categories.

Targeted Rates are used to fund operations, maintenance and renewal costs related to the provision of specific activities. Council may also use a Targeted Rate for a service to show clearly the costs of a service, even if the service and rate are district-wide.

Targeted Rates that are set in circumstances where the service is available to only parts of the community will be charged on a basis of service provision and will not be based on the value of the property. These rates are in the nature of a proxy for a user charge.

Generally, Council will seek to avoid:

- Large increases in any rating category. Such increases can often arise where a particular rating category incurs a high increase in its capital values relative to other categories; and
- Large ‘across the board’ annual rate increases. Council will aim to apply a pattern of steady, constant rate increase as opposed to a series of alternating high increases and minor increases.

Council may identify instances where some land uses receive more benefit from, or place more demands on, council services and/or may have a differing ability to pay rates. In such situations, where considered equitable, practicable and/or where this contributes to the predictability of rates, Council may elect to use rating differentials.



Funding of Capital Expenditure

General

Revenue that is collected to cover Council's depreciation charge (which forms part of Council's operating expenditure) is used to finance the replacement of capital assets.

In addition to the sources of income for operating expenditure listed above Council may use the following to fund capital expenses:

- Borrowings
- Reserves
- Proceeds from the disposal of assets

Borrowings

Council borrowings are managed as per Council's Liability Management Policy that forms part of Council's Treasury Management Policy.

Borrowings are generally used to fund capital projects that include an element of service enhancement.

Borrowing for capital expenditure enables the Council to ensure there is intergenerational equity in terms of who funds capital expenditure – the repayments are spread over the reasonably expected average life of the asset where practicable. This means today's ratepayers are not asked to fund tomorrow's assets.

Part B.

Summary of Funding Used in Activities



























Council has determined the most appropriate source(s) of funds from each of the sources listed in Part A to be used for each activity and the method of apportioning rates and other charges. The following table shows which mechanisms may be used to fund expenditure for Council's activities by group.


Where the overall level of fees and charges falls below budget alternative income sources may be required to fund that service. Conversely, where the overall level of fees and charges falls exceeds budget Council may have additional revenue to ease the financial pressure in other areas.


Council will seek to mitigate the costs to ratepayers for each of these activities by obtaining income from external sources (e.g grants) where suitable opportunities arise.


Typically, the capital cost of expanding the range of these services may be met from grants, subsidies, donations and/or borrowings.

Activity	General Rate	Targeted Rate	User fees/ charges	Subsidies and grants	Petrol Tax	Other
Community Leadership						
Council and Community Boards						
Roothing						
Roothing						
Water Supply						
Urban water						
Rural Water Schemes						
Sewerage and the treatment and disposal of sewage						
Wastewater						
Stormwater						
Stormwater						
Community and leisure						
Libraries						
Halls						
Swim Centres						
Community Housing						
Domains						
Property						

Activity	General Rate	Targeted Rate	User fees/ charges	Subsidies and grants	Petrol Tax	Other
Public Toilets						
Cemeteries						
Forestry						
Rubbish and recycling						
Solid waste						
Environmental and Regulatory Services						
District Planning						
Resource Consents						
Building Services						
Dog Control						
Public Health						
Community Well-being						
Civil Defence						
District Promotions						
Information Centres						

**Primary:** largest source of activity funding, or within 20% of the largest source of funding

**Secondary:** >5% but less than 45% of the overall source of funding for the activity

**Minor:** <5% of the overall source of funding for the activity

Prospective Statement of Comprehensive Revenue and Expense

For years ending 30 June 2022 to 2031

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Revenue from non-exchange transactions											
Rates	23,349	24,503	26,370	28,166	30,080	32,821	34,700	36,057	37,465	38,445	39,251
Subsidies and grants	11,125	18,780	12,388	8,631	11,508	11,815	12,147	12,430	12,743	13,045	13,353
Other revenue	2,947	3,544	4,395	4,359	4,356	3,884	3,941	4,059	4,240	4,305	4,434
Revenue from exchange transactions											
Finance revenue	121	13	44	65	65	65	87	87	131	174	174
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Total operating revenue	37,542	46,840	43,197	41,222	46,010	48,585	50,875	52,632	54,578	55,968	57,212
Expenditure											
Depreciation and amortisation expense	12,430	14,042	15,660	16,374	17,070	18,763	19,368	19,771	21,500	22,030	22,329
Personnel costs	4,801	6,632	6,563	6,689	6,856	7,028	7,203	7,389	7,586	7,787	7,988
Finance costs	138	496	965	1,339	1,615	1,732	1,780	1,626	1,388	1,290	994
Other expenses	18,020	19,532	19,713	19,952	20,765	21,393	22,037	22,298	22,915	23,726	23,927
Total operating expenditure	35,389	40,702	42,901	44,355	46,307	48,916	50,389	51,084	53,388	54,833	55,238
Operating surplus (deficit) before tax	2,153	6,138	296	(3,133)	(297)	(331)	486	1,548	1,190	1,135	1,973
Income tax expense	-	-	-	-	-	-	-	-	-	-	-
Net surplus (deficit) after tax	2,153	6,138	296	(3,133)	(297)	(331)	486	1,548	1,190	1,135	1,973
Other comprehensive revenue and expense											
Gain on revaluation of infrastructural assets	-	31,589	-	-	59,496	-	-	68,088	-	-	79,841
Gain on revaluation of land and buildings	-	-	1,985	-	-	4,658	-	-	6,631	-	-
Total other comprehensive revenue and expenses	-	31,589	1,985	-	59,496	4,658	-	68,088	6,631	-	79,841
Total comprehensive revenue and expense	2,153	37,727	2,281	(3,133)	59,199	4,327	486	69,636	7,821	1,135	81,814
* Rates revenue includes water by volume of	1,344	1,439	1,544	1,645	1,752	1,906	2,012	2,088	2,167	2,222	2,267

Note: The accompanying accounting policies and notes form part of these financial statements.

Prospective Statement of Changes in Net Assets/Equity

For years ending 30 June 2022 to 2031

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Balance as at 1 July	603,628	611,422	649,149	651,430	648,297	707,496	711,824	712,309	781,945	789,766	790,901
Total comprehensive for the year	2,153	37,727	2,281	(3,133)	59,199	4,327	486	69,636	7,821	1,135	81,814
Balance as at 30 June	605,781	649,149	651,430	648,297	707,496	711,824	712,309	781,945	789,766	790,901	872,716

Note: The accompanying accounting policies and notes form part of these financial statements.

Prospective Statement of Financial Position

For years ending 30 June 2022 to 2031

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
CURRENT ASSETS											
Cash and cash equivalents	9,504	7,881	9,931	10,005	9,915	9,815	9,707	9,593	9,473	9,352	9,226
Debtors and other receivables	3,413	4,556	4,768	4,971	5,199	5,441	5,695	5,958	6,230	6,509	6,794
Prepayments	133	219	219	219	219	219	219	219	219	219	219
Total current assets	13,050	12,656	14,918	15,195	15,333	15,475	15,621	15,770	15,922	16,080	16,239
NON-CURRENT ASSETS											
Plant, property and equipment	620,899	677,609	689,358	701,078	765,104	772,714	773,157	836,213	835,884	828,770	901,603
Intangible assets	105	145	145	145	145	145	145	145	145	145	145
Forestry assets	63	71	71	71	71	71	71	71	71	71	71
Other financial assets											
Corporate bonds	79	79	79	79	79	79	79	79	79	79	79
Investments in CCOs and other similar entities	71	49	49	49	49	49	49	49	49	49	49
Total non-current assets	621,217	677,953	689,702	701,422	765,448	773,058	773,501	836,557	836,228	829,114	901,947
Total assets	634,267	690,609	704,620	716,617	780,781	788,533	789,123	852,327	852,150	845,194	918,186
Liabilities											
Current liabilities											
Creditors and other payables	3,639	5,357	5,619	5,896	6,034	6,176	6,322	6,471	6,623	6,781	6,940
Employee entitlements	333	720	720	720	720	720	720	720	720	720	720
Income in advance	127	166	166	166	166	166	166	166	166	166	166
Borrowings	16	16	16	16	16	16	16	16	16	16	16
Other Financial Liabilities	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	4,115	6,259	6,521	6,798	6,936	7,078	7,224	7,373	7,525	7,683	7,842
Non-current liabilities											
Employee entitlements	13	5	5	5	5	5	5	5	5	5	5
Provisions	290	792	792	792	792	792	792	792	792	792	792
Borrowings	24,068	34,404	46,562	62,014	67,326	70,609	70,567	63,987	55,837	47,588	38,606
Total non-current liabilities	24,371	35,201	47,359	62,811	68,123	71,406	71,364	64,784	56,634	48,385	39,403
Total liabilities	28,486	41,460	53,880	69,609	75,059	78,484	78,588	72,156	64,159	56,068	47,245

Net assets	605,781	649,149	650,740	647,007	705,721	710,049	710,534	780,170	787,991	789,126	870,941
Equity											
Accumulated comprehensive revenue and expense	451,935	473,593	473,049	469,166	468,234	467,754	468,089	469,487	470,527	471,512	473,336
Asset revaluation reserves	149,553	171,039	173,024	173,024	232,520	237,178	237,178	305,266	311,897	311,897	391,738
Special and restricted reserves	4,293	4,517	4,667	4,817	4,967	5,117	5,267	5,417	5,567	5,717	5,867
Total equity	605,781	649,149	650,740	647,007	705,721	710,049	710,534	780,170	787,991	789,126	870,941

Note: The accompanying accounting policies and notes form part of these financial statements.

The Prospective Statement of Financial Position reflects the forecast changes to the key assets and liabilities of Council. Consistent with our previous LTP, the smaller accounts included in this Statement have been kept constant as they have no material impact on the overall position of Council.

Prospective Statement of Cash Flows

For years ending 30 June 2022 to 2031

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Receipts from rates revenue	23,348	24,381	26,238	28,025	29,930	32,657	34,526	35,877	37,278	38,252	39,055
Receipts from other revenue	14,072	22,213	16,013	12,329	15,303	15,621	16,007	16,406	16,898	17,263	17,698
Interest received	121	13	44	65	65	65	87	87	131	174	174
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Payments for suppliers and employees	(22,821)	(26,033)	(26,144)	(26,508)	(27,484)	(28,278)	(29,094)	(29,539)	(30,348)	(31,356)	(31,756)
Interest paid	(138)	(496)	(965)	(1,339)	(1,615)	(1,732)	(1,780)	(1,626)	(1,388)	(1,290)	(994)
Net cash inflow (outflow) from operating activities	14,582	20,077	15,185	12,572	16,199	18,332	19,746	21,205	22,570	23,044	24,177

Cash flows from investing activities											
Receipts from sale of property, plant and equipment	107	-	690	600	485	-	-	-	-	-	-
Receipts from sale of investments	-	-	-	-	-	-	-	-	-	-	-
Acquisition of investments	-	-	-	-	-	-	-	-	-	-	-
Purchases of property, plant and equipment	(37,266)	(43,271)	(25,983)	(28,551)	(22,085)	(21,715)	(19,812)	(14,739)	(14,540)	(14,916)	(15,320)
Purchases of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from investing activities	(37,159)	(43,271)	(25,293)	(27,951)	(21,600)	(21,715)	(19,812)	(14,739)	(14,540)	(14,916)	(15,320)

Cash flows from financing activities											
Proceeds from borrowings	22,577	26,308	12,158	15,452	5,312	3,283	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	(42)	(6,580)	(8,150)	(8,249)	(8,982)
Net cash inflow (outflow) from financing activities	22,577	26,308	12,158	15,452	5,312	3,283	(42)	(6,580)	(8,150)	(8,249)	(8,982)

Net increase (decrease) in cash and cash equivalents	-	3,114	2,050	74	(89)	(100)	(108)	(114)	(120)	(121)	(126)
Cash and cash equivalents at the beginning of the year	9,504	4,767	7,881	9,931	10,005	9,915	9,815	9,707	9,593	9,473	9,352
Cash and cash equivalents at the end of the year	9,504	7,881	9,931	10,005	9,915	9,815	9,707	9,593	9,473	9,352	9,226

Note: The accompanying accounting policies and notes form part of these financial statements.

Notes - Reserves

		Balance 2021 (\$000)	Deposits (\$000)	Withdrawals (\$000)	Balance 2031 (\$000)
Special and restricted reserves (* denotes restricted reserves)					
Name of reserve and (activity)	Purpose	-	-	-	-
Aquatic (Swimming pools)	Replacement of swimming pools	112	200	-	312
Bulls courthouse* (Property)	Maintenance courthouse building	309	-	-	309
Flood damage (Roding)	Road maintenance due to flooding	2,402	-	-	2,402
General purpose	Capital works	32	11	-	43
Haylock park* (Parks)	Additional reserve area at park	218	73	-	291
Huntermville rural water (Water)	Future loop line	20	-	-	20
Keep Taihape beautiful* (Property)	Enhancement of Taihape	470	157	-	627
Marton land subdivision* (Parks)	Improvements to recreational land	4	-	-	4
Marton marae* (Property)	Marton marae project	22	7	-	29
McIntyre recreation* (Parks)	Maintenance or upgrades of park	22	7	-	29
Pūtōrino rural water (Water)	Maintenance of scheme dam	28	9	-	37
Rātana sewer (Sewerage)	Capital works	238	-	-	238
Revoked reserve land (Parks)	Offset costs of other revoked land and buildings				
Rural housing loan (Property)	No longer required	150	-	-	150
Rural land subdivision* (Parks)	Improvements to reserves land	209	70	-	279
Santoft Domain* (Parks)	Maintenance or upgrades of park	132	44	-	176
Transfers to Special Reserves	Additional transfers	-	921	-	921
Total special and restricted reserves		4,368	1,499	-	5,867

		Balance 2021 (\$000)	Revaluations (\$000)	Balance 2031 (\$000)
Asset revaluation reserves				
Land		8,021	1,950	9,971
Buildings		12,612	11,325	23,937
Sewerage systems		12,260	17,581	29,841
Water supplies		17,627	30,391	48,018
Stormwater network		8,900	9,866	18,766
Roding network		79,899	181,176	261,075
		139,319	252,289	391,608
Fair value through equity		131	-	131
Total asset revaluation reserves		139,450	252,289	391,739

Reconciliation of Funding Impact Statements to Comprehensive Revenue and Expenses

For years ending 30 June 2022 to 2031

	2020/21 Annual Plan \$000's	2021/22 LTP Year 1 \$000's	2022/23 LTP Year 2 \$000's	2023/24 LTP Year 3 \$000's	2024/25 LTP Year 4 \$000's	2025/26 LTP Year 5 \$000's	2026/27 LTP Year 6 \$000's	2027/28 LTP Year 7 \$000's	2028/29 LTP Year 8 \$000's	2029/30 LTP Year 9 \$000's	2030/31 LTP Year 10 \$000's
Income											
Prospective Statement of Comprehensive Income											
Operating Revenue	37,542	46,840	43,197	41,222	46,010	48,585	50,875	52,632	54,578	55,968	57,212
Summary Funding Impact Statement											
Total operating funding	30,001	32,746	34,429	36,429	38,915	41,800	43,913	45,495	47,265	48,479	49,546
Add Sources of Capital Funding											
Sources of capital funding	7,541	14,092	8,076	4,190	6,607	6,783	6,959	7,135	7,311	7,487	7,663
Total Revenue	37,542	46,838	42,505	40,620	45,523	48,583	50,872	52,630	54,576	55,966	57,209
Expenditure											
Prospective Statement of Comprehensive Income											
Operating Expenditure	35,389	40,702	42,901	44,355	46,307	48,916	50,389	51,084	53,388	54,833	55,238
Summary Funding Impact Statement											
Total application of operating funding	22,959	26,660	27,241	27,980	29,237	30,153	31,021	31,313	31,889	32,803	32,909
Add Depreciation and Amortisation Expense	12,430	14,042	15,660	16,374	17,070	18,763	19,368	19,771	21,500	22,030	22,329
Total Expenditure	35,389	40,702	42,901	44,355	46,307	48,916	50,389	51,084	53,388	54,833	55,238

Funding Impact Statement for years ending 30 June 2022 to 2031 - Whole of Council

For years ending 30 June 2022 to 2031

	2020/21 Annual Plan \$'000's	2021/22 LTP Year 1 \$'000's	2022/23 LTP Year 2 \$'000's	2023/24 LTP Year 3 \$'000's	2024/25 LTP Year 4 \$'000's	2025/26 LTP Year 5 \$'000's	2026/27 LTP Year 6 \$'000's	2027/28 LTP Year 7 \$'000's	2028/29 LTP Year 8 \$'000's	2029/30 LTP Year 9 \$'000's	2030/31 LTP Year 10 \$'000's
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	7,314	7,104	7,702	8,277	8,890	9,769	10,371	10,805	11,257	11,571	11,829
Targeted rates	16,034	17,398	18,666	19,887	21,188	23,050	24,327	25,249	26,206	26,872	27,420
Subsidies and grants for operating purposes	3,585	4,688	4,312	4,441	4,901	5,032	5,187	5,295	5,432	5,558	5,690
Fees and charges	2,469	2,348	2,474	2,491	2,566	2,540	2,557	2,634	2,773	2,794	2,878
Interest and dividends from investments	121	13	44	65	65	65	87	87	131	174	174
Local authorities fuel tax, fines, infringement fees, and other receipts	478	1,196	1,231	1,268	1,305	1,344	1,384	1,425	1,467	1,511	1,555
Total operating funding (A)	30,001	32,746	34,429	36,429	38,915	41,800	43,913	45,495	47,265	48,479	49,546
Applications of operating funding											
Payment to staff and suppliers	22,822	26,164	26,276	26,641	27,622	28,421	29,240	29,687	30,501	31,514	31,915
Finance costs	138	496	965	1,339	1,615	1,732	1,780	1,626	1,388	1,290	994
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	22,960	26,660	27,241	27,980	29,237	30,153	31,021	31,313	31,889	32,803	32,909
Surplus (deficit) of operating funding (A - B)	7,041	6,086	7,188	8,449	9,679	11,647	12,892	14,182	15,376	15,675	16,637
Sources of capital funding											
Subsidies and grants for capital expenditure	7,540	14,092	8,076	4,190	6,607	6,783	6,959	7,135	7,311	7,487	7,663
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	22,577	26,310	12,850	16,055	5,799	3,285	(40)	(6,578)	(8,147)	(8,246)	(8,980)
Gross proceeds from sale of assets	107	-	690	600	485	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	30,224	40,402	21,616	20,845	12,891	10,068	6,919	557	(836)	(759)	(1,317)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	8,625	208	214	-	-	-	-	-	-	-
- to improve the level of service	8,794	18,484	19,066	22,284	13,776	13,305	11,421	5,559	5,697	5,836	5,975
- to replace existing assets	28,472	16,379	6,840	6,196	8,309	8,409	8,391	9,180	8,843	9,080	9,345
Increase (decrease) in reserves	-	3,000	2,690	600	485	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	37,266	46,488	28,804	29,294	22,570	21,715	19,812	14,739	14,540	14,916	15,320
Surplus (deficit) of capital funding (C - D)	(7,042)	(6,086)	(7,188)	(8,449)	(9,679)	(11,647)	(12,892)	(14,182)	(15,376)	(15,675)	(16,637)
Funding balance ((A - B) + (C - D))	(1)	(0)	-	-	-	-	-	-	-	-	-

Rate Types

For the year ending 30 June 2022

Source of Funding	Categories of Land	Differential	Calculation Base	Rate or Charge (inc GST)	Funding Required (inc GST)
			NOTE: SUIP = separately used or inhabited part of a rating unit		
General Rate <i>(funds Community Leadership, Civil Defence, Community Awards, District Promotions, Information Centres, Cemeteries, Community Housing, Domains, Forestry, Halls, Public Toilets, Real Estate, Swim Centres, Building, District Planning, Health, Resource Consents, and Non-Subsidised Roading)</i>	General (Base Rate)	1.0	Capital value	\$0.000800	\$4,480,887
	General Commercial	1.2	Capital value	\$0.000960	\$101,950
	General Industrial	1.2	Capital value	\$0.000960	\$86,447
	General Utilities	1.5	Capital value	\$0.001200	\$187,534
	Defence land		Capital value	\$0.001224	\$19,257
Uniform Annual General Charge <i>(funds Community Leadership, Cemeteries, Community Housing, Domains, Forestry, Halls, Libraries, Public Toilets, Real Estate, Swim Centres, Dog & Stock Control, and Refuse Collection)</i>	All rating units		Fixed amount per SUIP	\$500.00	\$3,872,500
Targeted Rates					
Community Services <i>(funds Taihape and Rātana Community Boards)</i>	All rating units in Taihape Community Board area		Fixed amount per rating unit	\$39.02	\$66,184
	All rating units in Rātana Community Board area		Fixed amount per rating unit	\$218.45	\$23,592
Solid Waste Disposal <i>(funds Closed Landfills, Waste Minimisation, and Waste Transfer Stations)</i>	All rating units		Fixed amount per SUIP	\$138.42	\$1,072,369

Source of Funding	Categories of Land	Differential	Calculation Base	Rate or Charge (inc GST)	Funding Required (inc GST)
Roading <i>(funds Subsidised and Non-Subsidised Rooding)</i>	All rating units (excl Defence land)		Capital value	\$0.001408	\$8,382,080
	Defence land		Land value	\$0.002113	\$33,234
Wastewater public good <i>(funds Sewerage)</i>	All rating units		Fixed amount per SUIP	\$100.42	\$777,527
Wastewater connected <i>(funds Sewerage)</i>	Rating units connected to wastewater schemes within the district		Fixed amount per number of water closets and urinals in the rating unit	\$432.96	\$2,332,581
Water public good <i>(funds Water - District)</i>	All rating units		Fixed amount per SUIP	\$159.04	\$1,232,054
Water connected <i>(funds Water- District)</i>	Rating units connected to Marton, Bulls, Taihape, Mangaweka, Rātana schemes: Residential		Fixed amount per SUIP	\$812.34	\$3,696,163
	Rating units connected to Marton, Bulls, Taihape, Mangaweka, Rātana schemes: Non-residential		Fixed amount per rating unit	\$812.34	
Water by volume <i>(funds Water - District)</i>	Marton, Bulls, Taihape, Mangaweka, Rātana schemes. (excl ANZCO Bulls)		Fixed amount per cu metre in excess of 250m³ per annum	\$2.38	\$480,440
	ANZCO Bulls		Fixed amount per cu metre in excess of 250m³ per annum	\$1.39	\$211,020

Source of Funding	Categories of Land	Differential	Calculation Base	Rate or Charge (inc GST)	Funding Required (inc GST)
Hunterville urban <i>(funds Water Hunterville Urban)</i>	Connected rating units		Fixed amount per cu metre	\$3.87	\$169,178
Hunterville rural <i>(funds Water Hunterville Rural)</i>	Connected rating units		Fixed amount per unit or part unit***	\$356.50	\$483,414
Hunterville rural- urban <i>(funds Water Hunterville Rural)</i>	Connected rating units		Fixed amount per unit or part unit***	\$316.25	\$117,013
Erewhon rural <i>(funds Water Supply Erewhon)</i>	Connected rating units		Fixed amount per unit or part unit***	\$121.04	\$186,523
Omatāne rural <i>(funds Water Supply Omatāne)</i>	Connected rating units		Fixed amount per unit or part unit***	\$72.84	\$6,936
Pūtōrino rural <i>(funds Water Supply Pūtōrino)</i>	Connected rating units		Land value	\$0.000891	\$7,809
Stormwater public good <i>(funds Stormwater)</i>	All rating units		Fixed amount per SUIP	\$23.54	\$182,373
Stormwater urban <i>(funds Stormwater)</i>	Marton, Bulls, Taihape, Mangaweka, Rātana, Hunterville		Fixed amount per rating unit (as identified on rating maps available to view on Council's website)	\$128.86	\$547,120
Total Rates Required	(Inclusive of GST)				\$28,756,186

***Fixed amount per unit or part unit.. A unit of water is equivalent to 365m³.

Separately Used or Inhabited Part (SUIP)

A separately used or inhabited part of a rating unit includes any portion inhabited or used by [the owner/a person other than the owner], and who has the right to use or inhabit that portion by virtue of a tenancy, lease, licence, or other agreement. This definition includes separately used parts, whether or not actually occupied at any particular time, which are used by the owner for rental (or other form of occupation) on an occasional or long term basis by someone other than the owner. For the purpose of this definition, vacant land and vacant premises offered or intended for use or habitation by a person other than the ratepayer and usually used as such is to be treated as separately used. Any part of a rating unit that is used as a home occupation and complies with the permitted activity performance standards in the District Plan is not be treated as separately used. For the avoidance of doubt, a rating unit that has a single use or occupation is treated as having one separately used or inhabited part.

Residential Rating Units

Any rating unit primarily used for residential purposes and those parts of a rating unit that are used as residences. It includes all non-rateable properties that are liable for water, wastewater and refuse collection charges under section 9 of the Local Government (Rating) Act 2002 which, if rateable, would be primarily used for residential purposes or have parts of a rating unit that are used as residences.

Non-Residential Rating Units

Any rating unit that is not included in the residential category. It includes all non-rateable properties that are liable for water, wastewater and refuse collection charges under section 9 of the Local Government (Rating) Act 2002 which, if rateable, would not be included in the residential differential.

Commercial, Industrial and Utilities Rating Units

Any rating unit that is used for commercial, industrial or business purposes; with a distinction for land that is occupied by District Utilities . It includes all non-rateable properties that are liable for water, wastewater and refuse collection charges under section 9 of the Local Government (Rating) Act 2002 which, if rateable, would not be included in the residential differential.

Differentials

Council applies rating differentials where it considers it reasonable and equitable (eg to avoid a large increase in any particular rating category caused by relatively higher valuation increases in any rating sectors).

Lump Sum Rates

The Council does not accept lump sum contributions in respect of any targeted rate.

Examples of Impact of Rating Proposals

For years ending 30 June 2022

Location		Land Value	Capital Value	Forecast 2021/22	Actual 2020/21	Difference	%
KOITIATA							
Koitiata	Wainui St	107,000	435,000	1,882	1,608	274	17.07%
Koitiata	Omana St	107,000	300,000	1,584	1,422	162	11.37%
Koitiata	Wainui St	107,000	310,000	1,606	1,435	170	11.88%
Koitiata	Omana St	107,000	235,000	1,440	1,330	111	8.34%
TAIHAPE COMMERCIAL							
Taihape	Hautapu St	550,000	2,800,000	9,831	9,453	379	4.01%
Taihape	Hautapu St	280,000	710,000	4,449	4,346	103	2.37%
Taihape	Hautapu St	110,000	185,000	3,206	3,220	-15	-0.45%
Taihape	Hautapu St	170,000	195,000	2,796	2,907	-111	-3.81%
Taihape	Hautapu St	102,000	170,000	2,737	2,762	-24	-0.88%
Taihape	Kuku St	105,000	215,000	2,844	2,690	154	5.71%
Taihape	Huia St	160,000	405,000	3,294	3,199	95	2.97%
TAIHAPE NON-COMMERCIAL							
Taihape	Pukeko St	93,000	435,000	3,295	3,212	83	2.59%
Taihape	Pukeko St	93,000	325,000	3,052	2,934	118	4.04%
Taihape	Huia St	108,000	290,000	5,142	5,021	120	2.40%
Taihape	Paradise Tce	30,000	225,000	2,831	2,677	155	5.77%
Taihape	Swan St	51,000	235,000	2,854	2,706	148	5.45%
Taihape	Titi St	51,000	460,000	3,350	3,265	86	2.62%
Taihape	Kaka Rd	29,000	140,000	2,644	2,465	179	7.25%
Taihape	Linnet	50,000	170,000	2,710	2,470	240	9.70%
HUNTERVILLE COMMERCIAL							
Hunternville	Milne St	165,000	620,000	5,660	5,578	82	1.47%
Hunternville	Bruce St	130,000	340,000	3,587	3,497	90	2.58%
Hunternville	Bruce St	70,000	355,000	2,324	2,293	31	1.33%
Hunternville	Bruce St	80,000	107,000	1,737	1,695	42	2.47%
HUNTERVILLE NON-COMMERCIAL							
Hunternville	Feltham Street	180,000	550,000	2,698	2,519	179	7.11%
Hunternville	Milne Street	58,000	260,000	2,057	1,901	156	8.20%
Hunternville	Main Road	39,000	180,000	1,319	1,335	-16	-1.19%

Location		Land Value	Capital Value	Forecast 2021/22	Actual 2020/21	Difference	%
Hunternville	Milne Street	44,000	215,000	1,958	1,814	144	7.94%
Hunternville	Kotukutuku St	32,000	185,000	1,330	1,184	146	12.34%
MARTON COMMERCIAL							
Marton	High St	185,000	260,000	5,672	5,426	246	4.54%
Marton	Broadway	105,000	270,000	5,209	4,985	224	4.50%
Marton	Broadway	86,000	170,000	2,698	2,622	76	2.91%
Marton	Wellington Rd	320,000	445,000	3,349	2,950	399	13.53%
Marton	Broadway	100,000	225,000	3,857	3,607	250	6.93%
Marton	Broadway	100,000	101,000	2,751	2,672	79	2.95%
MARTON INDUSTRIAL							
Marton	Russell St	470,000	1,260,000	5,712	4,919	794	16.14%
Marton	Station Rd	415,000	2,340,000	9,785	8,106	1,679	20.72%
Marton	Wellington Rd	300,000	780,000	4,143	3,506	636	18.15%
MARTON NON-COMMERCIAL							
Marton	Mcilwaine Pl	120,000	550,000	3,510	3,387	123	3.62%
Marton	Mcilwaine Pl	300,000	600,000	3,620	3,506	114	3.25%
Marton	Armagh Terrace	185,000	465,000	3,322	3,149	173	5.51%
Marton	Calico Line	180,000	410,000	3,201	3,016	184	6.11%
Marton	Grey St	180,000	385,000	3,146	2,924	222	7.59%
Marton	Pukepapa Rd	148,000	330,000	2,591	2,346	245	10.46%
Marton	Maunder St	180,000	410,000	3,201	2,924	277	9.48%
Marton	Wellington Rd	194,000	330,000	3,024	2,765	259	9.38%
Marton	Ross St	93,000	330,000	3,024	2,765	259	9.38%
Marton	Oxford St	112,000	280,000	2,914	2,617	297	11.36%
Marton	Barton St	80,000	280,000	2,914	2,617	297	11.36%
Marton	Alexander St	115,000	260,000	2,870	2,566	303	11.83%
Marton	Fergusson St	55,000	245,000	2,837	2,529	307	12.16%
BULLS COMMERCIAL							
Bulls	Bridge St	240,000	1,480,000	6,017	5,424	593	10.93%
Bulls	High St	205,000	580,000	3,669	3,493	176	5.03%
Bulls	Bridge St	250,000	440,000	5,071	4,804	267	5.56%
Bulls	Bridge St	140,000	325,000	3,065	2,911	155	5.31%
Bulls	Bridge St	215,000	275,000	2,947	2,778	169	6.07%

Location		Land Value	Capital Value	Forecast 2021/22	Actual 2020/21	Difference	%
BULLS NON-COMMERCIAL							
Bulls	Gorton St	265,000	480,000	3,355	3,096	260	8.38%
Bulls	Mansell Cres	131,000	425,000	3,234	2,964	271	9.13%
Bulls	Meads Pl	128,000	315,000	2,991	2,778	213	7.67%
Bulls	Flower St	128,000	350,000	3,068	2,765	304	10.98%
Bulls	Bridge St	124,000	375,000	3,124	2,831	293	10.33%
Bulls	Watson St	128,000	300,000	2,958	2,691	267	9.93%
Bulls	Hammond St	130,000	250,000	2,848	2,553	295	11.54%
TURAKINA							
Turakina	Simpson St	48,000	270,000	1,518	1,380	138	9.99%
Turakina	Franklin St	95,000	340,000	1,672	1,568	104	6.65%
RĀTANA							
Rātana	Taitokorau St	42,000	325,000	3,232	2,942	289	9.83%
Rātana	Rātana Rd	42,000	200,000	2,956	2,733	222	8.14%
Rātana	Waipounamu St	42,000	230,000	3,022	2,707	315	11.65%
Rātana	Kiateri St	42,000	144,000	2,832	2,670	162	6.08%
RURAL NORTH							
Erewhon	Farm Properties	24,850,000	27,900,000	67,175	61,117	6,058	9.91%
Erewhon	Farm Properties	12,800,000	14,710,000	36,206	34,224	1,983	5.79%
Erewhon	Farm Properties	15,750,000	17,300,000	40,083	32,492	7,591	23.36%
Erewhon	Farm Properties	8,462,000	9,627,000	23,140	18,637	4,502	24.16%
Erewhon	Farm Properties	7,849,000	9,098,000	21,050	16,733	4,317	25.80%
Ruanui	Farm Properties	4,640,000	5,460,000	13,938	11,489	2,450	21.32%
Awarua	Farm Properties	2,740,000	3,240,000	9,036	7,662	1,375	17.94%
Te Kapua	Rural Properties	3,350,000	3,920,000	9,616	7,789	1,828	23.47%
Kiwitea	Rural Properties	770,000	870,000	2,882	2,598	284	10.93%
Awarua	Rural Properties	405,000	690,000	2,484	2,253	231	10.24%
Ohingaiti	Onslow Rd	175,000	435,000	1,921	1,724	197	11.46%
Awarua	Rural Properties	40,000	410,000	1,866	1,657	208	12.58%
Ohingaiti	Onslow Rd	25,000	175,000	1,347	1,215	132	10.85%
Turakina	SH3	54,000	305,000	1,595	1,475	120	8.12%
MANGAWEKA							
Mangaweka	Kawakawa	39,000	220,000	2,820	2,674	146	5.47%

Location		Land Value	Capital Value	Forecast 2021/22	Actual 2020/21	Difference	%
Mangaweka	Mangawara	39,000	180,000	2,732	2,597	135	5.18%
Mangaweka	Main Rd	39,000	310,000	3,019	2,518	501	19.90%
Mangaweka	Main Rd	17,000	54,000	2,454	2,481	-27	-1.09%
RURAL SOUTH							
Rangitoto	Farm Properties	26,700,000	29,300,000	70,227	77,237	-7,010	-9.08%
Rangatira	Farm Properties	12,050,000	16,000,000	39,937	43,290	-3,353	-7.75%
Rangitoto	Farm Properties	485,000	520,000	2,070	2,217	-147	-6.64%
Porewa	Farm Properties	5,560,000	6,760,000	17,691	20,873	-3,182	-15.24%
Whangaehu	Farm Properties	4,410,000	5,430,000	13,833	11,558	2,275	19.68%
Porewa	Farm Properties	4,630,000	5,320,000	14,512	15,761	-1,250	-7.93%
Pukepapa	Farm Properties	3,060,000	3,460,000	8,562	9,315	-753	-8.09%
Pukepapa	Farm Properties	990,000	1,520,000	5,219	5,352	-133	-2.49%
Porewa	Farm Properties	410,000	1,040,000	3,218	2,746	471	17.16%
Pukepapa	Farm Properties	700,000	980,000	3,085	3,369	-284	-8.42%
Porewa	Farm Properties	390,000	840,000	2,776	2,746	30	1.08%
Pukepapa	Farm Properties	175,000	600,000	3,059	2,860	198	6.93%
Scotts Ferry	Residential	105,000	495,000	2,014	1,846	168	9.13%
Scotts Ferry	Residential	75,000	360,000	1,716	1,488	228	15.31%
Scotts Ferry	Residential	75,000	320,000	1,628	1,382	246	17.76%
Scotts Ferry	Residential	75,000	335,000	1,661	1,422	239	16.80%
Otakapu	Residential	48,000	270,000	1,518	1,380	138	9.99%
Rangitoto	Residential	175,000	475,000	1,970	1,793	177	9.89%
Rangitoto	Residential	48,000	125,000	1,197	1,160	37	3.23%
RURAL LARGE DAIRY/PASTORAL							
Whangaehu	Rural Properties	1,650,000	1,710,000	4,050	4,116	-66	-1.61%
Rangatira	Rural Properties	5,430,000	7,730,000	20,149	21,066	-918	-4.36%
Rangatira	Rural Properties	7,000	11,000	26	28	-2	-6.33%
Porewa	Rural Properties	3,000,000	3,990,000	11,292	14,789	-3,498	-23.65%
RURAL SOUTH INDUSTRIAL							
Porewa		400,000	5,500,000	14,759	14,660	99	0.67%
Greatford		4,000,000	12,900,000	31,470	30,397	1,073	3.53%
Rangitoto		260,000	2,750,000	7,434	7,938	-504	-6.35%

Summary of Significant Accounting Policies

Reporting entity

The Rangitikei District Council (the Council) is a territorial authority established under the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002.

The Council provides local infrastructure, local public services, and performs regulatory functions to the community. The Council does not operate to make a financial return.

The Council has designated itself as a public benefit entity for financial reporting purposes.

The prospective financial statements of the Council are for the years ending 30 June 2022 to 30 June 2031. Actual financial results for the period covered are likely to vary from the information presented in this Long Term Plan and may be material.

Basis of preparation

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

Statement of compliance

The prospective financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These prospective financial statements have been prepared in accordance with Tier 1 Public Benefit Entity (PBE) accounting standards.

These prospective financial statements comply with PBE FRS 42 .

Presentation currency and rounding

The financial report is presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000) unless otherwise stated.

Comparative information

The 2020/21 Annual Plan (adopted by Council on 25 June 2020) has been provided as a comparator for these consolidated financial statements. The closing balance in this comparative differs from the opening position used to prepare these consolidated prospective financial statements, which are based on the most up-to-date forecast information.

Standards issued and not yet effective and not early adopted

The following amended or new standards have been issued but are not yet effective:

- PBE FRS 48 – Service Performance Reporting. This takes effect from the financial year beginning 1 July 2022. Before that time there will be sector guidance from the Society of Local Government Managers, particularly in terms of explaining the choice of (non-mandatory) measures and the approach to take in measuring progress with community outcomes.
- All other standards, interpretation and amendments approved but not yet effective in the current year are either not applicable to the Council or are not expected to have a material impact on the Council's financial statements and, therefore, have not been disclosed.

Revenue

Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

The specific accounting policies for significant revenue items are explained below:

Revenue from non-exchange transactions

General and targeted rates

General and targeted rates are set annually and invoiced within the year. The Council recognises revenue from rates when the Council has set the rates and provided the rates assessment. The Council considers the payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.

Rates arising from late payment penalties are recognised as revenue when rates become overdue.

Waka Kotahi NZ (New Zealand Transport Agency) roading subsidies

The Council receives funding assistance from the Waka Kotahi NZ, which subsidises part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

Other grants received

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

Vested assets

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as income unless there is a use or return condition attached to the asset.

Direct charges – subsidised

Rendering of services – subsidised

Rendering of services at a price that is not approximately equal to the value of the service provided by the Council is considered a non-exchange transaction. This includes rendering of services where the price does not allow the Council to fully recover the cost of providing the service (such as building consents, dog licensing, etc.), and where the shortfall is subsidised by income from other activities, such as rates. Generally there are no conditions attached to such revenue.

Revenue from such subsidised services is recognised when the Council issues the invoice or bill for the service. Revenue is recognised as the amount of the invoice or bill, which is the fair value of the cash received or receivable for the service. Revenue is recognised by reference to the stage of completion of the service to the extent that the Council has an obligation to refund the cash received from the service (or to the extent that the customer has the right to withhold payment from the Council) if the service is not completed.

Sale of goods – subsidised

A sale of goods at a price that is not approximately equal to the value of the goods provided by the Council is considered a non-exchange transaction. This includes sales of goods where the price does not allow the Council to fully recover the cost of producing the goods (such as the supply of bulk water), and where the shortfall is subsidised by income from other activities, such as rates.

Revenue from the sale of such subsidised goods is recognised when the Council issues the invoice or bill for the goods. Revenue is recognised at the amount of the invoice or bill, which is the fair value of the cash received or receivable for the goods.

Revenue from exchange transactions

Direct charges – full cost recovery

Sale of goods – full cost recovery

Revenue from the sale of goods (such as recyclable materials) is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer. Usually this is on delivery of the goods, and when the amount of revenue can be measured reliably. It is probable that the economic benefits or service potential associated with the transaction will flow to the Council.

Interest and dividends

Interest revenue is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest rate.

Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the costs of the investment.

Expenses

Expenses are measured at the fair value of the consideration paid or payable, taking into account contractually defined terms of payment and excluding taxes or duty.

The specific accounting policies for significant expense items are explained below

Borrowing costs

All borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that the Council incurs in connection with the borrowing of funds. The Council has chosen not to capitalise borrowing costs directly attributable to the acquisition, construction, or production of assets.

Grants

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

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the Council and the approval has been communicated to the applicant. The Council's grants awarded have no substantive conditions attached.

Income tax

Income tax expense includes current and deferred tax.

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

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

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

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

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

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

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of the asset.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Cash and cash equivalents

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

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Receivables

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

The Council apply the simplified ECL model of recognizing lifetime ECL for receivables.

In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on past days due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are “written off”

- When remitted in accordance with Council's rates remission policy; and
- In accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written- off when there is no reasonable expectation of recovery.

Other financial assets

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

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognized in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Council and group's management model for managing them.

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

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

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

Subsequent measurement of financial assets at amortised cost

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates.

Subsequent measurement of financial assets at FVTOCRE

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognized in surplus or deficit. When sold, the cumulative gain or loss previously recognized in other comprehensive revenue and expense is reclassified to surplus and deficit. The Council do not hold any instruments in this category.

Financial assets in this category that are equity instruments designated as FVOCRE are subsequently measured at fair value with fair value gains and losses recognized in other comprehensive revenue or expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognized in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council do not hold any instruments in this category.

Subsequent measurement of financial assets at FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognized in surplus or deficit.

Interest revenue and dividends recognized from these financial assets are separately presented within revenue.

Instruments in this category include the Councils bonds and LGFA borrower notes.

Expected Credit Loss (ECL)

The Council recognize an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability- weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to Council in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognized in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative

and qualitative information and analysis based on Councils historical experience and informed credit assessment and included forward-looking information.

The Council considers a financial asset to be in default when the financial asset is more than 90 days past due. The Council may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligation in full.

Non-current assets held for sale

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

The criteria for held for sale classification is regarded as met only when the sale is highly probable and the asset is available for immediate distribution in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the sale will be withdrawn. The Council must be committed to the distribution expected within one year from the date of classification.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

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

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

Property, plant and equipment

Property, plant and equipment consist of:

Operational assets – These include land, buildings, landfill post closure, library books, plant and equipment, and motor vehicles.

Infrastructural assets – Infrastructural assets are the fixed utility systems owned by the Council. Each asset class includes all items that are required for the network to function. For example, sewer reticulation includes reticulation piping and sewer pumps.

Restricted assets – Restricted assets are parks and reserves that provide benefit to the community and cannot be disposed of because of legal or other restrictions.

Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), and infrastructural assets (except land under roads) are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Revaluation

Land and buildings (operational and restricted) and infrastructural assets (except land under roads) are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years. All other asset classes are carried at depreciated historical cost.

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

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

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

Additions

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

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

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

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

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land and road formation, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives of major classes of assets have been estimated as follows:

Operational and restricted assets

Buildings	
Structure	50-170 years
Roof	40 years
Services	40-65 years
Internal fit out	15-40 years
Plant	
Motor vehicles	30 years
Office equipment	6 years
Computer hardware	10 years
Library books	5 years
	10 years
Infrastructural assets	
Roading network	
Top surface (seal)	3-16 years
Pavement sealed (base course)	67 years
Pavement unsealed (base course)	60 years
Formation	Not depreciated
Culverts	10-100 years
Footpaths	25-75 years
Drainage facilities	80-100 years
Traffic facilities and miscellaneous items	15-80 years
Street lights	50-70 years
Bridges	75-120 years
Water	
Pipes	30-90 years
Pump stations	5-100 years
Pipe fittings	25-50 years
Wastewater	
Pipes	5-100 years
Manholes	100 years
Treatment plant	5-100 years
Stormwater	
Pipes	50-90 years
Manholes, cesspits	100 years
Waste transfer stations	
	50 years

Service concession arrangements

The Council may acquire infrastructural assets by entering into a service concession arrangement (SCA) with a private operator to build, finance and operate an asset over a specified period.

Assets acquired through a SCA are initially recognised at their fair value, with a corresponding liability. The asset is subsequently measured following the accounting policies above for property, plant and equipment.

The Council currently has not entered into any such SCA where a private operator has built and financed an asset.

The Council has only entered into SCAs where the Council itself owns the asset and any charges for services provided by the operator are recognised as an expense in the year to which it relates.

Intangible assets

Software acquisition

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

Staff training costs are recognised in the surplus or deficit when incurred.

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

Easements

Easements are not considered material and any costs incurred are recognised in the surplus or deficit in the year in which they are incurred.

Carbon credits

Carbon credit purchases are recognised at cost on acquisition. They are not amortised, but are instead tested for impairment annually. They are derecognised when they are used to satisfy carbon emission obligations.

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

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight- line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

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

Computer software 3-5 years

Impairment of property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets subsequently measured at cost that have a finite useful life, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an assets fair value less cost to sell and value in use.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

Value in use for non-cash-generating assets

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash-generating assets, value in use is determined by using the approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return.

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

Forestry assets

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

Gains or losses arising from a change in fair value less estimated costs to sell are recognised in the surplus or deficit.

Forestry maintenance costs are recognised in the surplus or deficit when incurred.

Payables

Short-term payables are recorded at the amount payable.

Borrowings

Borrowings are initially recognised at the amount borrowed plus transaction costs. Interest due on the borrowings is subsequently accrued and added to the borrowing's balance.

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

Employee benefits

Short-term employee entitlements

Employee benefits expected to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay. These include salary and wages, and holiday pay.

These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date.

Long-term employee entitlements

Long-term employee entitlements consists of long service leave that is payable beyond 12 months and have been calculated on the likely future entitlements accruing to staff, based on the years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and current salary. As there are few staff members that are actually entitled to long service leave, the total accrual is not considered to be material and no actuarial basis has been used.

Presentation of employee entitlements

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

Superannuation schemes

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit when incurred.

Provisions

A provision is recognised for future expenditure of uncertain amount and timing where there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate base that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included "finance costs".

Landfill aftercare

The Council has a legal obligation to provide on going maintenance and monitoring service of its closed landfills.

The provision is measured based on the present value of future cash flows expected to be incurred, taking into account future events including new legal requirements and known improvements in technology. The provision includes all costs associated with landfill post closure.

The discount rate used is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the Council.

Equity

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

- accumulated surplus/deficit;
- special and restricted reserve funds;
- property revaluation reserves; and
- fair value through other comprehensive revenue and expense reserve.

Special reserve funds

Special reserve funds are reserves created by the Council for special purposes. The Council may alter them without reference to any third party or the Courts, and transfers to and from these reserves are at the discretion of the Council.

Restricted reserve funds

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

Property revaluation reserves

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

Fair value through other comprehensive revenue and expense reserves

This reserve comprises the cumulative net change of financial assets classified as fair value through other comprehensive revenue and expense.

Goods and services tax (GST)

All items in the financial statement are exclusive of goods and services tax (GST) except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as an input tax credit then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

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

Commitments and contingencies are disclosed exclusive of GST.

Cost allocation

The Council has determined the cost of significant activities using the cost allocation system outlined below.

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

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

Critical accounting estimates and assumptions

In preparing these financial statements, the Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that

have a risk of causing material adjustments to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Infrastructural assets

- The actual condition of an asset may not reflect the carrying amount of the asset. This is particularly so for assets that are underground and difficult to assess the actual condition of, such as water, wastewater and stormwater assets.
- Estimates of any obsolescence or surplus capacity of an asset are based on judgements made with the best knowledge available at the time.
- Estimates of the useful remaining lives of an asset may vary with such things as soil type, rainfall, amount of traffic, natural disaster and other occurrences. The Council could be over- or under-estimating these, but assumptions are made based on the best knowledge available at the time.

Significant judgements, estimates and assumptions

The preparation of the financial statements requires judgements, estimates and assumptions. Application is based on future expectations as well as historical, experience and other factors, as appropriate to the particular circumstances.

Significant judgements, estimates and assumptions have been applied in measuring certain provisions and property, plant and equipment revaluations. For example, the Council owns several properties held to provide community housing.

The receipt of market-based rental from these properties is incidental to holding them. The properties are held for service delivery objectives of the Council. The properties are therefore accounted for as property, plant and equipment rather than as investment property.

See page 153 for the Council's significant forecasting assumptions.

Statement of prospective financial information

These prospective financial statements were authorised for issue by the Rangitikei District Council on 8 July 2021. The Council is responsible for these prospective financial statements, including the appropriateness of the assumptions and other disclosures. Changes to the significant forecasting assumptions (commencing on page 151) may lead to a material difference between information in the prospective financial statements and the actual financial results prepared in future reporting periods. The Council's planning processes are governed by the Local Government Act 2002. The Act requires the Council to prepare a 10-year Long Term Plan (the "LTP") every three years and an Annual Plan, which updates the LTP by exception in the intervening years. This is the Rangitikei District Council's LTP for the period 1 July 2021 to 30 June 2031. It also contains the budget for the year ending 30 June 2021, which is the first year of the 2021-31 Long Term Plan. Caution should be exercised in using these prospective financial statements for any other purpose.

Long-Term Plan Disclosure Statement for the period commencing 1 July 2021 to 30 June 2031

What is the purpose of this statement?

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings for the 10 years covered by this LTP.

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

Rates affordability benchmarks

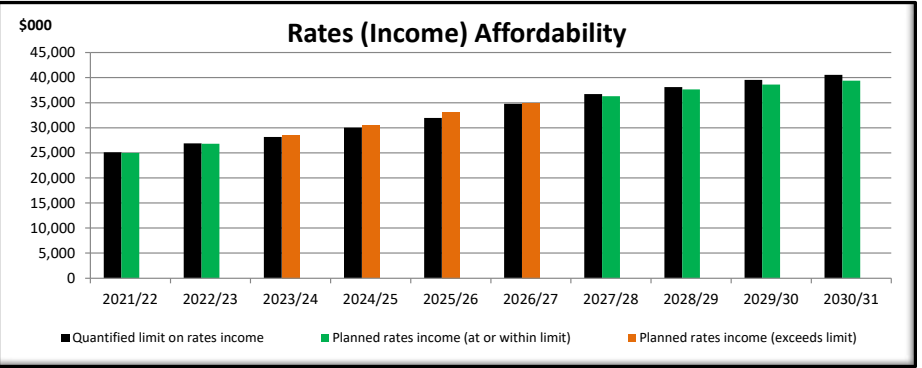
The Council meets the rates affordability benchmark if its—

- planned rates income equals or is less than each quantified limit on rates; and
- planned rates increases equal or are less than each quantified limit on rates increases.

Rates (income) affordability

The following graph compares the Council's planned rates income with quantified limit on rates contained in the financial strategy included in the Council's 2021-2031 Long Term Plan. The quantified limit on rates in dollars is the rates income from the prior year adjusted by the maximum rate increase as outlined in the Finance and Infrastructure Strategy on page 13.

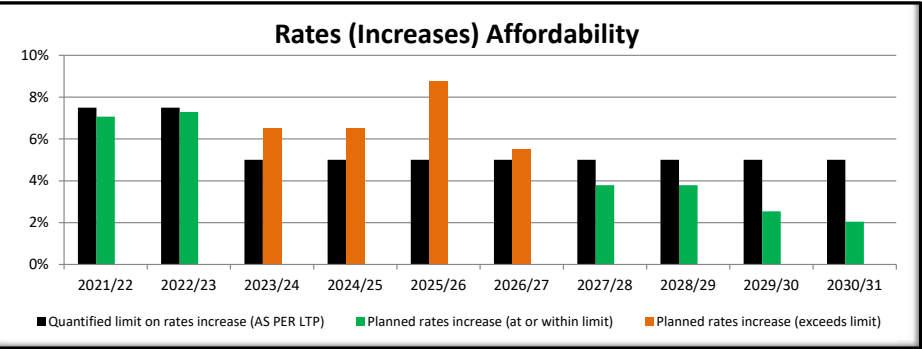
The following graph shows the quantified limit for years three to 10 as increasing by 5% per annum, which is the **average** limit as per the Finance and Infrastructure Strategy for these years. Although the graph shows some years exceeding this limit, overall Council is complying with its Strategy as the **average** increase over these years is less than 5%.



Rates (increases) affordability

The following graph compares the Council's planned rates increases for the 10 years of the LTP with a quantified limit on rates increases as noted on page 13, in the combined Finance and Infrastructure Strategy included in the Council's 2021-2031 Long Term Plan.

The following graph shows the quantified limit for years three to 10 as being 5%, which is the **average** limit as per the Finance and Infrastructure Strategy for these years. Although the graph shows some years exceeding this 5%, overall Council is complying with its Strategy as the **average** increase over these years is less than 5%.



Debt affordability benchmarks

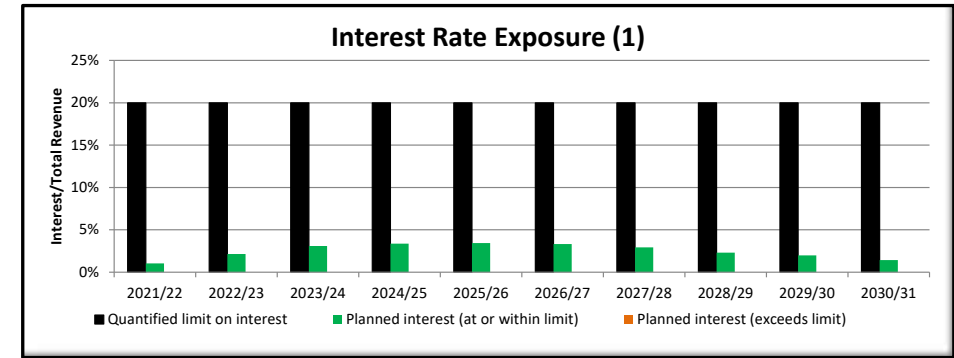
The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

The Council has four quantified limits on borrowing. For the 10 years of the LTP, these are contained in the financial and infrastructure strategy within this Long Term Plan.

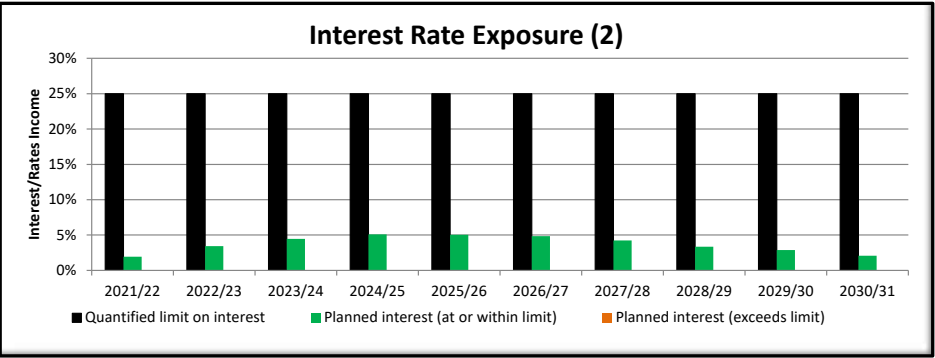
- 1. Net interest payments as a ratio of total revenue must be less than 20%
- 2. Net interest payments as a ratio of annual rates revenue must be less than 25%
- 3. Net debt as a ratio of total revenue must be less than 175%
- 4. External debt plus liquid investments divided by external debt must be more than 110%

The following two ‘interest cover’ graphs compares the Council's planned interest expense on net external debt with the quantified limit on borrowing contained in this Long Term Plan.

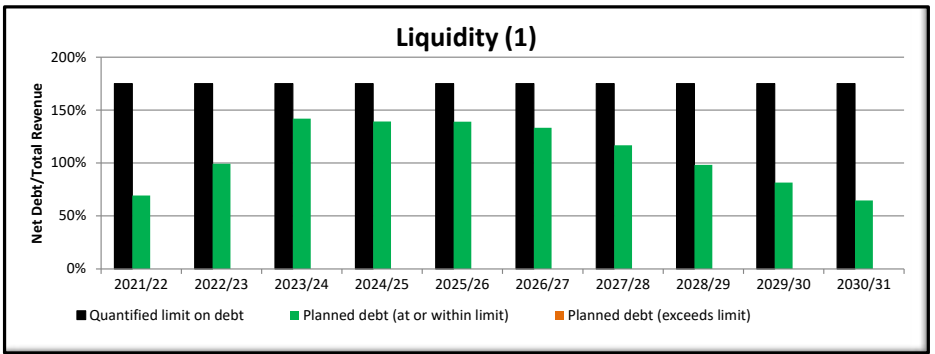
Interest Cover 1 : Net planned interest expense will not exceed 20% of total revenue.



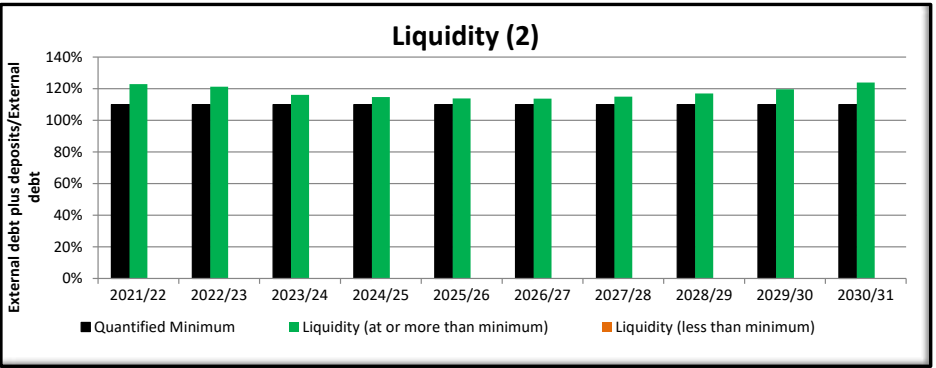
Interest Cover 2: Net planned interest expense will not exceed 25% of rates revenue.



Liquidity: The following graph shows the Council's planned liquidity position, measured by Council's Debt as a proportion of Total Revenue. The Council meets this benchmark if its debt proportion is less than 175%



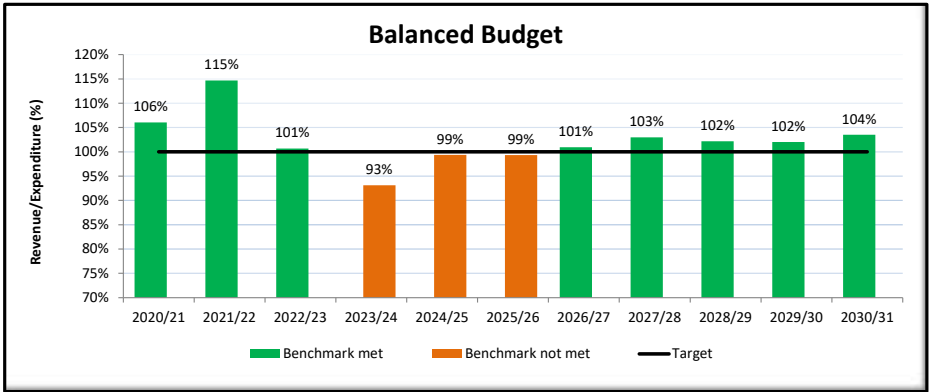
Liquidity: The following graph shows the Council's planned liquidity position, measured by dividing Council's combined Debt, committed loan facilities and liquid assets by its Debt. The Council meets this benchmark if its liquidity is greater than 110%.



Balanced budget benchmark

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

The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



Explanation for deficits (unbalanced budget): see also Finance and Infrastructure Strategy .

Explanation for deficits (unbalanced budget)

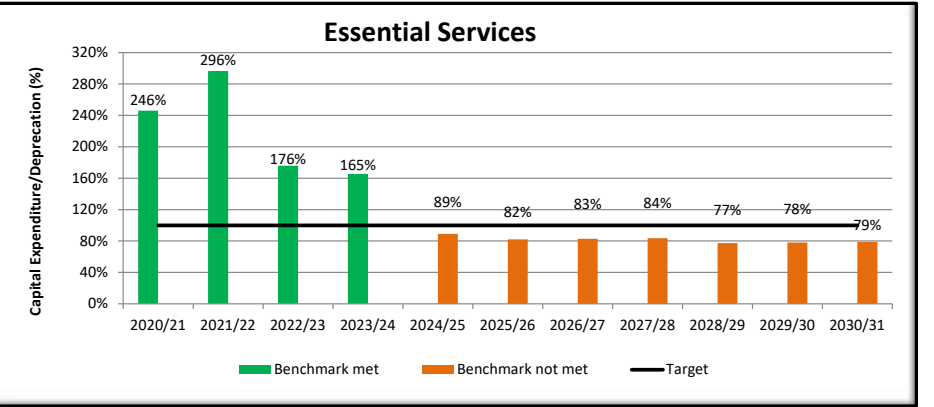
The deficits appearing in the Council's prospective statement of comprehensive revenue and expenses are direct results from Council's rapidly rising depreciation charge. Without disposing of its assets Council has very limited ability to reduce the increase in its depreciation. Council's depreciation was \$10.6m in 2018/19, was \$13.1m in 2019/20 and is budgeted to be over \$16.4m in 2023/24. That is a \$5.8m increase in five years, which, combined with other operating cost increases would either require very high rate increases, a reduction in services or a short period of operating deficits. Council has decided on the latter on the basis that there is a managed plan for Council to close this shortfall.

Essential services benchmark

The following graph displays the Council's planned capital expenditure on network services as a proportion of expected depreciation on network services. (Capital work includes both renewals of existing infrastructure as well as new capital work undertaken.)

The Council meets this benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services. Network services is defined in the regulations as infrastructure related to water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works, and the provision of roads and footpaths. The Council owns no infrastructure related to flood protection and control work.

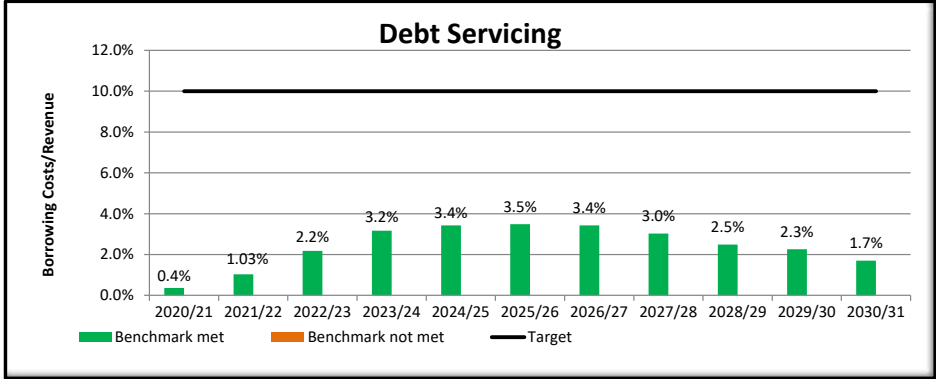
The graph shows Council's desire to focus on ‘getting things done’ and having a focus on delivering capital projects in the first few years of the Long Term Plan. Large capital projects are often followed by some years of low related capital expenditure. As depreciation is, however, charged on such projects during these periods, these projects typically result in a mix-match between depreciation and capital expenditure.



Debt Servicing Benchmark

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

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



Wāhanga Tuaono
Section Six

Additional Information

Tirohanga Whakamua - Look to the future

Audit Opinion

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the reader:

Independent Auditor's report on Rangitikei District Council's 2021-31 Long-Term Plan

I am the Auditor-General's appointed auditor for Rangitikei District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 8 July 2021.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 141 to 144 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

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

Emphasis of matters

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

Uncertainty over three waters reforms

Page 23 outlines the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because final decisions have not yet been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

Uncertainty over the three waters asset renewals forecasts

Page 34 outline that the Council continues to improve its asset condition information. The Council primarily uses age based information to forecast its three waters asset renewals, which means there is a higher degree of uncertainty about how the Council prioritises its investment needs.

Uncertainty over the delivery of the capital programme

Page 32 and 33 outlines that the Council is proposing to spend \$221 million on capital projects over the next 10 years. Although the Council is taking steps to deliver its planned capital programme there is uncertainty over the delivery of the programme due to a number of factors, including the significant constraints in the construction market. If the Council is unable to deliver on a planned project, it could affect intended levels of service.

Uncertainty over forecast cost savings

Page 32 outlines that the Council is pursuing operational efficiencies with forecast cost savings of \$8 million included in the plan. To the extent that the Council does not achieve the forecast savings there will be an impact on future debt levels, service levels and/or rates.

Breach of the Local Government Act 2002

Page 9 states the Council failed to adopt the plan before the commencement of the first year to which it relates. This is a breach of section 93(3) of the Local Government Act 2002.

Basis of opinion

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

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

Our procedures included assessing whether:

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

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

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

Responsibilities of the Council and auditor

The Council is responsible for:

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

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

Independence and quality control

We have complied with the Auditor-General's:

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

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



Chris Webby

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

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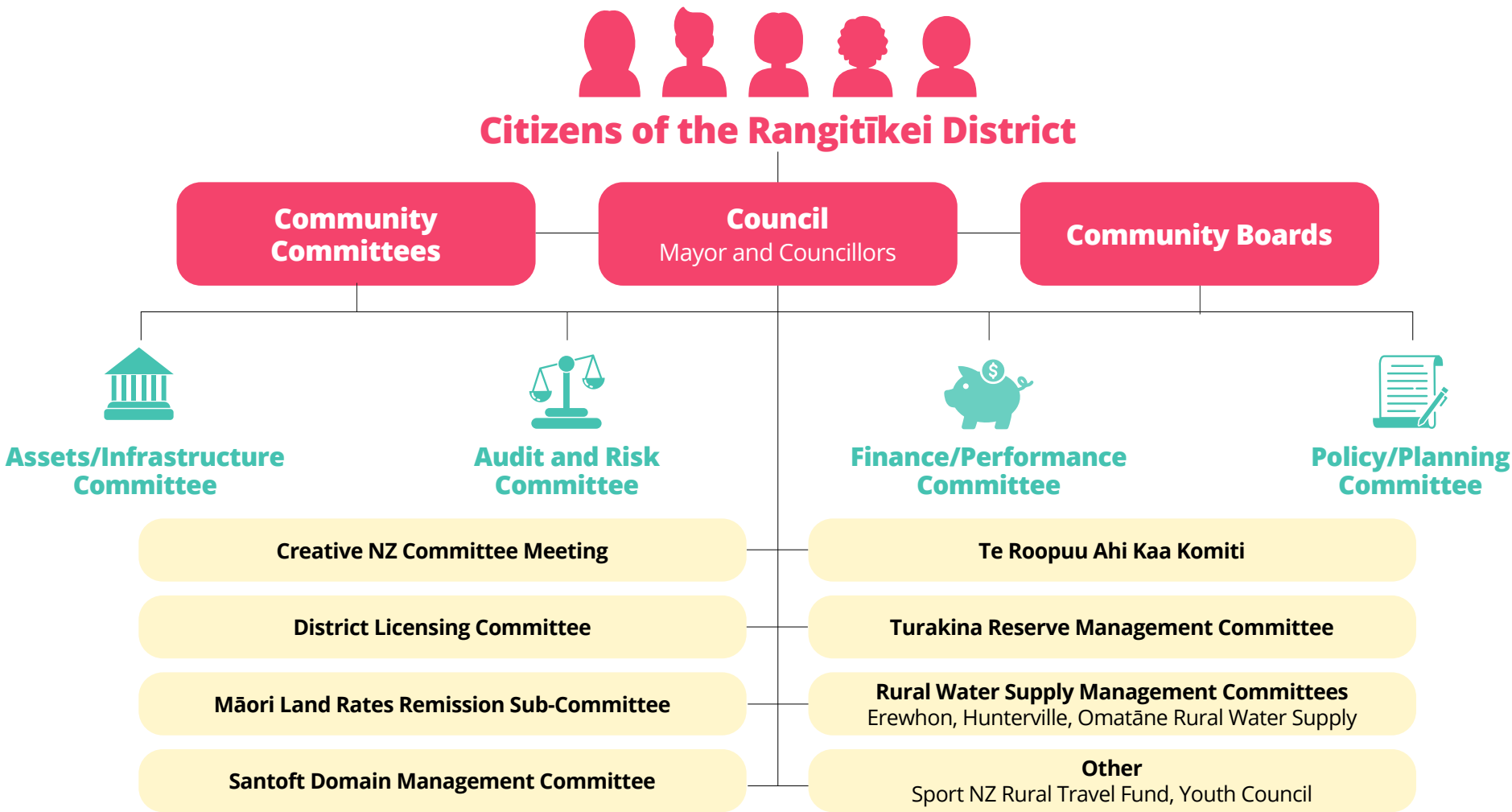


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● Central Ward
● Northern Ward
● Southern Ward

Council Structure



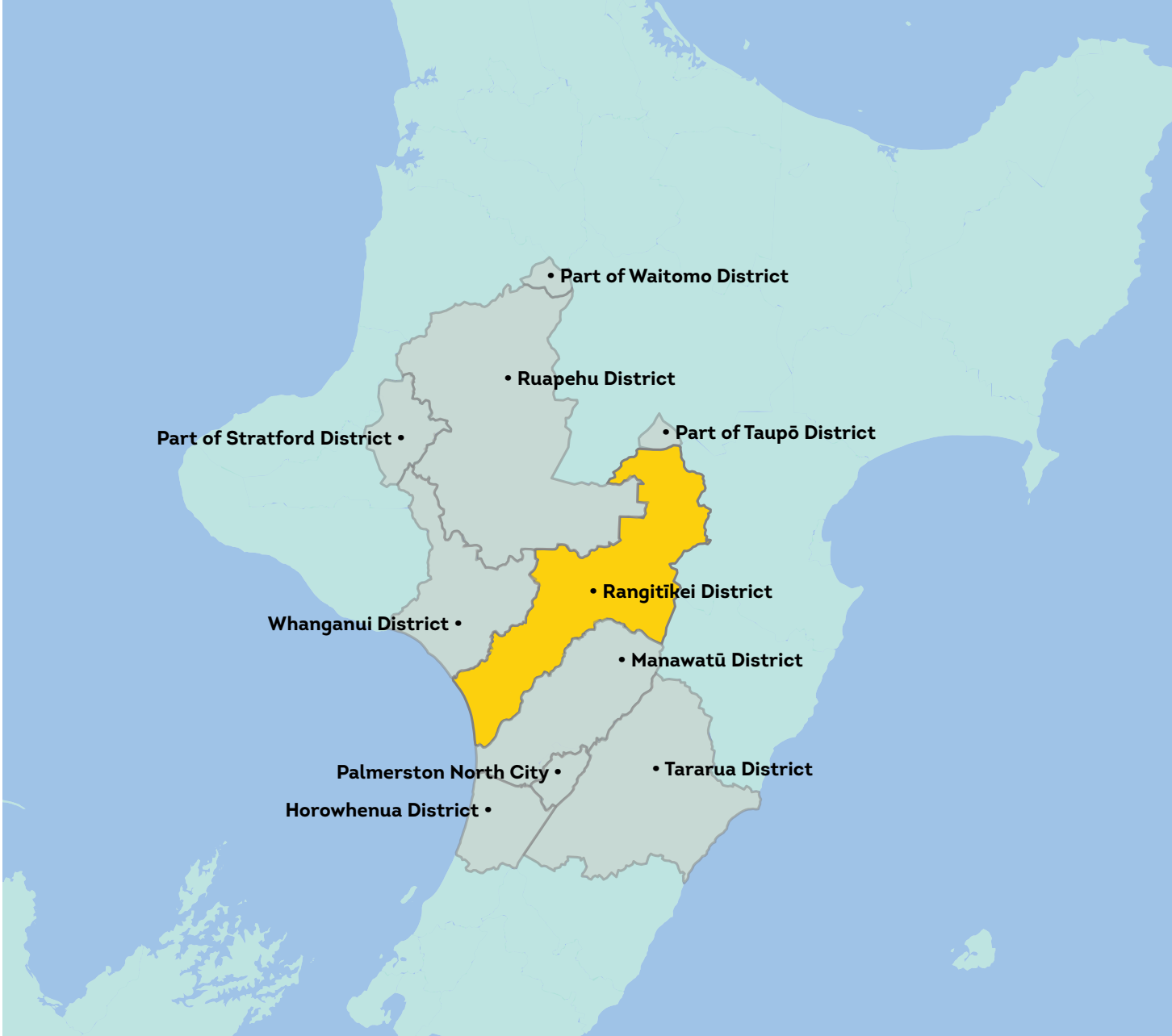
Management Structure



Manawatū-Whanganui LASS Limited

An exempt Council Controlled Organisation (CCO) in the Manawatū-Whanganui region is delivering efficiencies, stronger governance and cost savings for the participating councils.

The CCO (MW LASS) brings together Horizons Regional Council and Horowhenua, Manawatū, Rangitikei, Ruapehu, Tararua and Whanganui District Councils, was established in 2008 to investigate, develop and deliver shared back office services.



Significant Forecasting Assumptions

Bearing in mind the District overview, the strategic environment and current key issues, Council has developed a set of significant forecasting assumptions that underpin this LTP.

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
1 Government¹				
That the current Territorial Authority boundaries are unchanged i.e. that Rangitikei District continues to be a separate administrative entity.	There is no drive for amalgamation presently. So it could be assumed that boundaries will not change	The local services provided by the Council will still need to be provided locally, so the cost of the service provision is unlikely to change significantly, the outcome from the review of Three Waters could have an impact on the services provided, however, this is not contemplated in the 2021-2031 LTP.	Low	High
			Medium	
That the regulatory functions assigned to local councils will not be centralised.	The Government will centralise (or regionalise) some regulatory functions of local councils. Council invests resources to continue a function, or divests resources to discontinue a function, and the change does not proceed as planned.	There has been vacillation over these discussions but no evidence yet that it is a priority for the Government. The impact on Council is that budget projections for such functions may prove to be inaccurate.	Low	Medium
			Low	

¹ Disclosure: Council has prepared this plan on the assumption its existing purpose, functions, roles, structures and governance will continue for the life of the 2021-2031 Long Term Plan (in particular for years 1-3) while the 'Future for Local Government' review is undertaken by Central Government. This review includes, but is not limited to:

- roles, functions, and partnerships
- representation and governance and
- funding and financing

While the review could recommend significant change to what local government is and does, there is no information available on the likely direction for the review at this time. Council considers it unlikely that any recommendations could take effect before 1 July 2024 – particularly for changes to roles or functions. Any changes that are made will be incorporated in the 2024-34 long-term plan.

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
Levels of Service – Changes in government legislation and regulation will impact on assets development and operating costs and that Council has anticipated and/or planned for these changes.	That Council will overlook an important piece of regulation or legislation in its planning, or that the impact of new regulations/legislation has not been identified.	Information circulated within the sector makes it unlikely that such an oversight would occur.	Low	Medium
			Low/Medium	
The introduction of the Three Waters Reform by Central Government has implications for all councils. Council will continue with its current approach, for this LTP, and will continue to provide the Three Waters and improve services to work towards better asset management practices, but this is ultimately dependent on Central Government’s final decision.	Uncertainty around financial set-up of what the Government is proposing. If debt is incurred now, we are unsure of who will be responsible for it in the future.	The Government is proposing to establish four publicly-owned entities to take responsibility of drinking water, wastewater and stormwater infrastructure across New Zealand. Cabinet has agreed to the proposed boundaries of the four water providers, further details on the proposed water services entities, including governance arrangements, the role of iwi, and how they would be regulated. However, the Government remains interested in continuing discussion with local government and iwi/Māori most affected by the proposed boundaries for feedback on these before progressing them in legislation. An outcome could be that capital budget is spent capital on the ‘wrong’ assets (e.g on Three Waters, then this function is removed from us and we could have spent the money on another asset).	High	High
			High	
That implementation of the Drinking Water Standards remains mandatory for the Council’s water supply schemes and that there will be greater focus on compliance as a result of government decisions on the Havelock North Drinking Water Inquiry.	Council’s six urban water supply schemes do not achieve compliance with a more rigorous standard (or stricter enforcement of the standard). It is not yet clear whether the drinking-water standard will be extended to rural non-potable (i.e. currently untreated supplies).	While all six urban water supply schemes are chlorinated, there could be additional cost from a more rigorous standard; financial penalties might be imposed; and a revised capital programme may be necessary. Requiring rural (non-potable) schemes to meet the drinking-water standard could be a significant cost for the subscribers to these schemes.	Low	High
			Medium/High	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
That reduction of water losses from reticulated supplies is made mandatory	That the water loss reduction requirements set mean the Council’s renewal programme for reticulation has to be substantially accelerated. More frequent (than annual) reporting may be required.	The priority for Government action is unknown (but the data is readily accessible in the annual reporting of the mandatory performance measures for all councils). An accelerated programme could be very costly.	Medium	High
			Medium/High	
That the statutory requirements for earthquake-strengthening of public buildings will continue under the Government.	That Council does not secure adequate external funding for new public buildings to replace those that need strengthening.	There is strong competition for external funding. If sufficient external funding is not secured, earthquake-prone buildings will have to be strengthened or demolished.	Low	Medium
			Low/Medium	
Conditions on Council’s resource consents renewals will be met and all consents will be renewed.	That conditions on resource consents are changed to the point that the investment required from the community is too high/ unaffordable. Council may face substantial fines (and even litigation) for continuing non-compliance. Investigations before a resource consent is granted may push upgrade costs beyond what has been budgeted.	Council has committed to a capital programme that sets targets for compliance for all discharges and has presented this to Horizons. There is a strong co-operative working relationship between staff at Rangitikei and Horizons, essential to secure the most cost-effective technical solution for each site.	Low	Medium
			Low	
Waka Kotahi (NZTA) will approve the programmes proposed for minor improvements on the roading network and bridge replacements.	The total proposed programmes will not be approved. This risk is greater for the proposed bridge replacement programme as these are deemed capital works by Waka Kotahi and are prioritised on a regional basis.	The projected rates requirement for the local share of either (or both) of these programmes will not be used or needs to be increased to cover the lack of Waka Kotahi NZ funding.	Medium	Medium
			Medium	
Waka Kotahi (NZTA) will extend the current financial assistance rate to footpaths. Footpath programmes have been changed to subsidised roading.	The programme will be determined by Waka Kotahi criteria rather than local preferences.	The extent of co-investment may change. Council may seek to increase the unsubsidised footpath or roading programme rather than treat the co-investment as reducing the local share (i.e. rates) requirement.	Medium	Low
			Low	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
The new criteria for emergency works on the roading network will leave a funding shortfall despite the enhanced basic Funding Assistance Rate (or 'FAR') from Waka Kotahi (NZTA) (2021/22 65%, 2022/23 64%, 2023/24 63%)	Council will require greater ratepayer contribution or debt to ensure the necessary emergency works.	The emergency FAR paid for damage from the storm event in June 2015 averaged about 85%.	Medium	Medium
			Medium/High	
The Government subsidy of rates for ratepayers on low income will remain at current levels.	The Government reduces or abolishes this ratepayer subsidy.	The tight economic climate makes this subsidy vulnerable, particularly if it is viewed as a means by which local councils can set a higher level of rates than would otherwise be the case.	Low/Medium	Medium/High
			Medium	
2 Demographics				
Population Change–The population of the District will continue to grow based on anecdotal evidence from the number of building consents and subdivisions. -Building consents 17/18: 3,074 -Building consents 19/20*: 3,954 -Subdivisions 17/18: 28 -Subdivisions 19/20*: 45 * There was a halt on resource consents being processed during the 2020 Level Four COVID-19 lockdown. Both the high and medium scenarios from the July 2020 Infometrics report on population growth show an increase in population for the Rangitikei District.	The risk is ensuring growth is managed commensurate with land and infrastructure availability.	The results of the 2018 Census Data were inaccurate creating uncertainty, however, Infometrics data continues to show population growth in the District. The likely range of population change would not significantly impact on provision of infrastructure, facilities or services. The employment of a specialist Growth Planner/Spatial Planner is required to support managed growth.	Low	Low/Medium
			Low	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
Ageing population – The average age of the population of the District will continue to increase and this will impact upon the Level of Service in most activity areas.	The risk is that this age group leaves the District to establish themselves in larger service centres in anticipation of the need for services. Investment in upgrade or replacement of community facilities may prove to be mis-targeted.	The ageing population trend is demonstrated over a substantial period and is reflected at the national level.	Low	Medium
			Low/Medium	
That the community's resilience to recover from events such as natural disasters is adequate.	That the community is not able to respond to or recover from a major event. The current level of community resilience may be compromised by the severity and/ or frequency of major events and ageing nature of the local population. People may leave the District permanently, meaning a reduced ratepayer base.	Council has recognised the need to invest in activities that promote community cohesion and resilience, and is increasing its investment in emergency management capability.	Medium	Medium/High
			Medium/High	
There will be no significant impact on the Council's ability to deliver programmes and projects as a result of a skills shortage.	That there will be a problem being competitive in securing critical skills to keep the Council's planned activities on track.	The shared services arrangement for infrastructure provides a larger and more varied work structure, which helps recruitment. The quieter lifestyle in the Rangitikei compared with New Zealand's metro areas is also a drawcard. In addition, Council is developing a workplace culture and interest in order to incentivise potential new staff.	Medium	High
			Medium	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
3 Physical and natural environment				
Climate change - An increasing number of storm events will mean greater damage to the roading network, heavier demand on stormwater systems and more call on staff and volunteers to be available for emergency management and rural fire activities.	That severe storm events occur so frequently or so close to one another that Council is unable to fund all the necessary repairs in a reasonable time without breaching its liability management policy. Capital work on water and wastewater plants may be delayed and mean Council is non-compliant with its resource consents.	Storm events are occurring more frequently and erratically. Borrowing beyond the parameters in the Council's liability management policy could pose issues with prudent management.	Medium	Medium/High
			Medium	
All natural disasters requiring emergency work will be funded out of normal operating budgets or reserves created for this purpose or (in the case of infrastructure) Council's insurance policies or Government subsidies for emergency work on roads.	That there will be a major natural disaster requiring significant additional unbudgeted expenditure and financing. The present level of Government subsidy for emergency roading works may be reduced. Council may not be able to obtain (or afford) insurance sufficient cover for its infrastructure assets.	The timing and scope of natural disasters cannot be predicted. However, Government subsidies and Council's own reserves provide some assurance that there will be sufficient funds for emergency work. Currently Council is part of an insurance scheme negotiated with neighbouring councils for above-ground and below-ground assets, so the risk is shared.	Medium	High
			High	
Changes to land use reflecting economic conditions or concern for environmental impacts will have minimal effect on rates revenue	That the changes are of significant scale and lead to decreases/increases in population and/or the District's valuation. Opening up more land to residential leading to development will put more pressure on Council service	Land use conversion (e.g. to mānuka honey) or retiring hill country land from pasture are largely influenced by the market and government policy. There could be impacts on rating values and jobs – the latter potentially changing the District's demographics.	Low	Medium
			Medium	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
4 Financial environment				
Inflation – The financial information is based on inflation figures from 2019/20 onwards using the BERL indices for inflation. Infrastructure inflation adjustment adjustors are based on forecasted category adjustors; staff costs are inflated based on the Local Government Cost Index (LGCI): all salary and wage rates ‘Local Government Sector and Other’ inflation rates are based on LGCI, average annual % change (Total).	That inflation (CPI) is greater than predicted or that operational costs do not vary in line with the BERL estimates.	The new Government may introduce policies that cause variations from the BERL indices.	Low/Medium	Medium
			Medium	
Interest – Interest on external borrowing is calculated at 2% for the first two years, steadily increasing to 3.5% over the following years.	That interest rates will change from those used. Actual costs of external borrowing may be higher than projected. However, because Council borrows in tranches, the impact of higher rates will normally be small in comparison to the total interest being paid in any one year.	Economic conditions may change. Financial effect will be driven by changes to forecast interest rates and also changes to the timing of taking on new debt. The impact of a 1% interest rate variance on \$5m of new debt is \$50k pa.	Low	High
			Medium	
Three-yearly revaluation of infrastructure assets (i.e. excluding land and buildings) are to be completed by a valuer and also based on projections from BERL.	That the BERL estimates are greater or less than the actual rates of inflation for those assets.	BERL’s estimates have been carefully researched – but economic conditions may change.	Low	High
			Low/Medium	
Three-yearly revaluation of land and building assets are undertaken on a consistent basis using the BERL inflation adjusters.	That the assumed value of these assets over the period of the Plan is incorrect - the actual revaluation may be greater or less than this.	Economic conditions may change. Valuations for earthquake-prone buildings may fall at a disproportionate rate.	Low	Low/Medium
			Medium	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
Capital Works Contracts – There will be no variations in terms of price and performance of capital works programmes.	There is significant change in price levels of capital works programmes that may affect the affordability and/or level of service provided. There is potential risk that there will not be enough contractors to undertake programmed work.	Council's capital works contracts have tight provisions governing price variations. Council has committed to develop an integrated contract management policy (based on the Contract Management Guidelines issued by the Municipal Association of Victoria).	Low	Medium
			Medium	
Interim consents for wastewater discharges at Bulls, Marton and Rātana – Horizons will grant interim consents for five years to allow full consideration of the most cost-effective options in each of these places.	That Horizons does not agree to grant interim consents or requires stringent conditions.	The granting of interim consents is at the discretion of Horizons. Not granting them or requiring stringent conditions would impose additional costs.	Low	Medium/High
			Medium	
Capital budget – The Council will be able to deliver on its capital programme as outlined in proposed work programmes associated with the Long Term Plan. The plan sees a major increase in capital expenditure over the 10 years. Particularly in the Three Waters activity. This increase is significantly above the level of capital funding Council has been able to successfully deliver historically.	There is a risk that Council cannot spend its capital budget due to too much work across the region resulting in a lack of available contractors. Market forces may force prices to be increased.	Council may not be able to spend its capital budget when it is scheduled so by spreading the budget it minimizes this risk. Capital budgets could be unspent.	High ²	High
			High	

² Disclosure: Potential affects are

- Impacts on the cost of capital expenditure because the timing is delayed
- Impacts to funding sources
- Impacts on operational expenditure
- How Council will consider the impacts of the delay on future capital expenditure work programmes.

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
That Council will be able to obtain collaboration contracts for roading allowing the Level of Service to be provided at constant prices three years at a time.	That the inflationary costs associated with roading cannot be absorbed into collaborative fixed price contracts and that there is unbudgeted expenditure associated with these inflationary increases.	Economic conditions may change	Low/Medium	Medium
			Medium	
That District-wide rates will continue throughout the period of this LTP, and that there will continue to be a “public good” component in funding for the network utilities.	That the balance between public/private benefit is not correct and either component becomes unaffordable to those required to contribute, that willingness to pay is confused with affordability under either scenario.	The uncertainty depends on the robustness of the estimated costs for upgrading and replacing the Three Waters infrastructure and community /civic centres.	Low	Medium
			Low	
5 Council performance				
Levels of Service – Service level changes may be initiated from increased community expectations or demand, a need to vary level of services across the District due to local expectations, or changes as a result of Government legislation or regional policy. These may impose new or increased levels of service.	Significantly enhanced or altered levels of service are demanded by the community or are imposed by the Government on local authorities in one or more areas.	Increased or improved service levels inevitably require additional cost and/or resources to provide them.	Medium	Medium
			Medium	
Liaise with iwi and Māori – that there will be on going inclusion and engagement with iwi in our District and Māori in our communities.	The urgency and extent of engagement will be viewed differently by Council and iwi: proposals for change may create tension and ill-feeling, which will be counter-productive. Joint ventures (Council and iwi) may fail. Iwi intend to use the Mana Whakahono a Rohe process. The extent of on going Council's commitment in the Ngāti Rangi settlement over the Whangaehu River has yet to be determined.	The Ngāti Apa claim was settled in 2010. The Ngāti Rangi claims were settled in 2017. It is anticipated that WAI 2180 (concerning iwi around Taihape and Mokai-Patea) will be settled before 2022. There is certainty on the extent to which Ngāti Apa, whose Waitangi claims are settled, will seek to collaborate and partner with the Council. However, there is still uncertainty with how Ngāti Rangi will seek to collaborate and partner with the Council.	Low	Medium
			Low	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
That there will be progressive inclusion and engagement of the Samoan community in Marton.	The urgency and extent of engagement will be viewed differently by Council and Samoan leaders: proposals for change may create tension and ill-feeling, which will be counter-productive.	The Samoan community is increasingly well-established within the Marton community and currently finding its voice to engage effectively with Council and other statutory stakeholders.	Low	Low
			Low	
Replacement of existing assets does not mean an increase in levels of service, unless otherwise stated.	Technological advances in replaced assets or higher national standards lead to increase Levels of service.	Such changes would typically be highlighted in a report to Council seeking approval for the upgrade or replacement.	Low	Medium
			Low	
The impact of COVID-19 on Council's service and financial performance. The future of COVID-19 is unclear with continued community outbreaks in the country's larger populated areas, mainly Auckland, which has the potential to spread into the District leading to tighter restrictions on the local community. Council does not rely on revenue from facilities, e.g parking tickets, fines venues and events, etc which has significantly affected other councils. COVID-19 will impact the economy's GDP at a national level for a long period of time but these effects are not likely to last as long at a district level. This can predominantly be attributed to Rangitikei's agricultural sector, which drives the District's GDP and was able to operate through the level 3 and 4 lockdown (March-May 2020).	Main risks to Council are loss of local businesses and halts on infrastructure improvements and upgrades due the time it takes to access some resources. Rangitikei District's population is already experiencing growth. This growth could be higher than projected if more citizens and residents return to the District from overseas, or other areas in New Zealand. The potential impact to the community from COVID-19 is the wellness of residents and their livelihoods through job losses and/or business closure. There is a potential risk of loss of rating revenue; as Council's main source of revenue is from rates. If rates are not able to be paid, due to hardship caused by the re-emergence of COVID-19 or a long period of lockdown this has the potential to have an impact on Council's ability to spend.	While parts of New Zealand have had re-emergence of COVID-19 community cases and periods of lockdown, this is not the case for the Rangitikei District, which has largely been able to continue on a near-normal basis. This may not be the case in the future. If cases were to emerge in the District this could impact the economy. Short periods of lockdown are not expected to have a major impact. There is also the risk of another pandemic that is not COVID-19.	Low/Medium	Low/Medium
			Medium/High	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
Useful lives of assets are described in the Statement of Accounting Policies and have been derived from accurate predictions contained in the Asset Management Plans	That information about the condition of assets that informs their useful life is not completely accurate – for example, historical information about construction dates and pavement subsurface formation details and below-ground water, wastewater and stormwater reticulation systems. There will be insufficient (or excessive) provision of depreciation.	While there has been improvement in asset data capture and in asset management plans, but there are still uncertainties with the following: <ul style="list-style-type: none">major previously unknown faults are identified needing urgent attention;information/data required to plan for future demand is not sufficiently accurate to ensure adequate provision i.e. that provision will exceed/not meet forecast demand; andpredicted savings in operating costs are not realised because performance of the assets has been wrongly assessed.	Medium	Low/Medium
			Medium/High	
Depreciation rates are factored into planned asset acquisitions – the average lifespan of assets has been used to calculate rates as stated in the note on depreciation in the Statement of Accounting Policies.	Once costs for specific items are known, the depreciation may turn out to have been over-/under-stated.	Because of the long lifespan of infrastructural assets, any changes in actual depreciation compared to forecast should be minimal.	Low	Low/Medium
			Low	
Funding sources for the future replacement of significant assets disclosed in the Revenue and Financing Policy, Financial Strategy and Infrastructure Strategy are achievable.	Some user charges may not be achievable. Ratepayers may press for a different 'mix'.	There has been considerable work in modelling funding sources in preparing for this LTP.	Medium	Medium
			Medium	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
External funding will continue to be sourced to supplement Council funding for activities in the District that contribute to community outcomes.	That external funding is not available and that Council must either increase its contributions or lower expectations of its activity in achieving the community outcomes.	Success in securing external funding is not predictable. If external funding is used for what is perceived to be essential services, then there is a real danger that the community will feel let down if these services are withdrawn. The relevance to the Provincial Growth Fund of Council's proposals for opening up land-locked land and improving community infrastructure and employment opportunities have yet to be determined.	Low	Medium
			Medium/High	
Shared Services Arrangements: Rangitikei District Council will continue to seek shared services arrangements where the needs of the community are best served by such arrangements.	Existing Shared Services arrangement may prove less attractive than when they were entered into. The cost and the needs of the Rangitikei community may not be best served by such arrangements.	These arrangements are typically flexible and have exit provisions.	Low	Low
			Medium	
6 Economic performance				
That Council is able to influence changes in the local economic environment, which will add up to make an impact on the District's economic development.	That Council will apply resources to secure economic development but is ineffective in the face of global economic trends.	Council will take a measured, evidence-based and risk averse approach to economic development initiatives and collaborate with neighboring councils and relevant agencies.	Low	Low
			Medium	

Variation between the Council's LTP and its assessment of water and sanitary services and Waste Management Plans

The Assessment of Water and Sanitary Services was a mandatory requirement under the original Local Government Act (LGA) 2002. Council is expected to carry out an assessment “from time to time”. The LGA 2002 requires that the Council identify and explain any significant differences between the Assessment of Water and Sanitary Services and the LTP. A full Assessment of Water and Sanitary Services was completed in November 2005. A review was completed in 2012 and 2018. Council has been making progress addressing all the major issues identified in the Assessment.

Overall, Council considers that this Long Term Plan contains no significant variation to the strategies and major issues contained in the 2018 review of the Assessment of Water and Sanitary Services. The full review of all Council Asset Management Plans has provided updated costs and confirmation of the strategies. The next detailed review is planned for 2022/23 and the updated results will be included in the next LTP. Council's Waste Minimisation Plan was adopted on 28 June 2018 and will be reviewed before 28 June 2024.

Water Supply	Treatment		DWSNZ Grading		DWSNZ Compliance Criteria	
	2005	2018	2005	2018	2005	2018
Bulls	Chlorination UV Disinfection Aeration Dual media rapid sand filters	Aeration Filtration Chlorination UV disinfection	Da	Uu	Did not conform to Protozoa or E.coli criteria mainly due to inadequate or insufficient sampling.	Bacteriological: non-compliant for number of samples taken from plant. Protozoal: non-compliant.
Hunterville Urban	Microfiltration Post Chlorination	Pressure media filtration Cartridge filtration UV disinfection Chlorination	Ed	Uu	Conformed to E.coli criteria but not the Protozoa compliance criteria.	Bacteriological: non-compliant for FACE/ turbidity during Criterion 2A monitoring period (compliant once changed to Criterion 1). Protozoal: non-compliant.
Mangaweka		Pressure media filtration Cartridge filtration UV disinfection Chlorination	Aa	Uu	Conformed to E.coli criteria but not the Protozoa compliance criteria.	Bacteriological: non-compliant for number of samples taken. Protozoal: non-compliant.

Water Supply	Treatment		DWSNZ Grading		DWSNZ Compliance Criteria	
	2005	2018	2005	2018	2005	2018
Marton	Coagulation Filtration Chlorination	Coagulation Clarification Filtration UV disinfection Chlorination	Ua	Uu	Tūtaenui dams and Marton Treatment Plant conformed to both the E.coli and the Protozoa compliance criteria.	Bacteriological: non-compliant for FACE/turbidity, and number of samples taken. One apparent E. coli transgression, at Calico Line bore in Marton, which is not in use. Three follow-up samples were clear. Protozoal: non-compliant.
Rātana	Aeration Chlorination Clarification Filtration	Aeration Sand filtration Chlorination	Ba	Uu	Conformed to both E.coli criteria and Protozoa compliance criteria.	Bacteriological: non-compliant for number of samples taken. Protozoal: non-compliant.
Taihape	Coagulation/ Flocculation Up-flow clarification AVG filtering Pre and post chlorination Post pH control	Coagulation Clarification Filtration UV disinfection Chlorination	Aa	Uu	Conformed to both E.coli criteria and Protozoa compliance criteria.	Bacteriological: non-compliant for number of samples taken. Protozoal: non-compliant.
Erewhon Rural Water Supply	Rural Water Supplies have not historically needed to demonstrated compliance against the New Zealand Drinking Water Standards. However, with the release of the Rural Agricultural Drinking Water Supply Guideline 2015, compliance will need to be demonstrated. Compliance for Rural Water Supplies does not necessarily mean that treatment is required; it may be achieved with a Water Safety Plan approved by the Drinking Water Assessor. Council has indicated its preference to continue to operate these as non-potable supplies. To this end, further education of consumers is in progress. A final decision regarding treatment is expected as part of the Long Term Planning process.					
Hunternville Rural Water Supply						
Omatāne Rural Water Supply						
Pūtōrino Rural Water Supply						

Current and Estimated Future Demand for Water Services within the District

Water Supply	Current and estimated future demand	
	2005	2018
Bulls	Water supply in Bulls is sufficient to meet current demand. However, it will be limited in future by the resource consent. The peak daily demand is around 88% of the maximum water take allowed by the consent. This is currently under review by Horizons Regional Council. Reduced recharge levels for the two shallow bores in the summer indicate further water restrictions need to be applied. The meat processing plant in Bulls uses up to half the maximum demand highlighting the need for additional water storage capacity.	Development is occurring in the south of the District, primarily in or around Marton and Bulls. Council has agreed in principle to the water networks for these towns being extended accordingly, within Rural Lifestyle zones. At this stage, extensions are occurring on a case-by-case basis.
Hunternville	Hunternville water supply is sourced from the Hunternville Rural Water Supply (HRWS). Currently the urban water scheme purchases 370 m³/day, which is less than the peak demand of 380 m³/day. More water can be purchased from the HRWSS if required. However, the treatment plant has a maximum sustainable production of 220 m³/day and therefore extra demand will reduce the quality of water supplied. Water meters are being installed on commercial properties and other large users and these properties will pay for water on a volumetric basis.	Demand in Hunternville is not expected to increase significantly. Any demand reductions that can be achieved could theoretically allow less water to be taken from the Hunternville Rural Water Supply, which may then be able to re-allocate this water to other locations. Preliminary investigations have determined that this is feasible.
Mangaweka	Peak demand for water at Mangaweka at 190 m³/day frequently exceeds the maximum allowed by the resource consent for 90 m³/day. The consent is currently under review by the Regional Council. Static pressure in the reticulation is good indicating that the reticulation meets the current demand. However, this may need reviewing once new fire-fighting regulations for domestic supply are confirmed in the future. A plan is currently in place to replace old pipes that have poor structural strength.	Significant demand management actions have been undertaken in Mangaweka in order to comply with resource consent conditions. Although the population of Mangaweka is small, there are farms and other commercial premises connected to the supply, increasing demand. Council is planning for higher visitor numbers to Mangaweka. It is conceivable that demand could increase, and in accordance with this an application for a consent with higher daily volume limits has been made.
Marton	<p>The scheme operates with sufficient capacity to supply the peak demand (4,500 m³/day) and has not been subject to water restrictions in the recent past. However there is insufficient storage should there be a major fire in town. Use of Bore No. 1 in the case of emergency will solve this problem.</p> <p>The clear water reservoir currently has a capacity of 5-8 hours in summer, which is insufficient to maintain supply in the event of plant failure and therefore should be increased to 24 hours to reduce the risk. AC pipes used in the reticulation in Marton are nearing their expected design life and some steel pipes are also causing problems, perhaps due to soil conditions. Both should be replaced. However, this work has not been scheduled as yet.</p>	<p>Development is occurring in the south of the District, primarily in or around Marton and Bulls. Council has agreed in principle to the water networks for these towns being extended accordingly, within Rural Lifestyle zones. At this stage, extensions are occurring on a case-by-case basis.</p> <p>Alongside this, investigations are underway into a potential new Tūtaenui Rural Water Supply in the area around Marton.</p>

Water Supply	Current and estimated future demand	
	2005	2018
Rātana	<p>Peak daily demand for drinking water in Rātana is 185 m³/day, whilst the resource consent is limited to 130 m³/day. However this can be extended to 300 m³/day during the Rātana Festival. Supply is considered sufficient to meet current demand in Rātana as the water supply scheme is intended to supplement the private collection of rainwater for most residents. The Rātana Festival does, however, place a strain on the capacity of the treatment plant.</p> <p>The last Fire Service Report indicated that Rātana did not meet the requirements of the Area Commander. This could mean that a pump station will need to be installed to boost town flow rates or additional hydrants are required. Valves in the reticulation supply in Rātana are affected by sediment settling, which necessitates the shutting down of the water supply to large number of consumers. Investigation into the replacement of these valves is being undertaken.</p>	<p>A new Rātana Water Treatment Plant is under construction with the assistance of CAP funding from the Ministry of Health. A new bore source has been developed, and a new reservoir will be constructed. The plant has been designed to cater for peak demand during Festival week, and has the ability for capacity to be increased to supply the proposed 60-120 lot subdivision as well. This work should ensure that water supply at Rātana is sufficient for the town's current and predicted future demands, including fire flows.</p>
Taihape	<p>The water supply scheme in Taihape is sufficient to meet current demand. Peak daily demand is around 57% of the maximum sustainable production from the treatment plant and is 33% of the maximum take allowed by the resource consent. The system also has capacity for three days storage.</p> <p>Two rural subdivisions on the outskirts of Taihape are supplied by way of a low-pressure system. This could be upgraded to a high-pressure system if the community is willing to pay for the improvement works. In the town reticulation, there are very few valves, which mean that maintenance work necessitates shutting down large numbers of consumers. More valves are currently being installed to correct the problem.</p>	<p>Pipeline hydraulics mean that currently more water is abstracted from the source than allowed by consent limits. Horizons is aware of this, and has approved remedial works that will resolve this situation. There are no foreseeable supply issues, as the consent limit is in excess of the average daily demand for the town. The population in Taihape has decreased markedly over recent years, and this trend is expected to continue to an extent, further reducing demand. In addition to this, renewals are programmed to reduce leakage.</p>

Quantity and Quality of Wastewater Discharged from Wastewater Treatment Plants

Water Supply	Quantity		Quality	
	2005	2018	2005	2018
Bulls	The Bulls plant currently serves a population of 1800. However, the treatment system was designed for a larger population providing security for possible growth or infiltration. Effluent discharge is limited by the resource consent to 515 m³/day.	No significant issues with exceedances of flow conditions from discharge consent.	The quality of the final effluent generally meets the conditions of the resource consent with no recorded cases of non-compliance.	Discharge consent expired; currently being renewed. Plant is compliant with existing use rights i.e. conditions from expired consent.
Hunternville	The resource consent for Hunternville currently allows a daily discharge of 175 m³/day. The treatment plant serves a population of 400 people.	Issues at Hunternville are around frequency of emergency discharges. This is under investigation, and money has been budgeted in the draft Long Term Plan to deal with Inflow & Infiltration issues that are causing these non-compliances.	The effluent discharged to Porewa Stream meets all resource consent requirements.	Discharge consent conditions relating to phosphorus concentrations are strict, to the extent that at times the wastewater discharge is required to be lower in phosphorus than the receiving environment. This is difficult to achieve at this plant, and from time to time there are exceedances. The more pressing concern at Hunternville is the emergency discharge.
Mangaweka	The newly constructed treatment plant at Mangaweka serves a resident population of 250 people. The resource consent limits discharge of effluent to 90 m³/day, with a peak flow of no more than 20 m³/h. The reticulation suffers from high levels of inflow and infiltration (I/I), which have affected the performance of the septic tank in the past.	No significant issues with exceedances of flow conditions from discharge consent.	The new system is likely to conform to the conditions of the resource consent.	Mangaweka WWTP is compliant with discharge consent conditions.

Water Supply	Quantity		Quality	
	2005	2018	2005	2018
Marton	The Marton wastewater treatment plant currently serves a population of 5500 people. There is no limit on the discharge volume from the treatment plant. However, the plant capacity is 3600 m³/day. Again there is evidence that I/I in the network is causing overloading of the treatment plant.	No significant issues with exceedances of flow conditions from discharge consent.	The Marton Wastewater Treatment Plant is failing to meet the consent requirement for ammonia. There are also occasional peaks in CBOD5, but generally the Plant operates within these limits.	The discharge from Marton WWTP is non-compliant due to the levels of ammoniacal nitrogen. An independent report has established that the prime culprit for these non-exceedances is the acceptance of leachate from Bonny Glen landfill, and the inability of the existing plant to treat it to the required standard. Options are being investigated for how to deal with this issue.
Rātana	The Rātana scheme is limited to a discharge of 136 m³/day by the resource consent. It currently serves a population of 450 people, which is only slightly less than the design population of 500 people. There are currently no problems with the capacity of the Rātana scheme.	The existing Rātana WWTP has sufficient hydraulic capacity, although discharge quality during the peak demand period of the Rātana religious festival can suffer. There is a 60-120 lot subdivision planned for Rātana, and the plant upgrade that is currently being considered will address this increased demand for services.	The Rātana Plant generally meets the conditions of the resource consent for Dissolved Oxygen and Enterococci. Suspended Solids, Ammonia and CBOD5 are averaged on a yearly basis. Recent yearly results have shown that Suspended Solids Ammonia and CBOD5 are also within guidelines set by the resource consent.	The Rātana plant is generally compliant, although it is known that there have been non-compliances in the past for nitrogen and phosphorus. Funding has been obtained from the MfE Te Mana O Te Wai fund to enable an upgrade to address these issues, and cater for future resource consent requirements.
Taihape	The wastewater treatment plant at Taihape holds a consent to discharge 3873 m³/day. However, the total daily flow is 4546 m³/day. It serves a population of approximately 2200 people. The consent is currently under review by Horizons Regional Council.	The main issue at Taihape WWTP is the high flows received at the plant, and the resulting frequency of emergency discharges. Similarly to Hunterville, significant budgets have been set aside to deal with Inflow & Infiltration to the ageing sewer network in this town.	The effluent meets with the standards of the previous resource consent. However, it is expected that further conditions will be imposed before another consent is granted.	The main concern at Taihape is the quantity of wastewater received. This can have knock-on effects for discharge quality as treatment efficiency is compromised.
Dudding Lake	No information is currently available on the discharge of effluent from the camping ground at Dudding Lake. However, the resource consent limits the discharge of effluent to 15m³/ day.	This system is no longer operated by Council.	Results of effluent quality monitoring were unavailable for inclusion in the assessment.	This system is no longer operated by Council.

Water Supply	Quantity		Quality	
	2005	2018	2005	2018
Koitiata	The population of Koitiata fluctuates throughout the season with a normally resident population of approximately 111 people, which increases substantially during the summer months. As a consequence, the oxidation lagoon often operates well below the design capacity. There is no resource consent to discharge effluent.	The existing WWTP has capacity to deal with inflows. The major issue is that the system only serves a small proportion of the town. Investigations have been made as to the future of wastewater services for the town, and whether a reticulated system will be installed for the entire community. At the moment, Council is content to retain the status quo.	As the final effluent is discharged by air (by evapotranspiration), resource consent is not required. This meets with all relevant environmental standards.	Monitoring data on Koitiata is still being compiled. There are no obvious environmental effects resulting from the discharge, and the discharge from the plant was compliant for the 2017-2018.

Current and Estimated Future Demand for Water Services (Discharges of Sewage) within the District

Water Supply	Current and estimated future demand	
	2005	2018
Bulls	The treatment plant at Bulls is operating within the conditions of its resource consent with no recorded cases of non-compliances. The treatment ponds are oversized for the community hence providing extra security for population growth or infiltration.	Council is looking at a holistic solution for wastewater in Bulls and Marton, by investigating the option of conveying Marton wastewater to Bulls for treatment. This would be a major change to the demand at Bulls, and upgrades would be necessary. Aside from this, major changes are not expected.
Hunterville	Hunterville treatment plant serves a population of around 400 people. The effluent discharge consistently meets resource consent conditions, and therefore there are no upgrades planned. However, the reticulation system is old and there are significant I/I problems. Even without I/I considerations, the system is undersized. There is a need to upgrade the capacity to manage the ongoing problem.	Issues at Hunterville are around frequency of emergency discharges. This is under investigation, and money has been budgeted in the draft Long Term Plan to deal with Inflow & Infiltration issues that are causing these non-compliances. Demand on the system will need to reduce through this project in order to bring the emergency discharge into compliance. An application has also been made to Horizons Regional Council to vary this consent, and make quantity limits more achievable.

Water Supply	Current and estimated future demand	
	2005	2018
Mangaweka	<p>The community of Mangaweka has a population of around 250. This figure is not expected to increase over the next few years. The community septic tank suffers from poor detention time due to high levels of I/I, and regular sludge removal is necessary to optimise effluent quality.</p> <p>Although there are currently no conditions on the resource consent, this is currently under review by Horizons Regional Council. Investigations into a distributed treatment strategy are being undertaken to allow for eventual replacement of this structure. The Mangaweka Camping Ground is experiencing increasing popularity over the summer months. This has been dealt with to date by the construction of a filter bed. High levels of I/I mean that the reticulation system is under capacity.</p>	<p>There are not anticipated to be any increases in demand for wastewater services in Mangaweka.</p>
Marton	<p>The need for capacity upgrades in Marton is not likely to be driven by population growth. The current population is around 5500 people and this is expected to remain static over the next few years. However, high levels of I/I from poor condition earthenware and concrete pipes are known to be causing overloading of the treatment ponds.</p>	<p>The ability to cater for new industry in areas such as Marton is a consideration for wastewater as well as water. New industrial developments could require additional investment in reticulation as well as treatment, depending on their nature, and this must be included in future planning. The acceptance of leachate from the Bonny Glen landfill is under investigation at the moment. Any future expansion of the landfill could affect demand for wastewater services to an extent.</p> <p>Council is looking at a holistic solution for wastewater in Bulls and Marton, by investigating the option of conveying Marton wastewater to Bulls for treatment.</p>
Taihape	<p>As with Bulls, the treatment plant at Taihape is oversized for the community it serves providing an extra level of security for possible growth or infiltration. While it is currently meeting the standards of the resource consent, this has expired and is under review by the Regional Council. It is expected that when a new consent is granted the conditions will necessitate an upgrade to the treatment plant. High levels of I/I in the reticulation are likely to be due to the age of the network.</p>	<p>The main issue at Taihape WWTP is the high flows received at the plant, and the resulting frequency of emergency discharges. Similarly to Hunterville, significant budgets have been set aside to deal with Inflow & Infiltration to the ageing sewer network in this town, in order to reduce demand on the network.</p>
Rātana	<p>Rātana has a declining population and the wastewater scheme is relatively new. Therefore both the reticulation and the treatment plant have no issues relating to capacity. The system is slightly oversized for the resident population. However during the annual Rātana Festival the system is at full capacity.</p>	<p>The discharge consent for this plant expired on 31 July 2018. As part of renewing this consent, the plant will be upgraded to address quality issues and also account for increased demand from the proposed 60-120 lot subdivision. The future plant will be designed and operated such that it can accept peak demand during Festival week without breaching consent limits for quality or quantity.</p>

Water Supply	Current and estimated future demand	
	2005	2018
Dudding Lake	<p>The wastewater scheme at Dudding Lake is currently undergoing a major upgrade following the granting of a consent in 2003. Population growth due to holidaymakers may place pressure on the system in the future.</p>	<p>This system is no longer operated by Council.</p>
Koitiata	<p>The wastewater scheme at Koitiata operates for most of the time at a level well below the design capacity. Increasing popularity of the area as a holiday destination may place pressure on the system in the future.</p>	<p>The major foreseeable demand change at Koitiata is the potential to extend the reticulated network to encompass the entire community. At the moment, Council has indicated it will retain the status quo.</p>
Non-reticulated Communities	<p>Overall the population of non-reticulated communities in Rangitikei District is expected to decline over the next few years. However, as for the reticulated communities, the demand for wastewater services may increase due to I/I.</p>	<p>Population in non-reticulated communities of the Rangitikei has stabilised, but is not expected to increase. There has been no indication that additional reticulated wastewater schemes will be established within the District.</p>

Wāhanga Tuawhitu
Section Seven

Glossary of Terms

Tirohanga Whakamua - Look to the future

Glossary of Terms

AMP – Asset Management Plan.

AS – Australian Standards.

BERL - Business and Economic Research Limited (www.berl.co.nz).

Capex – capital expenditure.

CBD – Central Business District.

CCO - council controlled organisation.

CCTV - closed circuit television.

CE – Chief Executive.

Community Board Members – elected representatives of either the Taihape or Rātana Community Board.

Community outcomes - community outcomes means the outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions. Rangitikei District Council has six community outcomes.

Council Services – services that Council provides e.g. wastewater, roading, libraries.

CPI - Consumer Price Index.

DISP – Decline in Service Potential (depreciation).

DP – District Plan.

E. Coli - a common type of bacteria that can cause human sickness.

Elected Representative – people that have been elected to represent the district, ward or township these include the Mayor, Councillors and Community Board members. Elected Members are all paid to represent their community.

EOC - Emergency Operations Centre - a centre for response locally to national or local emergencies.

ETS - Emissions Trading Scheme - the introduction of a price on greenhouse gases to provide an incentive for New Zealanders to reduce emissions and plant more trees.

Exacerbator pays principle - reflects the costs to all ratepayers of the actions or inactions of others. It has been used to develop funding systems in the past for flood and river control schemes where properties situated on the uplands have been assessed for flood and river control schemes because water-run off from these properties contributes to flooding in low lying areas downstream. The exacerbator pays principle is an instance of the user pays principle.

FAR – Funding Assistance Rate (the central government support for local roading programmes).

FIS – Funding Impact Statement.

GDP - Gross Domestic Product - The total market value of all final goods and services produced in a country in a given year, equal to total consumer, investment and Government spending, plus the value of exports, minus the value of imports.

GPS – The Global Positioning System (GPS) is a space-based satellite navigation system that provides location and time information in all weather conditions, anywhere on or near the earth where there is an unobstructed line of sight to four or more GPS satellites.

I/I - inflow and infiltration. This refers to stormwater entering wastewater systems.

Intergenerational Equity - to spread the costs of assets that have a long life over current and future ratepayers.

ISO – The International Organization for Standardization (ISO) is an international standard-setting body composed of representatives from various national standards organizations.

LASS – Local Authorities Shared Services. MW LASS is the Horizons (Manawatū-Whanganui) LASS and a CCO.

Level of Service – describes the quality of service that Council proposes to provide e.g. for recycling – Council proposed to provide only glass recycling facilities as opposed to providing a full range of recycling.

LGA 2002 – Local Government Act 2002.

LGCI – Local Government Cost Index.

LIMS – Land Information Memorandum.

LTP – Long Term Plan - 10 year plan that Council reviews every three years. The LTP specifies all of Council's services and the quality of each services Council intends to provide throughout the 10 years. It also outlines the proposed rate take for each of the 10 years to cover the services provided. The draft LTP goes out for public consultation before being altered and adopted by Council.

MOU – Memorandum of Understanding.

NZS – New Zealand Standards.

NZTA - Waka Kotahi NZ (New Zealand Transport Agency).

OECD - Organisation for Economic Co-operation and Development (OECD) provides a forum in which governments can work together to share experiences and seek solutions to common problems.

ONRC –The One Network Road Classification (ONRC) involves categorising roads based on the functions they perform as part of an integrated national network. The classification will help local government and the Transport Agency to plan, invest in, maintain and operate the road network in a more strategic, consistent and affordable way throughout the country.

Opex – operational expenditure.

Oral Hearing – a specific time when a submitter can speak to Council on topics raised in their submission. Submitters are given 10 minutes each to speak to Councillors. It is common for submitters to split this into five minutes to speak and five minutes to answer question from Councillors.

Papakāinga – development of housing on ancestral land, usually held in the form of multiply-owned Māori land.

Protozoa - any of a large group of single-celled, usually microscopic, organisms, such as amoebas.

QA – Quality Assured.

RAMM –Road Assessment and Maintenance Management (software).

Ratepayer – a person who owns property in the district and pays rates to the Council.

Rates – a tax on property owners. The amount of rates paid is based on the value of the property together with uniform or targeted charges for Council services provided. Rates are where most of Council's money comes from.

RMA - Resource Management Act 1991.

SPARC - Sport and Recreation New Zealand (www.sparc.org.nz). Now known as Sport NZ.

Submission – the written document that details a person’s opinion of the draft plan. Only during the consultation period will submissions be accepted. The submission form also asks whether a submitter wishes to speak at an oral hearing. A written submission must be presented for a person to speak at an oral hearing.

Submitter – a person who makes a submission.

SUIP – Separately used or inhabited part (see full definition on page 128).

Tangata Whenua - is a Māori term that literally means "people of the land". It can refer to either a specific group of people with historical claims to a district, or more broadly the Māori people as a whole.

UAGC - Uniform Annual General Charge.

UV – ultraviolet.

Waahi Tapu - sacred ground.

WTP – water treatment plant.

WTS – waste transfer station.

WMMP – waste management and minimisation plan.

WWTP – wastewater treatment plant.



***Tirohanga Whakamua
Look to the future***

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