



OUR FRAMING FUTURE

DRAFT LONG TERM PLAN 2021-31

Mihi

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

Mihi mahana tēnei o te Kaunihera o Rangitikei 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 mātara tara ki tai,

E hī ake ana te atakura,

He tio, he huka, he hau hū,

Tīhei Mauriora!

The Rangitikei 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

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Message from His Worship the Mayor

Message to come – see Consultation Document

Audit Opinion

to come for final LTP Document

to come for final LTP Document

to come for final LTP Document

Councillors



Mayor Andy Watson

06 327 7615
027 617 7668
andy.watson@rangitikei.govt.nz



Deputy Mayor Nigel Belsham ●

06 327 7005
027 4191 024
nigel.belsham@rangitikei.govt.nz



Councillor Cath Ash ●

06 327 5237
021 524 585
cath.ash@rangitikei.govt.nz



Councillor Fiona (Fi) Dalgety ●

06 322 8460
021 222 8460
fi.dalgety@rangitikei.govt.nz



Councillor Richard Lambert ●

06 322 8096
027 879 2221
richard.lambert@rangitikei.govt.nz



Councillor Dave Wilson ●

027 223 4279
dave.wilson@rangitikei.govt.nz



Councillor Gill Duncan ●

06 388 1409
027 255 1409
gill.duncan@rangitikei.govt.nz



Councillor Angus Gordon ●

06 388 1571
021 111 4767
angus.gordon@rangitikei.govt.nz



Councillor Tracey Hiroa ●

021 0275 9983
tracey.hiroa@rangitikei.govt.nz



Councillor Coral Raukawa ●

021 0235 2448
coral.raukawa@rangitikei.govt.nz



Councillor Brian Carter ●

027 247 1812
brian.carter@rangitikei.govt.nz

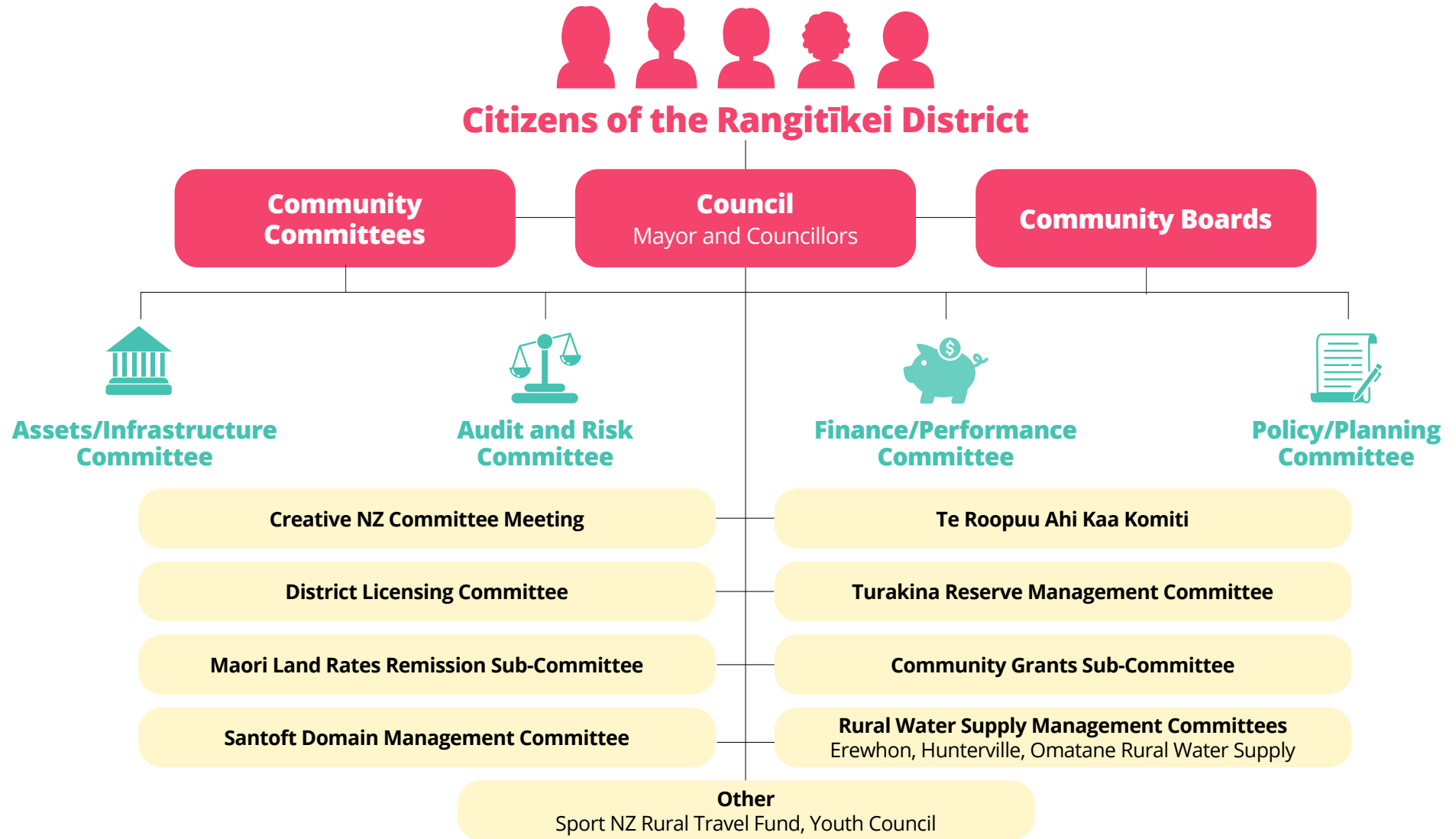


Councillor Waru Panapa ●

027 343 0405
waru.panapa@rangitikei.govt.nz

- Central Ward
- Northern Ward
- Southern Ward

Council Structure



Management Structure

COUNCIL: Mayor and Councillors

Chief Executive
Peter Beggs



**Group Manager
Assets & Infrastructure**
Arno Benadie

- Animal Control
- Parks & Reserves
- Roading
- Water
- Wastewater
- Stormwater
- Solid Waste
- Project Management Office



**Group Manager
Corporate Services**
David Tombs

- Financial Management and Reporting
- Treasury Management and Reporting
- Accounts
- Rates
- Information Services
- GIS
- Digital Transformation
- Risk Management



**Group Manager
Democracy & Planning**
Carol Gordon

- Customer Services
- Communications
- Policy and Planning
- Governance
- Mana Whenua Liaison
- Cemeteries



**Group Manager
Community Services**
Gaylene Prince

- Libraries and Information Centres
- Community Development
- Property (including Community Housing, Halls and Pools)



**Group Manager
People & Culture**
Sharon Grant

- Human Resources
- Payroll
- Civil Defence

MAP

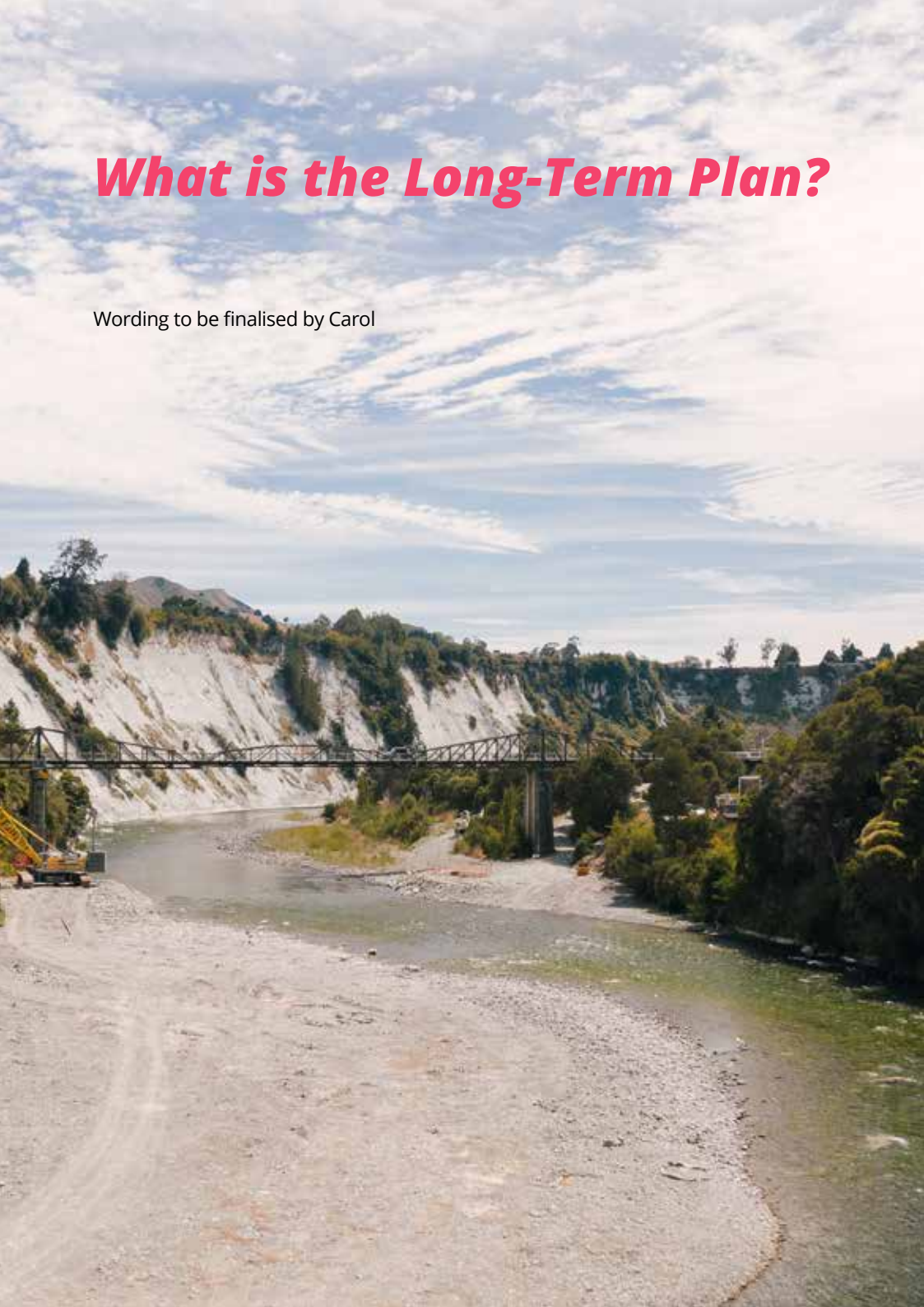
Manawatu- Wanganui LASS Limited

An exempt Council Controlled Organisation (CCO) in the Manawatu-Wanganui 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, Rangitīkei, Ruapehu, Taranaki and Whanganui District Councils, was established in 2008 to investigate, develop and deliver shared back office services.

What is the Long-Term Plan?

Wording to be finalised by Carol



Community Outcomes

Community Outcomes Community outcomes are 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. Council has nine community outcomes which are described below.

- Infrastructural service levels -** Ensuring services meet appropriate standards and are affordable.
- Economic development -** Facilitating growth through infrastructure investment, an enabling regulatory framework and collaboration.
- Future-looking community facilities -** Ensuring community facilities are future-fit and appropriately managed.
- Earthquake-prone buildings -** Reducing the people-risk from Council-owned earthquake-prone buildings and providing leadership/support role for other earthquake-prone buildings.
- Communication/engagement and collaboration -** Ensuring communities are well-informed and engaged in decision-making, and productive partnerships are established/maintained.
- Rates level/affordability/value -** Ensuring rate levels are prudent and value to ratepayers demonstrated.
- Environment/climate change -** Responsiveness to expectations from the community and Government for more sustainable use of resources, a reduced carbon footprint, and planning for projected impacts in weather and sea-level changes.
- Regulatory performance -** Implementing an enabling regulatory framework which is explicit on whether (and how) Council will exercise any statutory discretion available to it.
- Community resilience -** Advocating for, working in partnership and supporting groups which are concerned with the well-being of the District's communities.

Assessment

The Community Outcomes were included in the 2018-2028 Long Term Plan – issues identified:

- Nine is a lot
- Some are actions as opposed to outcomes
- There is some cross over
- Neither wellbeing or partnership with Iwi are covered off.

Proposal: Adjust the Community Outcomes and incorporate in the 2021-2031 Long Term Plan

Purpose: Simplify the Community Outcomes, so they are more easily understood.

Action: Create icons to run alongside each Community Outcome and incorporate the outcomes into Council Officer reporting lines.

Healthy and resilient communities:

- We advocate for, work in partnership with and support groups concerned with the wellbeing of our communities.
- We ensure our infrastructure services meet appropriate standards and are affordable.
- We support events and activities that make people proud to live here
- We work with cultural groups and new residents to ensure they are welcomed.
- We aim to keep communities well-informed and engaged in decision-making, and productive partnerships are established/maintained through community committees and boards.
- We manage community facilities and ensure they meet the needs of our community and are future-fit.
- We aim to reduce the risk from Council-owned earthquake-prone buildings and by providing a leadership/support role for owners of other earthquake-prone buildings.

Healthy and improving environment:

- We are proud of our natural environments
- Responsiveness to expectations from the community and Government for more sustainable use of resources.
- We aim to reduce our carbon footprints.
- We aim to reduce waste to landfill.
- We will plan for the projected impacts in weather and sea-level changes through climate change.

Prosperous economy:

- We facilitate growth and leverage off new and expanding commercial and industrial investments through infrastructure investment, an enabling regulatory framework and collaboration.
- We value the rural economy and therefore advocate for and support diversification and strengthening of primary sector productivity
- We aim to ensure rate levels are prudent and demonstrate value to ratepayers.
- We seek housing solutions that support community aspirations for economic and social development and to build a more prosperous and resilient district.
- We leverage of the districts natural assets and visitor sector to encourage visitors and new residents.

Partnership with Iwi:

- We work with Iwi on projects and plans that are important to them before carrying out public consultation or engagement.
- We will work with mana whenua to identify and protect areas of cultural importance
- We will help mana whenua tell their stories of the land and history.

Wāhanga Tuarua
Section Two

Financial and Infrastructure Strategy

Tirohanga Whakamua - Look to the future

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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:

Vision and Context

This section outlines Council's vision for the next 30 years, and provides contextual information about demographic, economic and political changes which 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 the 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.

Vision and Context

Council's Strategic Vision is that, in 2050, the Rangitikei District will:

1. Have a population of 25,000
2. Be encouraged by Central Government through a "green lens" i.e. increasingly decisions made on the environment, water, waste and land will focus on sustainability and environmental protection
3. Have a greater diversified horticultural and agricultural sector
4. Include greater levels of horticultural and agricultural automation, technology and artificial intelligence
5. Have an increasingly skilled workforce
6. Accommodate greater boutique tourism (small and bespoke that leverages our remoteness and "heartland" living)
7. Be a trusted partner with Iwi
8. Promote and facilitate increased numbers of community spaces, meeting hubs and places for communities to connect
9. Have increased ethnic diversity
10. Have a smoother age demographic
11. Have redeveloped town centres in Marton, Hunterville, Bulls and Taihape.

To support this vision, the Long term Plan contains a capital programme totalling \$227 million over ten years to renew or create new assets and operating expenditure of \$302 million,¹ as follows:

- Roothing network – 801.05 km of sealed and 424.84 km of unsealed – valued (as at 30 June 2019) at \$448 million, with an estimated replacement cost of \$622 million: capital expenditure: \$122.7 million; operating expenditure: \$102 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. sewage and the treatment and disposal of sewerage) – : 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 (Huntermville is owned by the community trust but Council pays them an operating grant), 6 urban halls, 8 rural halls, 17 toilets and restrooms (18 once the Marton Playground Development is complete), 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: \$46.2 million

District Topography

The Rangitikei District comprises 4,500 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 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 Manuka honey industry is growing and support important indigenous forests, tussock land and wetlands.

There are a number of 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 Economy¹²

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, with declines in 2008, 2009, 2011 and 2018 (Figure 1). The primary sector to the Rangitikei economy²³ dominates providing almost 32.4% of the District's GDP. 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

¹² Infometrics data is to March 2019 so the impact of COVID-19 is not represented in these statistics.

²³ The primary sector extracts or harvests products from the earth and includes agriculture, forestry and fishing..

- 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

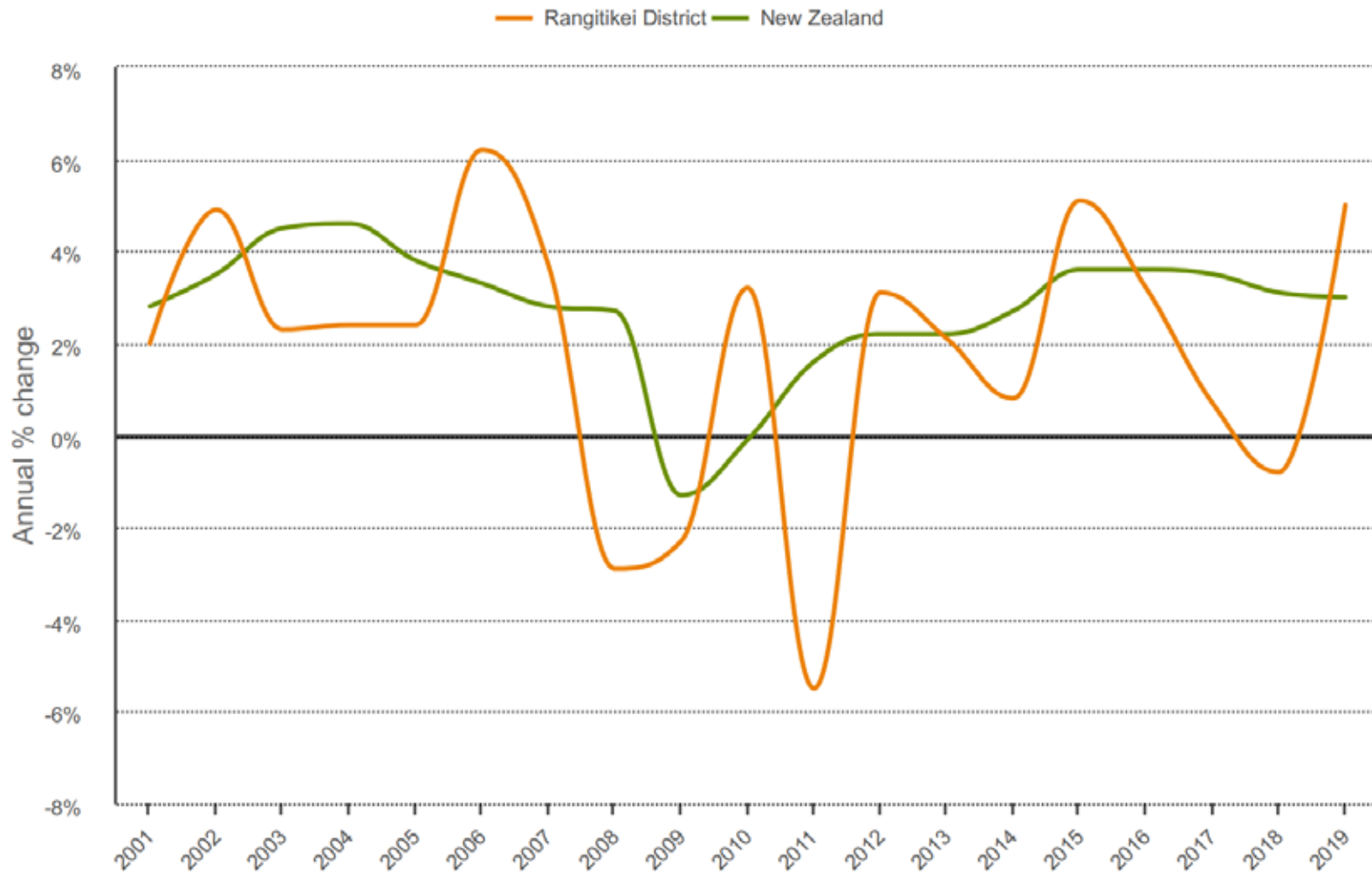


Figure 1. GDP Growth for the Rangitikei District compared with New Zealand (Source: Infometrics).

Growth initiatives

The Rangitikei District has been an ongoing contributor to Accelerate 25, and supporter of Te Pai Tawhiti, and the associated Manawatu – 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 Maori economy in the Manawatu-Whanganui Region. The key focus is on economic growth that will contribute to gains for whanau, 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 Councils 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, Hapu and the Ratana 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 which 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 3 roads within the Hunterville forest area (Turakina Valley Road, West Road and Watershed Road)⁴.

Expected changes in land use

Council expects there to be a number of 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 Manuka, 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 population 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).

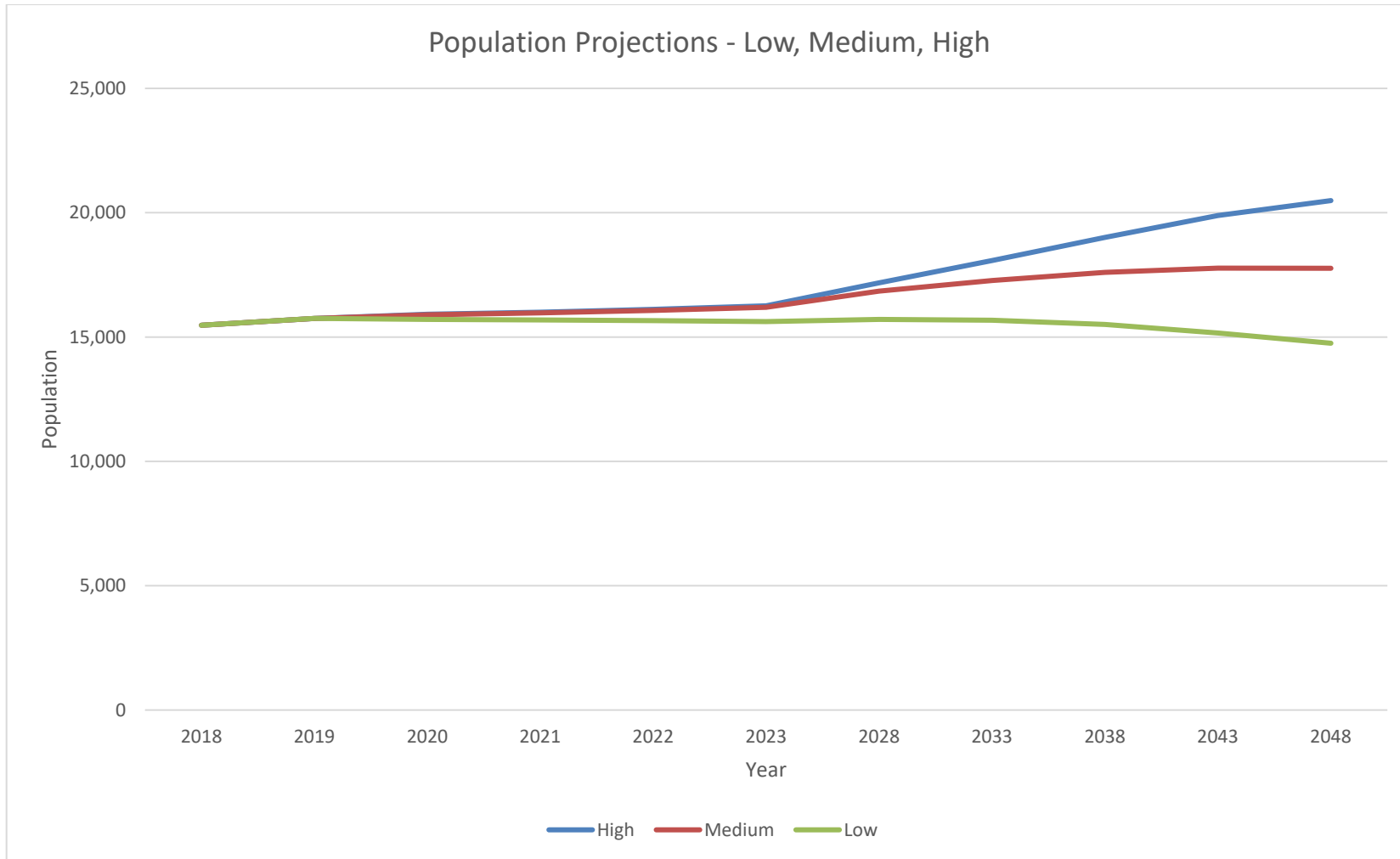


Figure 2. Population projections (Source: Infometrics).

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 percent of New Zealand's rivers and lakes swimmable by 2040. The requirements include new standards for managing the level of nutrients (nitrogen and phosphorus) which enter waterways. Additionally, the Horizons One Plan specifically requires that direct discharges to water are, at a minimum amended so that they at least pass through a system prior to entering a water body that addresses the potential impact on the water quality. The current trend to ensure compliance is to irrigate treated effluent to land. These requirements are significant for Council, as all of Council's discharge consents are directly to water.

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 a building 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

Rangitīkei District Council makes use of a Shared Services agreement with Manawatū 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 which 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 which 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, RDC initiated a revised Asset Management Strategy for the potable water, wastewater and storm water 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 a number of 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 mean 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 Maori 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 the parts of the reticulation will need replacement within the next five-ten 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 \$200,000 each year for the next ten years for further research and support for local economic development strategies which is likely to 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 tourists 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 which 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 which 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.⁵ Council has removed a number of 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

grounds 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 condition 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 Papakainga 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 waste water 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".³⁶

In addition, during the next thirty 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 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,

³⁶ The preferred discharge is to land.

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 storm water 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*”.

In 2021 Council employed a Senior Strategic Planner, to develop a Spatial Plan in 2021. This Plan which will consider the effect of climate change and the impacts it will have on the District. 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 Kaikoura 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 major such 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 all three 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.

Affordability and balance

With an increasing population, both 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 intent to invest over \$210m in the District in the next ten 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.

Levels of service

Roading

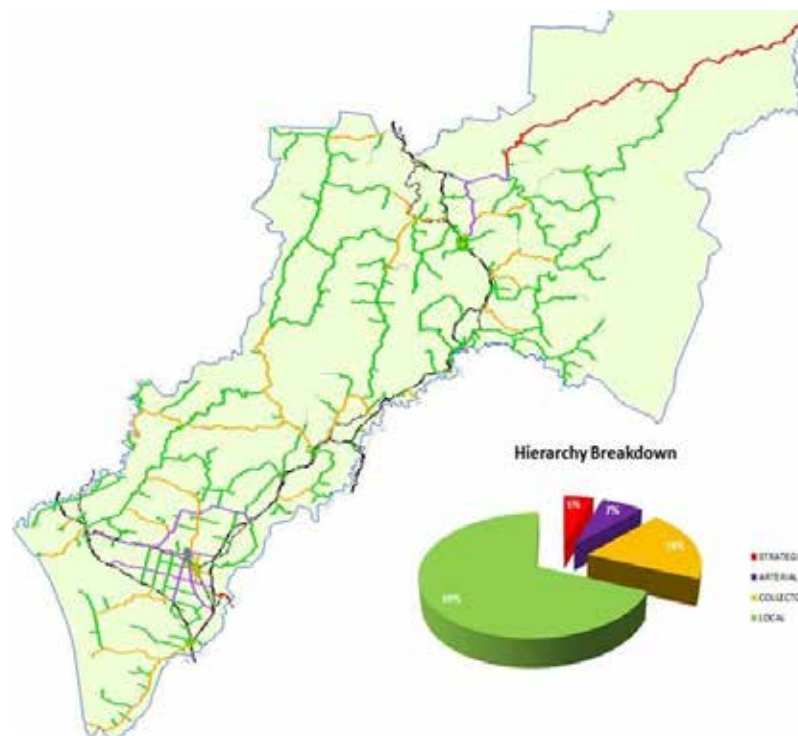
Our roading network is the Council's most valuable asset. However, like many of our assets, it is aging and was not built to carry the heavy vehicles that use it today. The rural nature of our District means we have a large roading network for the size of our population.

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

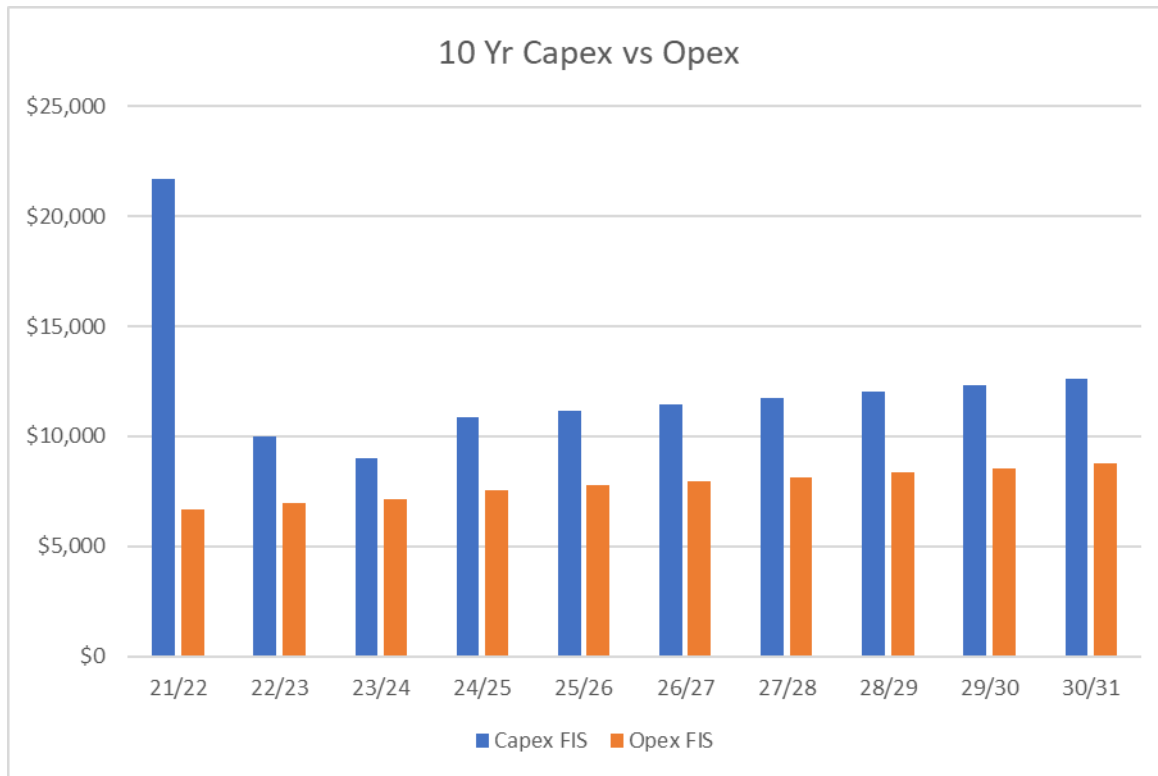
The New Zealand Transport Agency has introduced a nationally consistent road classification system - the "One Network Road Classification" (ONRC). This system will determine the levels of service which NZTA will fund across all local networks. It measures performance over six areas – efficiency, safety, 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 NZTA before 1 July 2021 for the 2021 - 24 period is at a slightly increased level compared to 2018 - 21, to maintain current levels of service, there is a recognition that there are safety improvements (e.g. to bridge approaches) which need to be achieved.

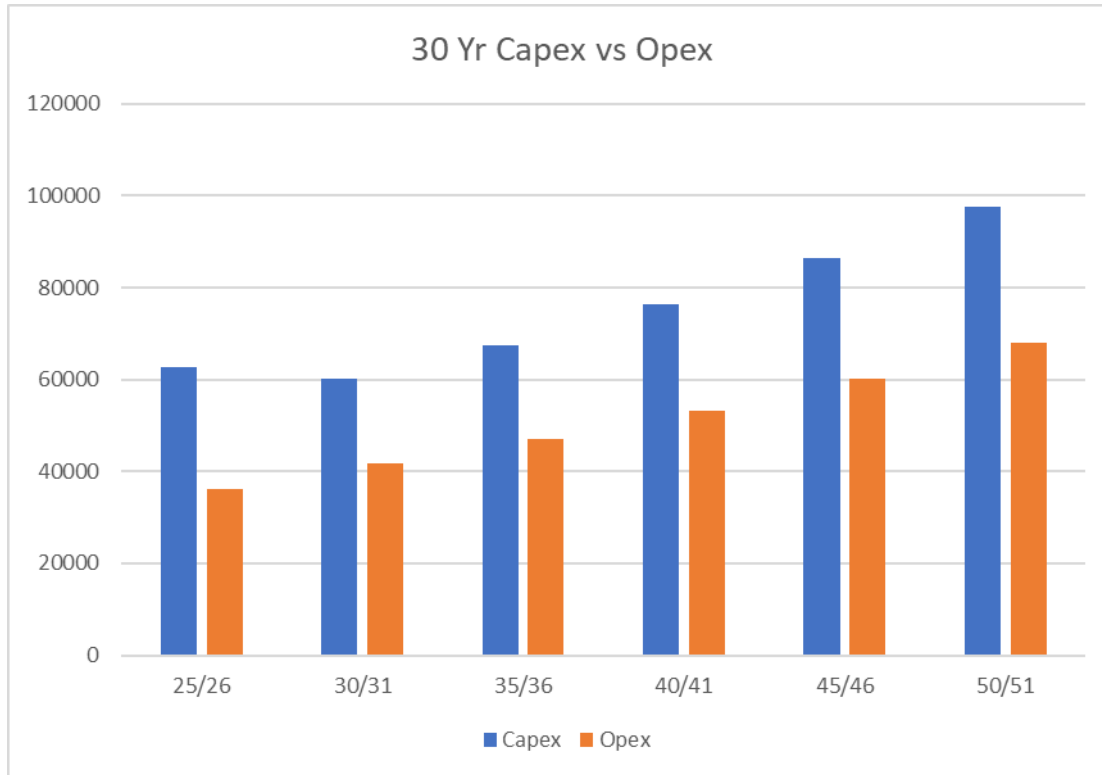
In order to get the most out of this funding envelope, Council has adopted a 'fix as you go' approach to roads that may be impacted by increased heavy traffic activities like forestry for a short time. This means that, for a road which is normally used by a small number of vehicles, any potholes or issues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

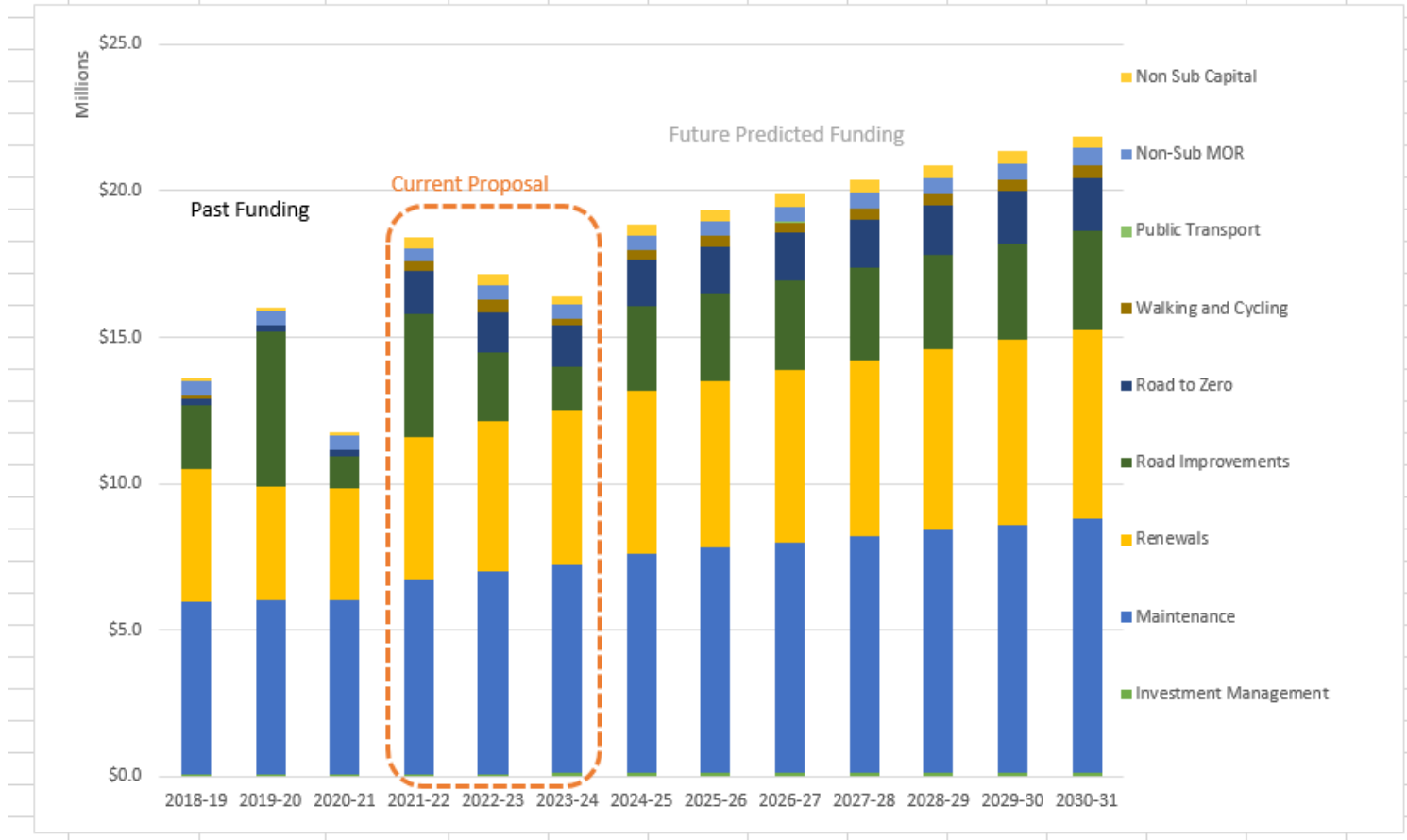


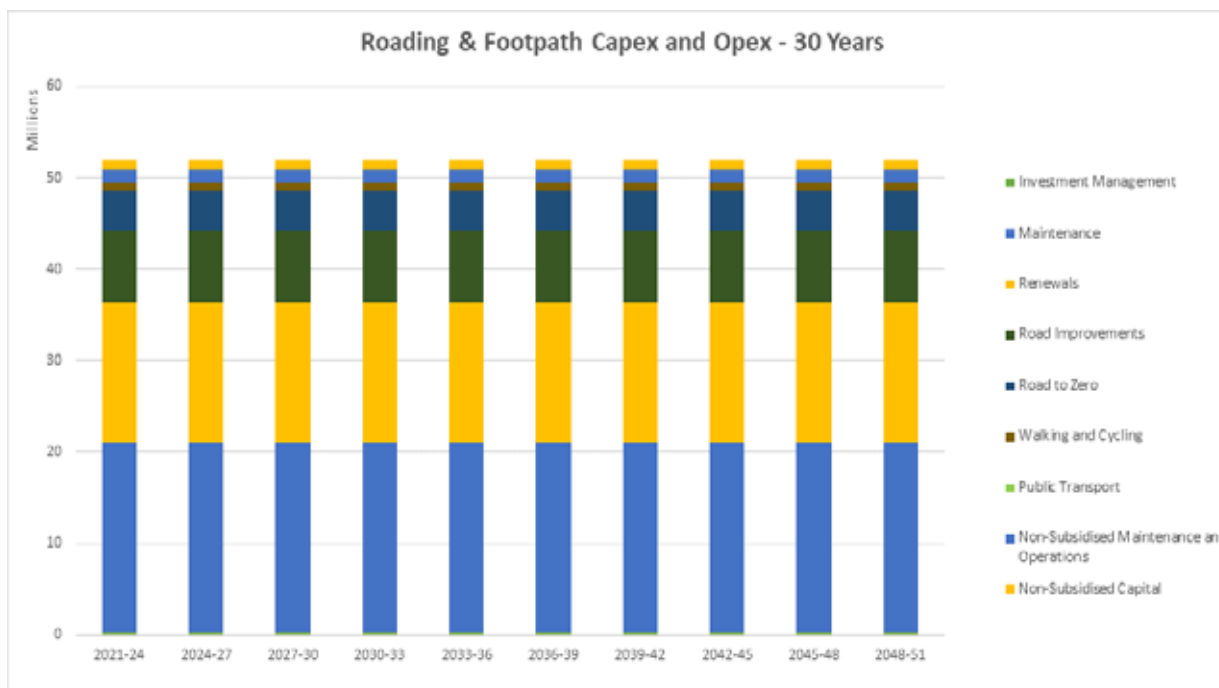
Roadside drainage is critical in handling the bigger and more frequent storm events. In addition, Council needs to have capacity to fund its local share if there are storm events which result in substantial damage to the network: 100% subsidy from NZTA is very unlikely. All the financial information reflected in the graphs below will be finalised once RDC receives NZTA approval which will be before 30 June 2021.

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 a number of 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 favour very high traffic volume roads.

3 Waters

Council made the decision to view the 3 waters assets and services as business as usual for at least the next three years as any proposed new water management entities would only come into effect from 1 July 2024. Due to the uncertainty about the future of the 3 waters assets and

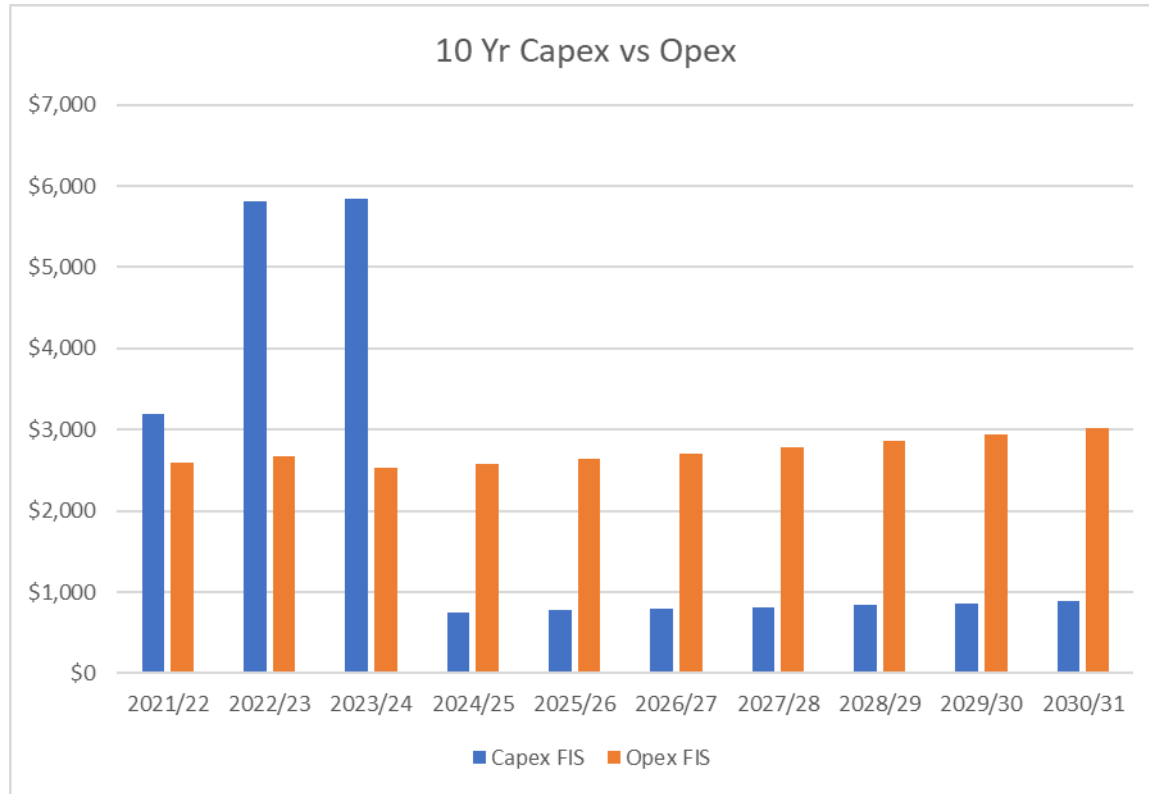
service provision, Council included capital budgets for the next 20 to 30 years. The management of the assets and provision of services remains a Council function until there is an official decision from Council to remove these activities.

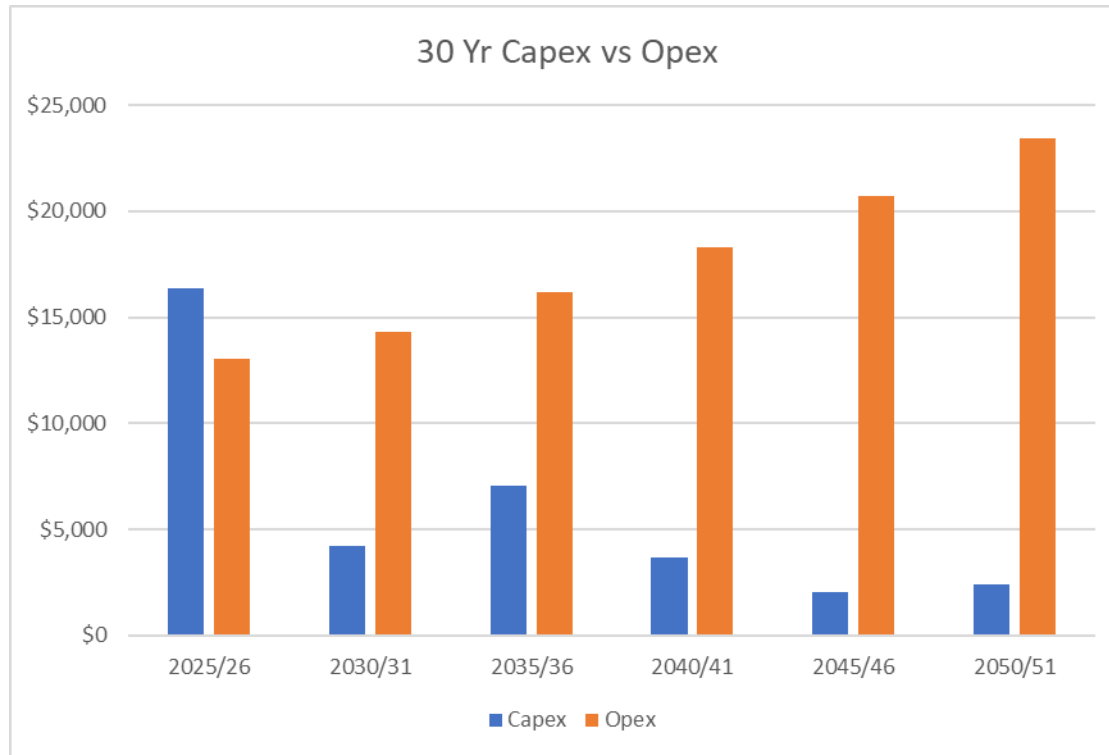
Changes in compliance requirements... for drinking water

The New Zealand Drinking Water Standards require our urban water supplies to comply with the protozoal standards. This means we needed 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.

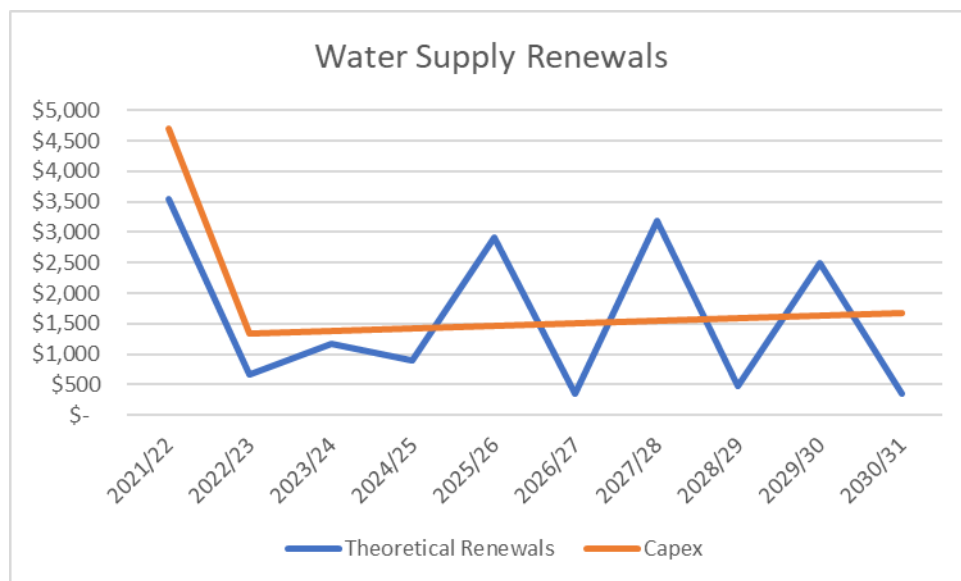
For the past six years all councils have had to measure the loss of water from urban reticulation schemes, which has resulted in a stronger focus on detecting (and resolving) the cause(s) for such losses. Whether there will be pressure from the Government to have all potable supplies metered is unknown.

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





RDC 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

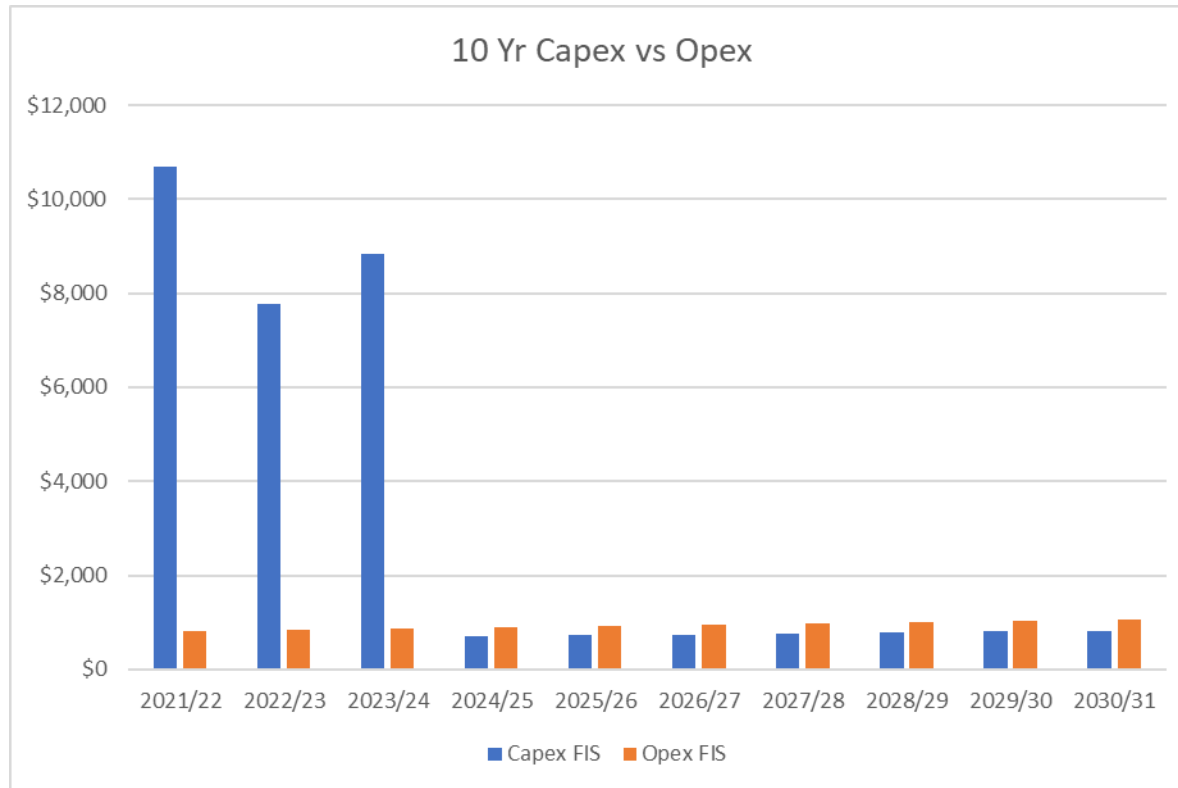
Discharges from our wastewater treatment plants are controlled through resource consents from Horizons Regional Council. The requirements of the Horizons “One Plan” and the National Policy Statement for Freshwater mean higher and more consistent standards for wastewater treatment. Council is supportive 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.

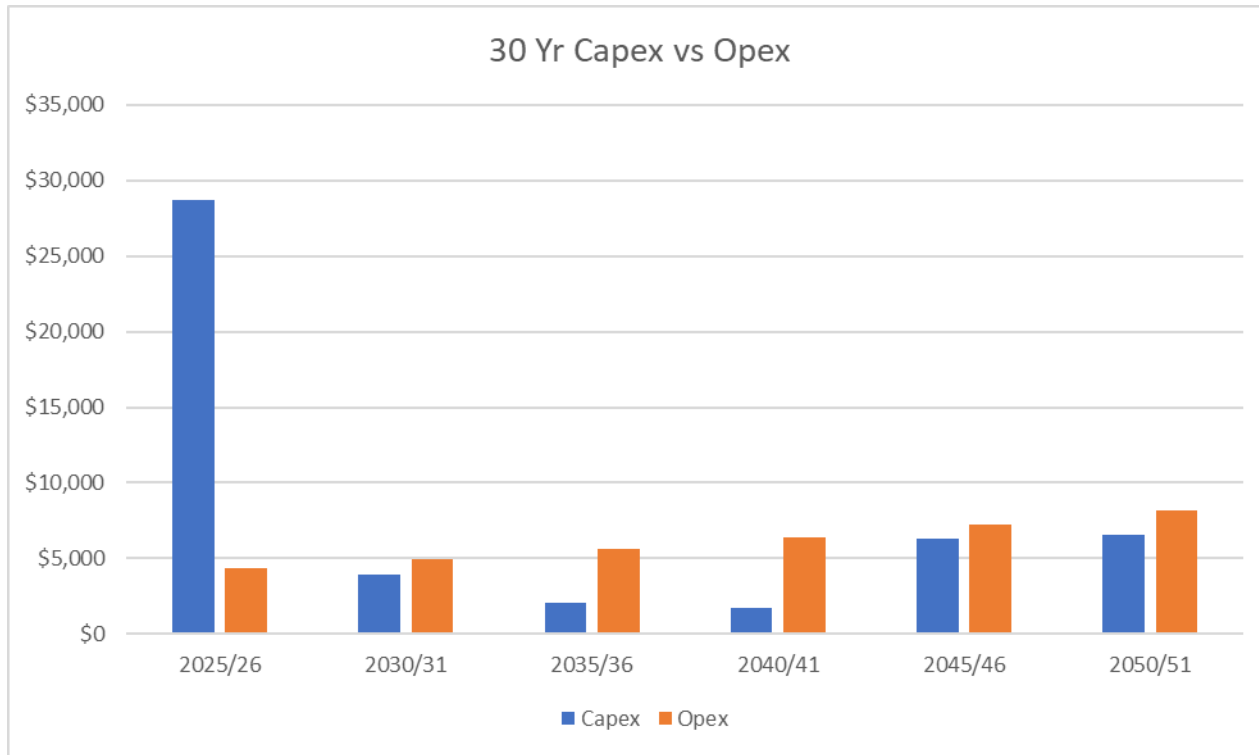
In Ratana, a grant was obtained from the Ministry for the Environment Freshwater Improvement Fund to cover the costs of having the plant discharge entirely to land. This means the discharge into Lake Waipu will cease.

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

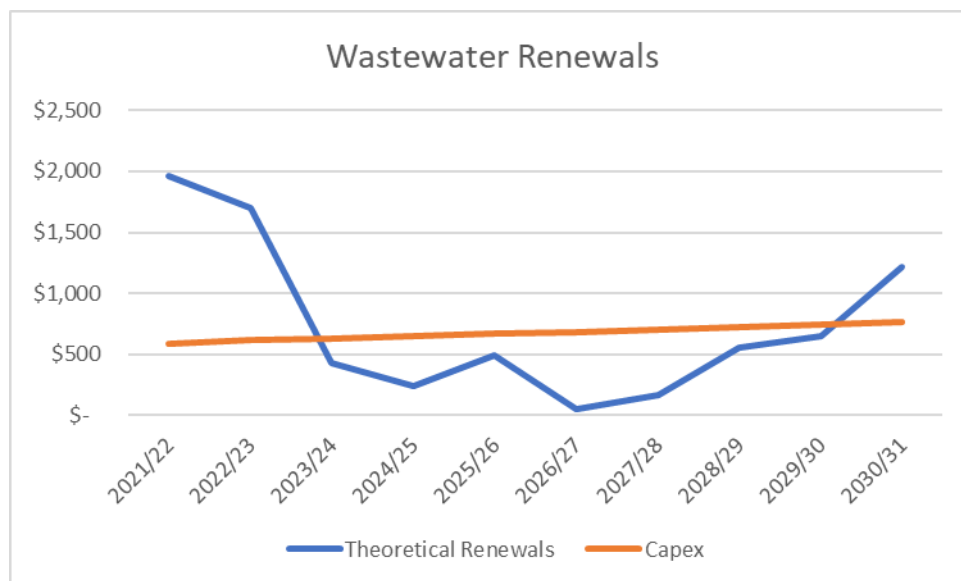
need an interim consent for a few years from Horizons for the current discharges from both towns. This includes the estimated cost of the consent application. Work on the centralised wastewater treatment option and land disposal is in progress, and sufficient capital funds has been included in the 2021 – 31 LTP 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 Tutaenui 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 RDC 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.

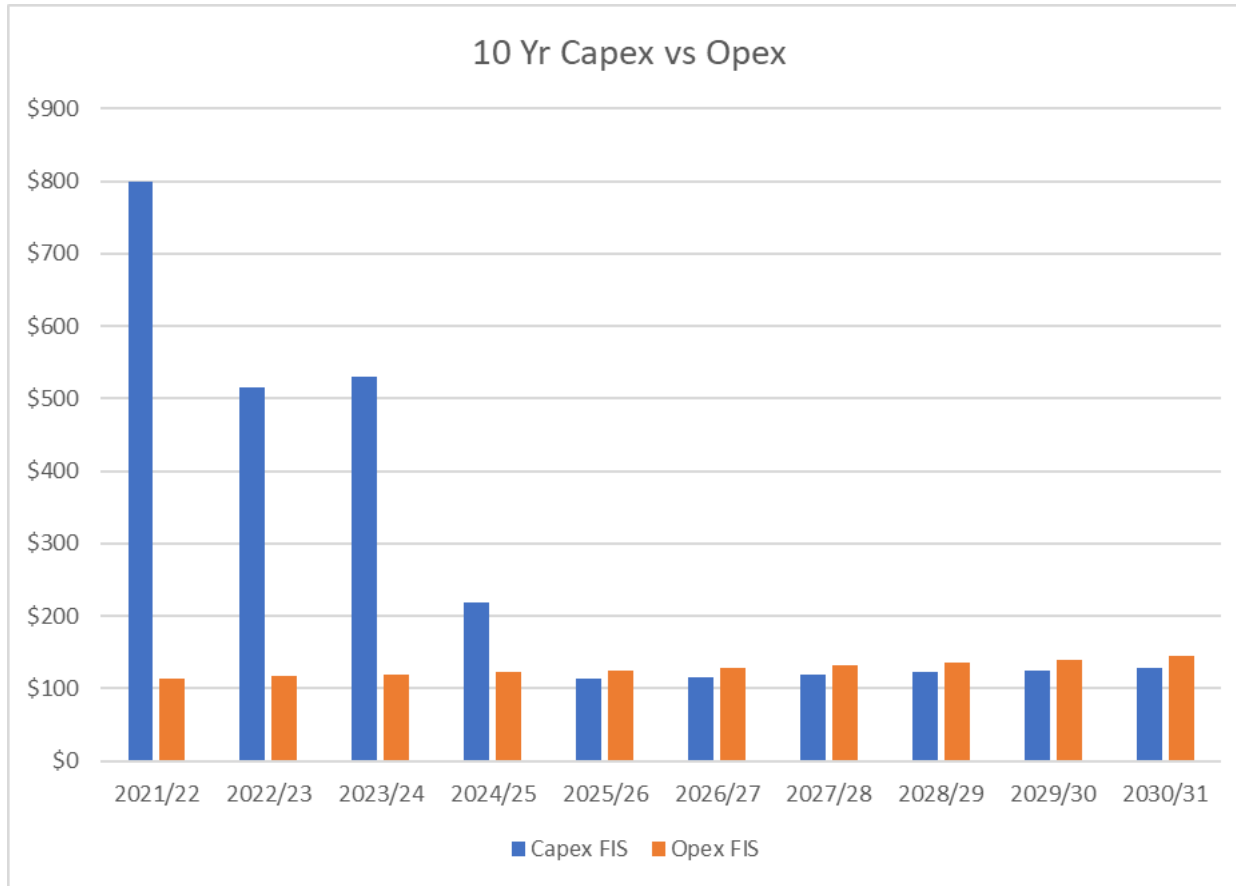


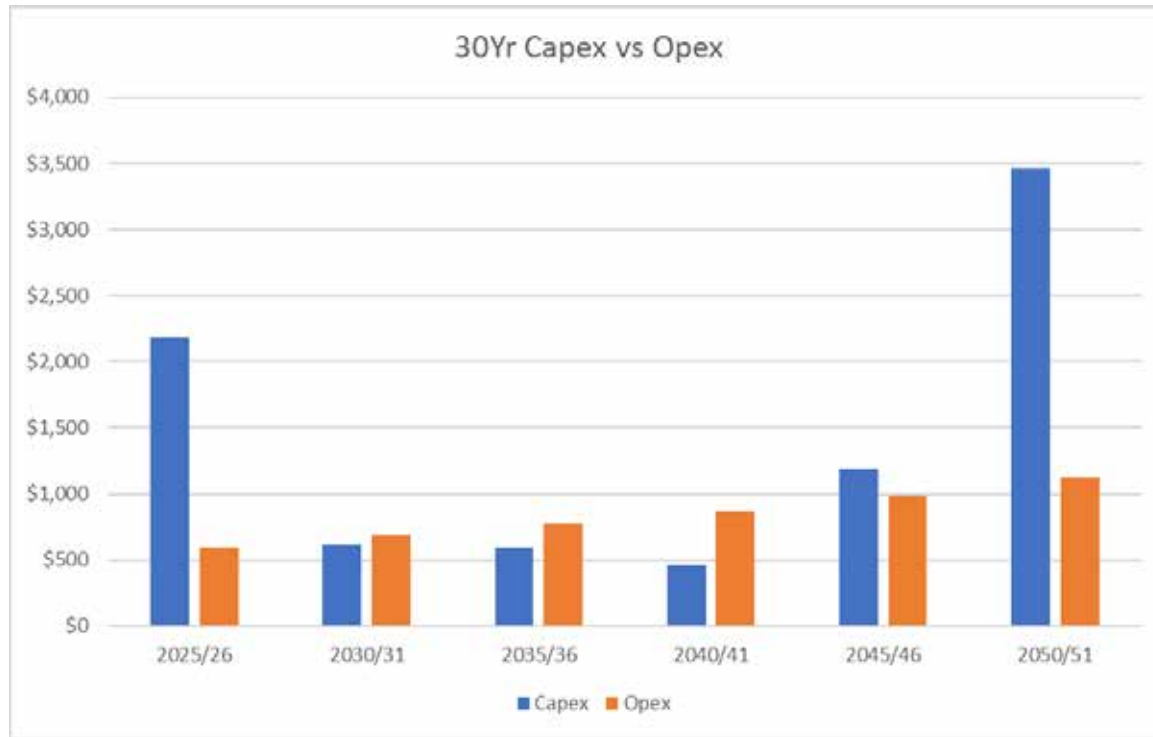
Changes in compliance requirements... for stormwater

The National Policy Statement for Freshwater will also apply to stormwater run-off. This is an area which 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.

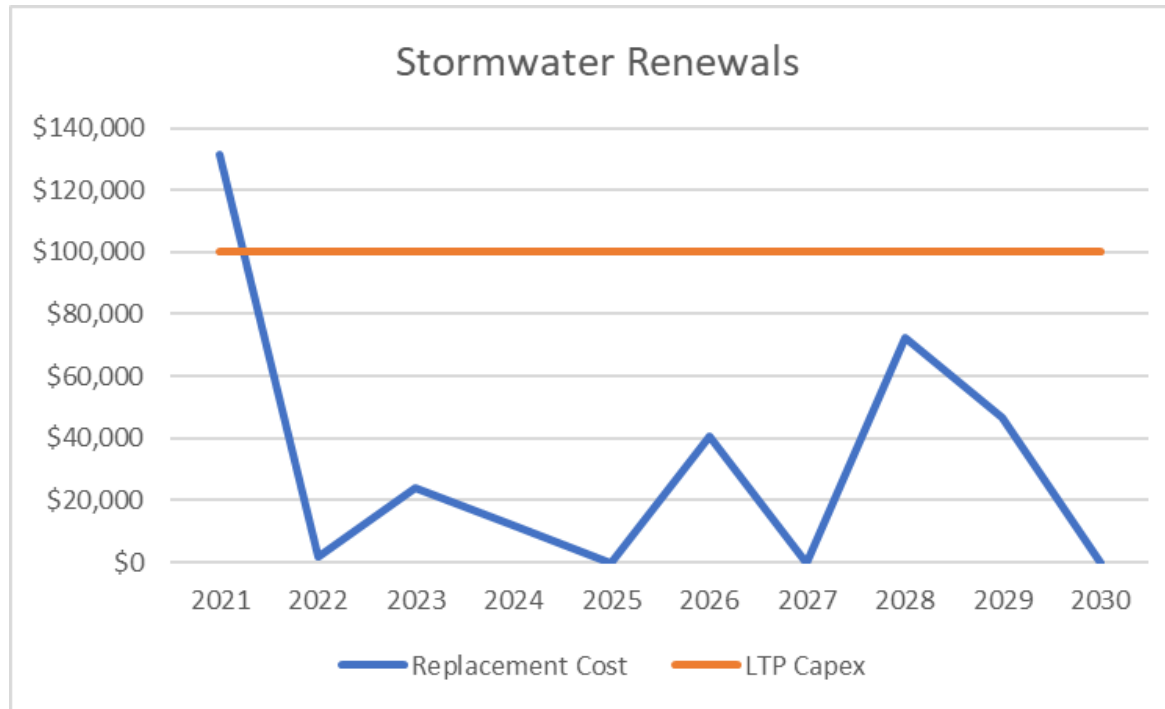
In addition, Council has decided to end the ambiguity over private drains in urban areas and to implement a more vigorous programme for dealing with problematic stormwater flows in our towns and villages. Early instances of this will be in Marton and Scotts Ferry. There will be costs to legalise easements 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 which Council manages, there are four rural water supplies within the Rangitikei District: Hunterville, Erewhon, Omatane and Putorino. 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, and also the consents for surface water takes for the Omatane and Putorino 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 investigation on a comparable facility in Hunterville.

Bulls

The Bulls Community Centre – Te Matapihi – was completed in 2021. It includes an auditorium, library/learning hub, visitor promotion area, community meeting rooms, a youth area 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, storage for community groups) 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 Williams'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 - split 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 1 – 3 of the Plan but will depend on the outcome of the consultation.

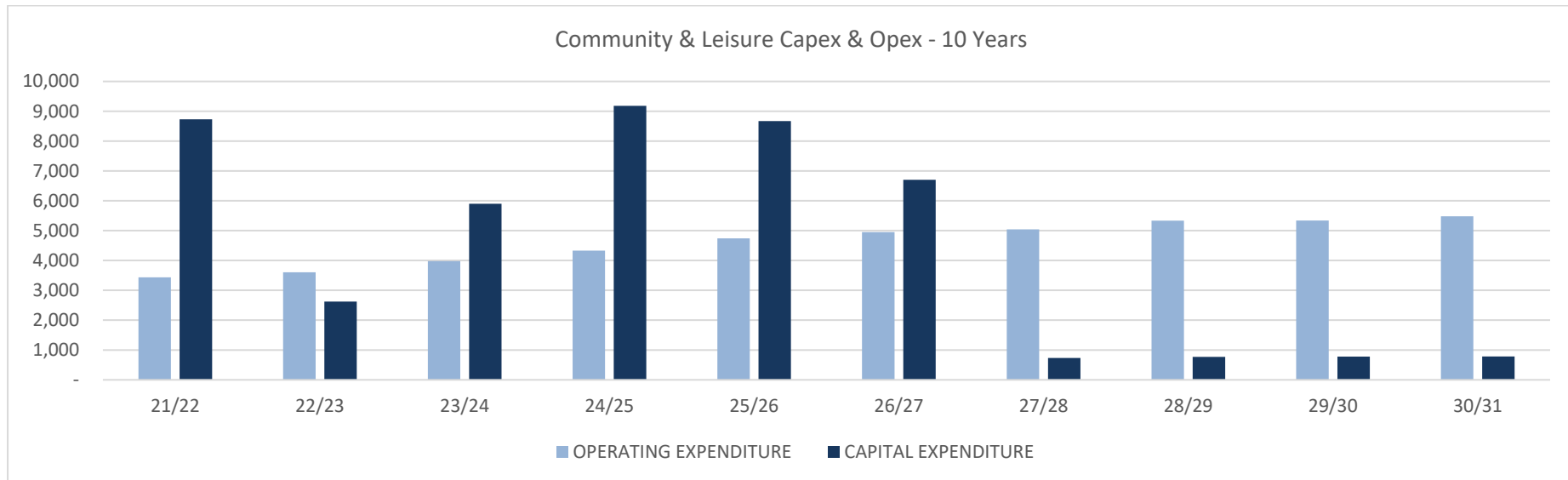
Taihape

Council remains committed to developing an improved civic facility on the Town Hall site. While the building is earthquake-prone, Council understands there is considerable 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 3-5.

Huntermville

Although no specific project has been committed for Huntermville Council is aware that the Huntermville 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. However, Council accepts that it must take a lead in these discussions with the community to achieve a solution.

The most likely scenario

The 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 the population changes mean there are some significant challenges for the 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 a number of earthquake-prone buildings
- Increased emphasis on environmental outcomes

- More Iwi managed enterprises and settlement
- Land-locked land 'unlocked'

Assumptions

Council has made a number of assumptions which 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
The increasing drive for improved agricultural productivity and harvesting forestry will maintain (if not increase) demand for high quality rural roads	Certain	

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
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.	
Increased 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 lose 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.
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 Roding 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 Tutaenui Stream and the Rangitikei River, and to dispose of it to land. The projected cost for this is \$25 million⁷. 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 and (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. However, 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 (b) 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 LTP. 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

⁷ This includes the consent application process, the upgrade and a provision for desludging.

approach to the delivery of effective and efficient renewals. The annual funding of \$100,000 per annual has been increased to \$170,000 for the first three years to include larger items such as roof replacements and car-parking development

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 Ratana 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 Mil. 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, 30 km distance at a cost of \$9M. As there are no trade waste discharges in Ratana, the impact on the Marton plant would be minimal. However, the annual Ratana 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 grandstand toilets to another location, 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 \$1 Mil 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 – i.e. 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 LTP.

The **principal alternative** is for Council to work with the community, Horizons Regional Council and central 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 LTP.

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 *Huntermville 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 LTP.

The **principal alternative** is to pump the town's sewerage 25 km 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 ten 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 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

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 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 \$227m throughout the District in the next ten 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 a number of 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 program 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 around \$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, but emotive, 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 a number of 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
6.95%	7.25%	6.5%	6.5%	8.75%	5.5%	3.75%	3.75%	2.5%	2.0%

As mentioned above, these increases are NOT what each individual ratepayer will be facing as we expect 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

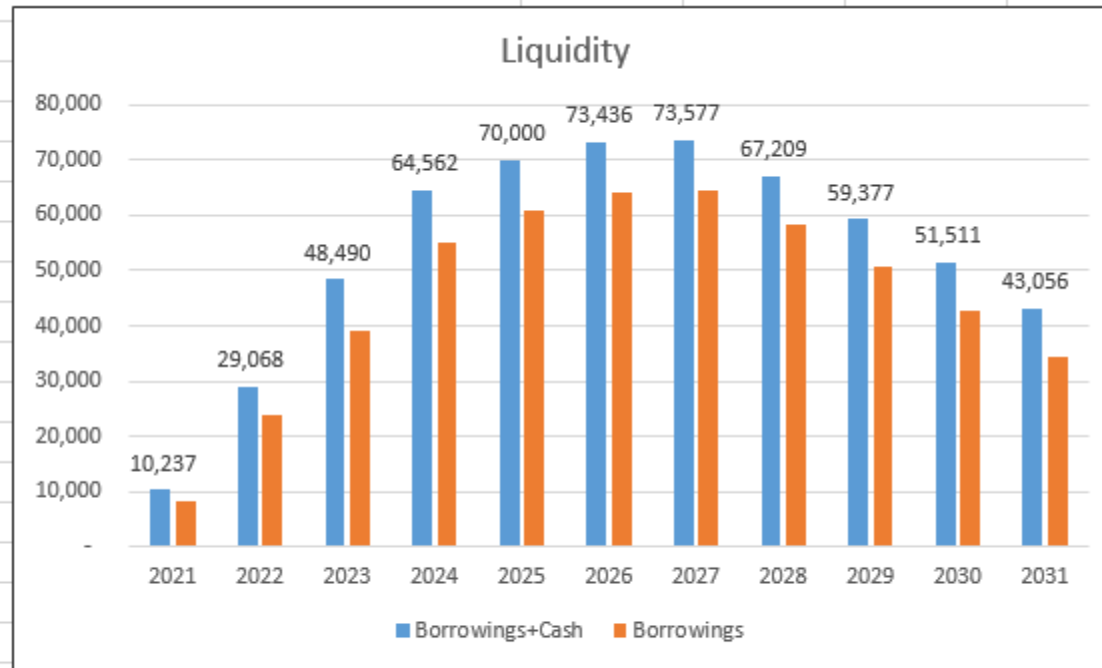
Council will use rating differentials and will amend the level of its Uniform Annual General Charge where it considers that the results of doing so are fair and equitable to the overall community. The very nature of our rating system means that, from time to time, unforeseen outcomes can arise that will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

Capital Expenditure

Council's planned capital expenditure program shows we intend to invest more than \$227m 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 \$74m during this LTP. Council also expects to maintain cash reserves of over \$9m in years 2 to 10 of this LTP (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.



Option A

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 annul 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 60% to 137% maximum
4. Ranges from 112% to 126% 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 contained in its Treasury Management Policy. Council's general policy regarding investments is:

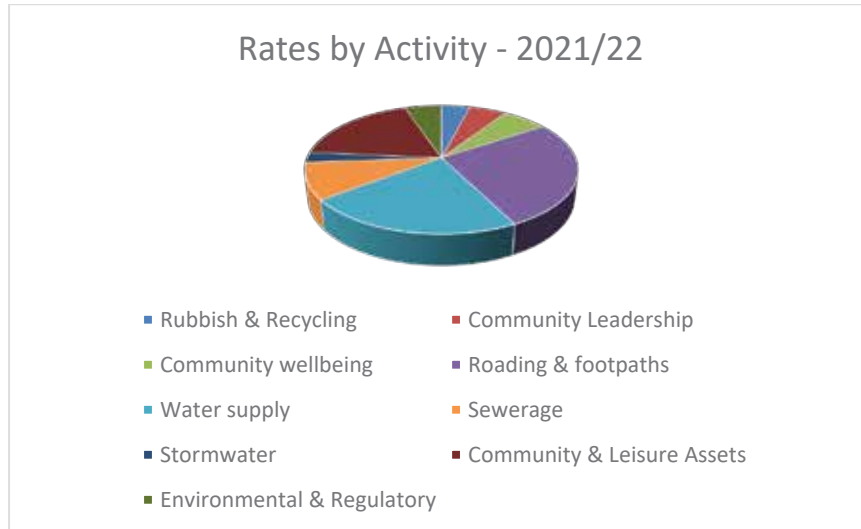
- Council may hold financial, property, forestry and equity investments if there are strategic, commercial, economic or other valid reasons;
- Council will keep under review its approach to all major investments and the credit rating of approved financial institutions; and
- Council will review its policies 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 COVID19. This Long Term Plan has been prepared on the basis that COVID19 does not re-emerge.

Council is aware that COVID19, 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, RDC initiated a revised Asset Management Strategy for the potable water, wastewater and storm water assets in 2019. This strategy includes more detailed assessments of asset performance and asset condition for the tree 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.

RDC 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, RDC initiated a revised Asset Management Strategy for the potable water, wastewater and storm water assets in 2019. This strategy includes more detailed assessments of asset performance and asset condition for the tree 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. RDC completed 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%
Storm water asset value	29,690,623	18,911,300	64%

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, a new community centre 'Te Matapihi' was constructed and has opened in Bulls, and Stage I of renewals have commenced at Marton Memorial Hall. Parks and playgrounds have been developed with the skate park in Marton extended, and a new playground at Marton Memorial Hall playground. Plans are underway to renew and develop Ratana 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 Rangitīkei River (Bores 1, 2, 3 and 4).
Mangaweka	Abstraction – Rangitīkei River	1 Jul 2037	Infiltration gallery at Mangaweka Campground.
Marton	Abstraction - Calico Line Bore	1 Jul 2027	Supplementary supply for Marton.
	Abstraction – Tutaenui Stream	11 Jul 2032	From C Dam and B Dam.
	Abstraction – Well 303029 (Tutaenui Bore)	1 Jul 2027	Located within road reserve on Tutaenui 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.

Water Supply	Consent	Expiry Date	Comments
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.
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
Omatane Rural	Abstraction	1 Jul 2027	Unnamed tributary of Makino Stream at Makino Rd
Putorino Rural	Abstraction	1 Jul 2027	Unnamed tributary of Rangitikei River off Rangatira Rd. Consent held by Putorino Farm Settlement Water Supply Committee.

Network	Consent	Expiry Date	Comments
Bulls	Discharge	7 Oct 2006	Discharge from Bulls oxidation pond to Rangitīkei 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 underway.
	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.
Koitiata	Discharge to Land	1 Jul 2024	Discharge from oxidation pond to land.
	Land Use	1 Jul 2024	Construction of land disposal area.
Mangaweka	Discharge to Water	19 Mar 2024	Discharge to Mangatera Stream.
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

Network	Consent	Expiry Date	Comments
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

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Summary of Submissions to be added after Council Deliberations

Wāhanga Tuawha
Section Four

Council Activities

Tirohanga Whakamua - Look to the future

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Introduction

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

- Community leadership
- Rooding
- Water supply
- Sewerage and the treatment and disposal of sewage
- 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 Funding Impact Statement

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

Statement of Service Provision

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



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 which 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	<ul style="list-style-type: none"> Infrastructural service levels Communication/engagement and collaboration Rates level/affordability/value
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 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. Maori 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 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 which 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 oversees a risk management framework and an annual programme of work by the Internal Auditors. Council will reengage with CouncilMark in August 2021 to promote 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.

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

Iwi Liaison

Council consults with Māori and iwi on significant decisions and works with Māori and iwi 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 which has representation from all iwi in the District (together with the unique Māori community at Ratana). The relationship is outlined in the Memorandum of Understanding –Tutohinga between the District Council, eleven Iwi and hapu groups that comprise Te Tangata Whenua O Rangitikei and the Ratana Community.

Council also works with Iwi and hapu in developing collaborative capacity building and has a small funding programme to support this. Council has an established iwi/Maori liaison officer on staff. The role has two key deliverables - to support and develop Iwi/Maori 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 review • 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 Preparation of order papers that ensure compliant decision-making Internal Audit programme Engagement with sector excellence programmes (CouncilMARK in August 2021) Consideration of Maori Wards (as per the change in legislation)</p> <p>Iwi Liaison Maori Responsiveness Framework- review and implement actions</p>
Year 2 (2022/2023)	<p>Strategic Planning Annual Report 2021/22 Annual Plan 2022/23/24 Delivery of programme of policy and bylaw review Continuation of Council's Spatial Plan, including progress on actions, including any response to climate change District Plan review to continue Elections Preparation of the pre-election report (for the 2022 election) - optional Conduct of 2022 local election</p> <p>Council Induction of Council, Community Boards/Committees for the triennium 2022-25 Preparation of Local Governance Statement and update Elected Members Handbook Preparation of order papers that ensure compliant decision-making Internal Audit programme Engagement with sector excellence programme (if appropriate)</p> <p>Iwi Liaison Maori Responsiveness Framework- review and implement actions Confirmation of Te Roopu Ahi Kaa membership for the 2022-25 triennium</p>

Year	Programmes
Year 3 (2023/24)	<p>Strategic Planning</p> <ul style="list-style-type: none"> • Long Term Plan 2024/2034 • Annual Report 2023/24 • Delivery of programme of policy and bylaw review • Continuation of implementation Council's Spatial Plan, including any response to climate change • District Plan review to continue (if appropriate) <p>Council Preparation of order papers that ensure compliant decision-making Internal Audit programme Engagement with sector excellence programmes</p> <p>Iwi Liaison Maori Responsiveness Framework – implement actions</p>
Years 4-10 (2024/2034)	<p>Strategic Planning</p> <ul style="list-style-type: none"> • Long Term Plan 2027/2037 • Annual Reports • Annual Plans • Delivery of programme of policy and bylaw review • Continuation of implementation of Council's Spatial Plan, including any response to climate changeElections • Conduct 2025 elections • Representation review – Year 2024/25 <p>Council Preparation of order papers that ensure compliant decision-making Internal Audit programme Engagement with sector excellence programmes</p> <p>Iwi Liaison Maori Responsiveness Framework– implementing actions</p>

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

	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	1,142	1,270	1,644	1,949	2,247	2,612	2,651	2,775	2,879	2,884
Targeted rates	78	84	89	95	103	109	113	117	120	122
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)	1,220	1,408	1,733	2,044	2,408	2,721	2,764	2,952	2,999	3,006
Applications of operating funding										
Payment to staff and suppliers	676	767	704	718	814	745	760	864	788	804
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	542	639	1,028	1,324	1,592	1,975	2,003	2,087	2,210	2,201
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,218	1,407	1,732	2,042	2,406	2,719	2,763	2,950	2,998	3,005
Surplus (deficit) of operating funding (A - B)	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)
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)
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)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	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 provides 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	Infrastructural service levels
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 1. The average quality of ride on a sealed local road network measured by smooth travel exposure 2. The percentage of the sealed road network that is resurfaced 3. The percentage of the unsealed road network which is re-metalled during the year 4. The percentage of footpaths within the District that fall within the level of service or service standard for the condition of footpaths 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 6. Residents perceptions of the provision and maintenance of footpaths, street-lighting and local roads (annual survey) 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.

The Roding 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.

Pavements

The road network is made up of 1,224km 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 1,213km of open storm water 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 eleven 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 Manawatu 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 which 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 6,210 road signs and edge marker posts, 289km of road markings and 1,971 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, litter 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

Year	Programmes
Year 1 (2021/22)	<p>Pavements Rehabilitation:</p> <ul style="list-style-type: none"> • Ruatangata Road • Pukepapa Road • Santoft Road • Okirae Road <p>Improvements</p> <ul style="list-style-type: none"> • Turakina Valley Road 3 • Ruahine Road • Spooners Hill Road Stage 1 • Wanganui Road • Taihape Napier Road 1 • Various other minor improvements
Year 2 (2022/2023)	<p>Pavements Rehabilitation:</p> <ul style="list-style-type: none"> • Bond Street • Neumans Line • Mangatipona Road <p>Improvements:</p> <ul style="list-style-type: none"> • Parewanui Road • Spooners Hill Road Stage 2 • Various other minor improvements
Year 3 (2023/24)	<p>Pavements Rehabilitation:</p> <ul style="list-style-type: none"> • Okirae Road • Union Line • Williamsons Line <p>Improvements:</p> <ul style="list-style-type: none"> • Te Moehau Road • Wanganui Road • Makirikiri Road
Years 4-10 (2024/2034)	<p>Pavements</p> <ul style="list-style-type: none"> • Ongoing rehabilitation, geometric improvement and seal widening projects <p>Bridges</p> <ul style="list-style-type: none"> • Ongoing strengthening work assessed on a case by case basis

Bridges

Replacement:

- Mangaweka Bridge

Strengthening:

- Various bridges for assessment

Footpath Installations

- Wellington Road
- Nga Tawa Road

Non-Subsidised

- Various non-subsidised projects

Bridges

Strengthening:

- Various bridges for assessment

Footpath Installations

- Mill Street
- Wellington Road
- Nga Tawa Road

Non - Subsidised

- Various non-subsidised projects

Bridges

Strengthening:

- Various bridges for assessment
- Various bridges for multi-plate and light weight culvert invert repair.

Footpath Installations

- Hereford Street
- Wellington Road

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

	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	129	143	186	221	254	296	300	314	326	327
Targeted rates	7,309	7,839	8,349	8,892	9,670	10,201	10,584	10,981	11,255	11,481
Subsidies and grants for operating purposes	4,239	4,354	4,478	4,721	4,846	4,972	5,098	5,224	5,349	5,475
Fees and charges	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	140	144	149	153	158	163	167	172	178	183
Total operating funding (A)	11,825	12,488	13,169	13,994	14,936	15,640	16,158	16,700	17,117	17,474
Applications of operating funding										
Payment to staff and suppliers	6,672	6,968	7,168	7,555	7,754	7,956	8,158	8,360	8,560	8,759
Finance costs	93	138	231	333	466	622	700	832	974	1,060
Internal charges and overheads applied	3,239	3,833	2,618	2,189	1,920	1,454	800	708	973	490
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	10,003	10,939	10,017	10,077	10,140	10,032	9,658	9,900	10,508	10,310
Surplus (deficit) of operating funding (A - B)	1,822	1,549	3,152	3,917	4,796	5,608	6,500	6,800	6,609	7,165
Sources of capital funding										
Subsidies and grants for capital expenditure	13,018	8,911	5,382	6,607	6,783	6,959	7,135	7,311	7,487	7,663
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	6,841	(486)	464	332	(434)	(1,133)	(1,912)	(2,099)	(1,795)	(2,237)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	19,858	8,425	5,846	6,939	6,349	5,826	5,223	5,212	5,692	5,426
Application of capital funding										
Capital expenditure										
- to meet additional demand	8,325	208	214	-	-	-	-	-	-	-
- to improve the level of service	6,063	4,089	3,153	4,830	4,958	5,087	5,216	5,344	5,473	5,601
- to replace existing assets	7,292	5,678	5,631	6,026	6,187	6,347	6,508	6,668	6,829	6,989
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	21,680	9,975	8,999	10,856	11,145	11,434	11,723	12,012	12,301	12,590
Surplus (deficit) of capital funding (C - D)	(1,822)	(1,549)	(3,152)	(3,917)	(4,796)	(5,608)	(6,500)	(6,800)	(6,609)	(7,165)
Funding balance ((A - B) + (C - D))	(0)	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	8,176	9,075	9,263	9,432	10,494	10,704	10,919	12,098	12,325	12,556

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	<p>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.</p> <p>The Rural Water Supply activity supports economic development in the District by enabling increased economic activity where supply is available.</p>
Significant negative effects on the local community	<p>This activity can result in the following potential significant effects on the local community:</p> <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	<p>Infrastructural service levels Environment/climate change Economic development</p>
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 properties The percentage of real water loss from the Council's networked urban reticulation system The average consumption of drinking water per day per resident within the District Where 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, and resolution of urgent call-outs from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption attendance for non-urgent call-outs: from the time that the Council receives notification to the time that service personnel reach the site, and resolution 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 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 clarity drinking water taste drinking water pressure or flow continuity of supply, and <p>The Council's response to any of these issues Random flow checks at the different supplies</p>

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 Rangitikei - Bulls, Marton, Taihape, Hunterville, Mangaweka and Ratana. 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, Omatane, and, to a lesser extent, Putorino.

Major Programmes

Year	Programmes
Year 1 (2021/22)	Marton – pipe replacement programme (ongoing) Bulls State Highway 1 – renewal of mains Taihape (Hautapu River) – resource consent renewal Hunterville Water Supply upgrade Water Reticulation Renewals – District-wide <ul style="list-style-type: none"> • Erewhon • Taihape Falling Main • Taihape Kokako Street • Taihape Takahe Street • Taihape Wren Street • Taihape Lark/Swan Street • Mangaweka Rising Main • Marton Tutaenui Rd Trunk Main (Survey and Design)
Year 2 (2022/2023)	Marton – pipe replacement programme (ongoing) Broadway, Marton Trunk Main – extension of 300mm main between Signal Street and 146 Broadway Marton – Tutaenui Rd Trunk Main Renewal–Stage 2 Water Treatment Plant Seismic Improvements (Years 2-10) Water Reticulation Renewals – District-wide <ul style="list-style-type: none"> • Taihape Mataroa Road • Marton Tutaenui Trunk Main • Erewhon
Year 3 (2023/24)	Marton – pipe replacement programme (ongoing) Bulls– resource consent renewal Calico Line UV Installation Marton – Tutaenui Rd Trunk Main Renewal–Stage 3 Water Reticulation Renewals – District-wide <ul style="list-style-type: none"> • Taihape Falling Main • Marton Bond Street • Erewhon
Years 4-10 (2024/2034)	Marton – pipe replacement programme (ongoing) Water Reticulation Renewals – District-wide

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

	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	5,724	6,140	6,539	6,964	7,573	7,989	8,289	8,600	8,815	8,991
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	38	39	40	41	43	44	45	47	48	50
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	5,762	6,179	6,579	7,005	7,616	8,033	8,334	8,647	8,863	9,041
Applications of operating funding										
Payment to staff and suppliers	2,591	2,672	2,525	2,582	2,645	2,707	2,782	2,860	2,944	3,022
Finance costs	309	318	516	749	926	1,127	1,118	1,149	1,172	1,119
Internal charges and overheads applied	1,224	1,114	1,049	677	733	840	1,209	986	1,104	1,320
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	4,123	4,104	4,090	4,008	4,304	4,675	5,108	4,995	5,221	5,462
Surplus (deficit) of operating funding (A - B)	1,639	2,075	2,489	2,997	3,311	3,359	3,226	3,651	3,642	3,579
Sources of capital funding										
Subsidies and grants for capital expenditure	2,410	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(863)	3,741	3,351	(2,244)	(2,538)	(2,565)	(2,412)	(2,814)	(2,781)	(2,693)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,547	3,741	3,351	(2,244)	(2,538)	(2,565)	(2,412)	(2,814)	(2,781)	(2,693)
Application of capital funding										
Capital expenditure										
- to meet additional demand	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	2,080	5,185	5,190	87	89	92	95	97	100	103
- to replace existing assets	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)	3,186	5,816	5,839	753	773	794	815	837	861	886
Surplus (deficit) of capital funding (C - D)	(1,639)	(2,075)	(2,489)	(2,997)	(3,311)	(3,359)	(3,226)	(3,651)	(3,642)	(3,579)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	1,847	2,015	2,179	2,343	2,556	2,578	2,600	2,859	2,882	2,907

Sewerage and the Treatment and Disposal of Sewage Group of Activities

To provide and manage waste water 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	Infrastructural service levels Environment/climate change
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 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 notices • infringement notices • enforcement orders, and • convictions 2. Routine compliance monitoring of discharge consents 3. Number of dry weather overflows from each network (response/ resolution time) 4. The number of dry weather sewerage overflows from the Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system 5. Where the Council attends to sewerage 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, and • resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption 6. The total number of complaints received by the Council about any of the following: <ul style="list-style-type: none"> • sewage odour • sewerage system faults • sewerage system blockages, and • the Council's response to issues with its sewerage systems

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, Ratana 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)	Marton and Bulls Combined Wastewater Scheme <ul style="list-style-type: none"> • Pipeline Marton to Bulls • Land purchase Rātana Wastewater Treatment Plant Upgrade Taihape – Papakai Rd Wastewater Pump Station Upgrade Wastewater Reticulation Renewals – District-wide <ul style="list-style-type: none"> • Bulls High Street • Infiltration reduction through relining programme
Year 2 (2022/2023)	Marton and Bulls Combined Wastewater Scheme <ul style="list-style-type: none"> • Irrigation development (Y2-Y6) • Pipeline to irrigation from Bulls (Y2-Y6) Taihape WWTP Desludging Wastewater Reticulation Renewals – District-wide <ul style="list-style-type: none"> • Infiltration reduction through relining programme
Year 3 (2023/24)	Marton and Bulls Combined Wastewater Scheme <ul style="list-style-type: none"> • Irrigation development (Y2-Y6) • Pipeline to irrigation from Bulls (Y2-Y6) Wastewater Reticulation Renewals – District-wide <ul style="list-style-type: none"> • Infiltration reduction through relining programme
Years 4-10 (2024/2034)	Marton and Bulls Combined Wastewater Scheme <ul style="list-style-type: none"> • Irrigation development (Y2-Y6) • Pipeline to irrigation from Bulls (Y2-Y6) • Bulls treatment replacement (Y5-Y8) Koitiata Wastewater Treatment Plant resource consent Mangaweka Wastewater Treatment Plant resource consent Years 5-6 Mangaweka Wastewater Treatment Plant Upgrade Years 7-8 Taihape Wastewater Discharge Consent Renewal Years 5-6 Taihape Wastewater Treatment Plant Upgrade Years 6 Wastewater Reticulation Renewals – District-wide Years 4 - 10

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

	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	2,701	2,897	3,086	3,286	3,574	3,770	3,912	4,058	4,160	4,243
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	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)	2,501	2,700	2,892	3,095	3,386	3,586	3,731	3,881	3,986	4,073
Applications of operating funding										
Payment to staff and suppliers	825	851	871	892	915	938	965	994	1,025	1,053
Finance costs	137	217	418	704	900	1,093	1,046	1,070	1,087	1,033
Internal charges and overheads applied	222	225	227	229	231	234	236	238	241	243
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,184	1,292	1,515	1,825	2,046	2,264	2,247	2,302	2,353	2,329
Surplus (deficit) of operating funding (A - B)	1,317	1,408	1,376	1,271	1,340	1,322	1,484	1,579	1,634	1,744
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	9,373	6,362	7,467	(568)	(619)	(581)	(724)	(798)	(831)	(918)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	9,373	6,362	7,467	(568)	(619)	(581)	(724)	(798)	(831)	(918)
Application of capital funding										
Capital expenditure										
- to meet additional demand	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	7,200	7,156	8,211	54	56	57	59	60	62	64
- to replace existing assets	3,490	614	632	648	665	683	701	721	741	762
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	10,690	7,770	8,843	703	721	740	760	781	803	826
Surplus (deficit) of capital funding (C - D)	(1,317)	(1,408)	(1,376)	(1,271)	(1,340)	(1,322)	(1,484)	(1,579)	(1,634)	(1,744)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	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 cause 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	Infrastructural service levels Environment/climate change
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 1. 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 2. The number of flooding event that occurred in the District. For each flooding event the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system). 3. The number of complaints received by the Council about the performance of its stormwater system, expressed per 1,000 properties connected to the Council's stormwater system 4. 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 Ratana. There are also stormwater assets on a smaller scale in communities such as Utiku, 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)	Stormwater Reticulation Renewals and improvements – District-wide <ul style="list-style-type: none"> • Scotts Ferry – new drainage system: \$505,000 • Marton – Harris/Pukepapa drain \$258,000 • Marton – Russell St catchment \$95,000 • Marton – Wilson Place \$75,000 • Marton – Wellington Road drain \$245,000 • Taihape – Paradise Walkway \$80,000
Year 2 (2022/2023)	Stormwater Reticulation Renewals and improvements – District-wide <ul style="list-style-type: none"> • Koitiata – new drainage system \$448,000 • Marton – Harris St upstream catchment works \$255,000 • Marton – Hereford St drain \$245,000 • Marton – Central drain catchment (200m) \$250,000
Year 3 (2023/24)	Stormwater Reticulation Renewals and improvements – District-wide <ul style="list-style-type: none"> • Bulls–town centre \$500,000 • Marton – Central drain catchment (200m) \$250,000 • Hunterville – town centre drainage \$146,000 • Taihape – town centre drainage \$250,000
Years 4-10 (2024/2034)	Stormwater Reticulation Renewals and improvements – District-wide – Years 4 – 10 <p>(Y4)</p> <ul style="list-style-type: none"> Ratana – new drainage system \$500,000 Bulls–town centre drainage \$346,000 Marton – Central drain catchment (200m) \$250,000 Taihape – town centre drainage \$250,000 <p>(Y5)</p> <ul style="list-style-type: none"> Bulls – Upper catchment works \$228,000 Marton – Central drain catchment (200m) \$250,000 Hunterville – new drainage system \$500,000 Taihape – Upper catchment works \$250,000

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

	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	634	680	724	771	838	884	917	952	976	995
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	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)	649	695	740	787	855	902	935	970	995	1,015
Applications of operating funding										
Payment to staff and suppliers	113	116	119	122	125	128	132	136	140	144
Finance costs	23	34	50	69	81	107	119	140	162	174
Internal charges and overheads applied	130	123	135	136	137	139	140	145	140	141
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	267	274	304	327	344	374	392	422	443	459
Surplus (deficit) of operating funding (A - B)	382	421	435	461	511	527	544	549	552	556
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	418	95	94	(242)	(399)	(411)	(425)	(426)	(427)	(426)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	418	95	94	(242)	(399)	(411)	(425)	(426)	(427)	(426)
Application of capital funding										
Capital expenditure										
- to meet additional demand	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	700	412	423	108	-	-	-	-	-	-
- to replace existing assets	100	104	107	110	113	116	119	122	126	129
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	800	516	530	218	113	116	119	122	126	129
Surplus (deficit) of capital funding (C - D)	(382)	(421)	(435)	(461)	(511)	(527)	(544)	(549)	(552)	(556)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	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	<p>Infrastructural service levels</p> <p>Future-looking community facilities</p> <p>Communication/engagement and collaboration</p>
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 1. Progressive improvement based on Facility Surveys. <ul style="list-style-type: none"> • Public libraries • Public swimming pools • Sports fields and parks • Public toilets • Community buildings • Camping grounds 2. Compliance with relevant standards and legislation <ul style="list-style-type: none"> • Public libraries • Public swimming pools • Sports fields and parks • Public toilets • Community buildings • Camping 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, playgrounds, 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 and 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 and sports grounds to ensure provision of quality, safe spaces for recreation and leisure, managing parks and sports grounds bookings, fees and charges and liaising with ground staff to ensure facilities are ready for use, 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 will also be a key focus over the coming 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, cycle and horse riding trails.
- Community-led upgrade and development of the Santoft Domain and Onepuhi Reserve.

Community Buildings

Council's key focus is to develop multi-purpose buildings in Bulls, Marton and Taihape. These buildings will have a range of functions – learning and information hubs, service centres, meeting spaces, youth space, and space for social agencies. 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 3 of the Long Term Plan.

In Year One \$ABC 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 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 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, over-due 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 Ratana. 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 3-4 years. Council will seek to leverage off external funding sources wherever possible; New toilets are planned for Tutaenui Reserve, 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 Ratana. The Ratana 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 a number of 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 as a result of past under-management.

Property

Council owns a number of 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 will sell. Campgrounds are Council property that has increasing use and demand from visitors. Campgrounds are provided in Dudding Lake, Koitiata, Scotts Ferry and Mangaweka.

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)	<p>Parks</p> <ul style="list-style-type: none"> • Parks Upgrade Partnership Fund • Condition assessment of playground equipment • Marton B & C Dams – implement the management plan for the B & C Dams • Memorial Park Taihape – develop and implement a plan to maximise recreational opportunities including investigating need for additional court • Santoft Domain – community led upgrade • Onepuhi Reserve – Community led upgrade <p>Cemeteries</p> <ul style="list-style-type: none"> • Land aquisition <p>Community buildings</p> <ul style="list-style-type: none"> • Marton Civic Centre Development – design • Taihape Town Hall – reception renovation • Condition assessments of buildings • Taihape Memorial Park amenities building • Taihape Grandstand • Kokako Street Pavilion improvements <p>Taihape Clock Tower – paint exterior</p> <p>Libraries</p> <ul style="list-style-type: none"> • Marton and Taihape – self service machines • Marton Library re-roof <p>Community housing</p> <ul style="list-style-type: none"> • Refurbishment of housing stock and development of car-parking • Public toilets • Turakina Dry-Vault toilet installation <p>Tutaenui Dams Reserve Dry-Vault toilet installation</p> <p>Marton Plunket Restrooms – paint exterior</p> <p>Swimming pools</p> <p>Improve customer experience Plant & equipment renewals as identified in condition assessment Cemeteries</p> <ul style="list-style-type: none"> • Ratana - hard surface roadway • Mt View – roadway extension Stage I • Property • Dudding Lake – second coat seal of driveway <p>Community housing</p> <ul style="list-style-type: none"> • Refurbishment of housing stock and development of car-parking <p>Public toilets</p> <ul style="list-style-type: none"> • Turakina Dry-Vault toilet installation <p>Tutaenui Dams Reserve Dry-Vault toilet installation</p> <p>Marton Plunket Restrooms – paint exterior</p>

Year	Programmes	
Year 2 (2022/2023)	Parks <ul style="list-style-type: none"> • Parks Upgrade Partnership Fund • Marton B & C Dams – implement the management plan for the B & C Dams • Memorial Park Taihape – develop and implement a plan to maximise recreational opportunities (collaboration with Friends of Taihape) • Santoft Domain – community led upgrade • Playground renewals as identified in Year 1 Community housing <ul style="list-style-type: none"> • Refurbishment of housing stock and car parking Cemeteries <ul style="list-style-type: none"> • Taihape – new carpark 	Community buildings <ul style="list-style-type: none"> • Marton Civic Centre Development – consenting and tender award • Condition Assessment of buildings and programmed renewals as identified from Year 1 Condition Assessment • Swimming pools • Improve customer experience Plant & equipment renewals as identified in condition assessment • Toilets • Dry-vault toilet installed at Onepuhi reserve
Year 3 (2023/24)	Parks <ul style="list-style-type: none"> • Parks Upgrade Partnership Fund • Playground renewals as identified in Year 1 • Marton B and C Dams – implement the management plan for the B and C Dams • Marton Memorial Hall Playground – community-led upgrade/redevelopment • Memorial Park Taihape – develop and implement a plan to maximise recreational opportunities (collaboration with Friends of Taihape) • Street Tree Planting –Taihape • Santoft Domain – community led upgrade 	Community buildings <ul style="list-style-type: none"> • Marton Civic Centre Development – construction • Kokako Street Pavilion – re-roof • Renewals as identified in Year 1 Swimming pools <ul style="list-style-type: none"> • Improve customer experience • Plant & equipment renewals as identified in condition assessment Community housing <ul style="list-style-type: none"> • Refurbishment of housing stock Property <ul style="list-style-type: none"> • Mangaweka campground - permanent ablution block
Years 4-10 (2024/2034)	Parks <ul style="list-style-type: none"> • Parks Upgrade Partnership Fund • Playground renewals as identified in Year 1 • Marton B and C Dams – implement the management plan for the B and C Dams • Memorial Park Taihape – develop and implement a plan to maximise recreational opportunities (Years 4 & 5) • Street Tree Planting –Taihape (Years 4 and 5) 	Community buildings Marton Civic Centre Development – construction completed Taihape – Town Hall design, construction and completion Community housing <ul style="list-style-type: none"> • Refurbishment of housing stock Swim centres Plant & equipment renewals as identified in condition assessment

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	4,405	4,749	5,220	5,669	6,237	6,714	6,933	7,206	7,406	7,525	
Targeted rates	-	-	-	-	-	-	-	-	-	-	
Subsidies and grants for operating purposes	119	98	107	104	107	135	114	123	121	125	
Fees and charges	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)	5,311	5,658	6,161	6,632	7,228	7,758	7,983	8,293	8,519	8,671	
Applications of operating funding											
Payment to staff and suppliers	2,397	2,314	2,344	2,621	2,684	2,746	2,812	2,881	2,953	3,021	
Finance costs	217	281	860	1,041	1,216	1,677	1,609	1,652	1,685	1,607	
Internal charges and overheads applied	820	1,008	772	669	841	527	622	803	700	854	
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
Total applications of operating funding (B)	3,434	3,603	3,977	4,331	4,741	4,950	5,043	5,337	5,337	5,483	
Surplus (deficit) of operating funding (A - B)	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	-	-	-	-	-	-	-	-	-	-	
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in debt	6,589	403	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)	6,589	403	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	2,400	1,700	5,200	8,500	8,000	6,000	-	-	-	-	
- to replace existing assets	5,766	757	397	347	237	245	800	277	300	293	
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	
Total applications of capital funding (D)	8,466	2,457	5,597	8,847	8,237	6,245	800	277	300	293	
Surplus (deficit) of capital funding (C - D)	(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	1,876	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 so 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	Infrastructural service levels Environment/climate change Future-looking community facilities
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, Ratana, 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, Ratana 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)	Green waste acceptance – Ratana and Hunterville Section 17A review of waste transfer station service (because of expiry of current contract, November 2019)
Year 2 (2022/2023)	No major projects
Year 3 (2023/24)	No major projects
Years 4-10 (2024/2034)	Waste Management and Minimisation Plan review (Year 5)

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

	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	141	151	161	171	186	197	204	212	217	221
Targeted rates	931	999	1,064	1,133	1,232	1,300	1,349	1,399	1,434	1,463
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	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)	1,722	1,819	1,914	2,014	2,149	2,249	2,328	2,410	2,474	2,531
Applications of operating funding										
Payment to staff and suppliers	1,447	1,491	1,524	1,558	1,597	1,635	1,681	1,729	1,780	1,828
Finance costs	1	1	1	1	1	2	1	1	1	1
Internal charges and overheads applied	210	261	323	388	479	541	574	601	614	624
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,658	1,752	1,847	1,948	2,078	2,178	2,256	2,331	2,396	2,453
Surplus (deficit) of operating funding (A - B)	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	(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)	(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	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	(64)	(66)	(66)	(66)	(72)	(72)	(72)	(78)	(78)	(78)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	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	Regulatory performance Economic development
Major aspect of the service for statement of service provision	<ol style="list-style-type: none"> 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 Manawatu 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 licenses 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 licenced 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

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

	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	1,206	1,324	1,607	1,845	2,093	2,370	2,420	2,527	2,613	2,630
Targeted rates	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,354	1,395	1,437	1,480	1,366	1,407	1,449	1,492	1,537	1,583
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	355	365	376	388	399	411	424	436	449	463
Total operating funding (A)	2,915	3,084	3,420	3,712	3,858	4,188	4,292	4,455	4,600	4,676
Applications of operating funding										
Payment to staff and suppliers	1,361	1,396	1,427	1,459	1,491	1,524	1,558	1,595	1,631	1,668
Finance costs	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,554	1,688	1,993	2,253	2,366	2,664	2,734	2,861	2,968	3,008
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	2,915	3,084	3,420	3,712	3,858	4,188	4,292	4,455	4,600	4,676
Surplus (deficit) of operating funding (A - B)	(0)	(0)	(0)	(0)	(0)	0	0	0	0	0
Sources of capital funding										
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	0	0	0	0	0	(0)	(0)	(0)	(0)	(0)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	0	0	0	0	0	(0)	(0)	(0)	(0)	(0)
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)	0	0	0	0	0	(0)	(0)	(0)	(0)	(0)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
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	Economic Development Communication/Engagement and Collaboration Resilience
Major aspect of the service for statement of service provision	1. The number of visits and unique visits www.visitrangitikei.govt.nz Number of building consents, and total number of residential dwellings 2. Number of Youth Council meetings per annum ⁷ Timing of self-assessment when the Emergency Operations Centre is activated and of continued civil

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 which add value to the contribution from Council and ratepayers. The collaboration will occur where Council sees the benefits of greater outcomes which 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/hapu is essential for cross-border and cross-sector growth. Council's Economic Development Strategy 2020-2050 identifies 10 key priorities 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, Hapu and the Ratana 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 Council's Youth Development Framework the following four overarching areas have been identified as a key focus for delivery:

- Health and Wellbeing
- 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, 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 Manawatu-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 wellbeing of 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.com • 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)	<p>Community partnerships</p> <ul style="list-style-type: none"> Contract with local organisations to develop and deliver events, activities and projects to enliven the towns and District. <p>Programmes</p> <ul style="list-style-type: none"> Contract with local organisations to develop and deliver events, activities and projects to support the wellbeing of the towns and District. Contract with local organisations to provide a range of information, such as: <ul style="list-style-type: none"> 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.com 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: <ul style="list-style-type: none"> Stakeholder partnerships Preparedness and planning Enhanced response capability and capacity Community response and recovery planning Radio network upgrade
Year 3 (2023/24)	<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 wellbeing of the towns and District. Contract with local organisations to provide a range of information, such as: <ul style="list-style-type: none"> 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.com 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: <ul style="list-style-type: none"> Stakeholder partnerships Preparedness and planning Enhanced response capability and capacity Community response and recovery planning Radio network upgrade

Year	Programmes
Years 4-10 (2024/2034)	<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 wellbeing of 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.com • 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

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

	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	1,359	1,512	1,960	2,324	2,681	3,117	3,164	3,311	3,436	3,441
Targeted rates	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	125	69	71	74	76	78	80	83	85	88
Fees and charges	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	19	20	20	21	21	22	23	23	24	25
Total operating funding (A)	1,508	1,605	2,056	2,423	2,783	3,222	3,272	3,423	3,551	3,560
Applications of operating funding										
Payment to staff and suppliers	1,042	1,025	996	1,019	1,041	1,065	1,090	1,116	1,143	1,168
Finance costs	0	0	0	0	0	-	-	-	-	-
Internal charges and overheads applied	456	571	1,050	1,394	1,732	2,147	2,172	2,297	2,398	2,382
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	1,498	1,596	2,047	2,413	2,773	3,213	3,262	3,413	3,541	3,550
Surplus (deficit) of operating funding (A - B)	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	(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)	(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	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Note: Depreciation expense not included above	10	10	10	10	10	10	10	10	10	10

Statement of Service Provision

The Long Term Plan must include, in relation to each group of activities of the Council, a statement of the intended levels of service provision. This statement must include performance measures. Council wants to focus on meaningful information from the community so will move to more targeted user surveys. A number of performance measures have been removed, which is covered in the Changes to Levels of Service Section of this document (Section 6).

The Government requires all councils to report on a set of performance measures for roading, water, wastewater, stormwater and flood protection. This recognises the large investment of ratepayer funds into these crucial facilities and the Government's wish for itself – and the communities served by local government – to compare the way in which these services are provided, in particular the responsiveness to issues raised by the public and the wise use of resources.

Three measures call for comment:

- * Measuring the loss of water from the networks, reflecting the Government's concern that water resources are carefully managed, is not straightforward in the Rangitikei as most consumers are not metered. However, there is a specified sampling system which will give a reasonably reliable estimate (and thus point to areas where on-site analysis needs to be undertaken).
- * Measuring the average consumption of drinking water per day per resident does not distinguish between different uses. Rangitikei's consumption is likely to be higher than in urban districts because of the comparatively high incidence of industrial and agricultural use of supply. However, since such consumers are measured, it is feasible to provide a secondary measure which more accurately represents domestic consumption.
- * Timeliness in responding to and resolving faults in the Council's wastewater/sewerage system does not distinguish between urgent and non-urgent matters, as is the case in the mandatory measure for water.

Inevitably, the mandatory measures must focus on aspects of managing infrastructure which every council does. This means some significant services unique to rural councils are omitted. To provide a more balanced perspective on its performance, Council is also measuring (and reporting on) the percentage of the unsealed road network which is re-metalled during the year and the way the rural water supply schemes are managed in terms of time to respond to and resolve unplanned interruptions. It has not proved feasible to measure water loss in rural schemes. In addition, the outcomes of ongoing monitoring of consent compliance with wastewater discharges are included: the mandatory measure is confined to formal action taken by Horizons Regional Council.

The performance framework used in the 2018-28 Long Term Plan for non-infrastructure activities has continued but a number 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 residents surveys.

Community Leadership Group of Activities

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
<i>How we will measure/benchmark</i>	Record through Councils quarterly Statement of Service Performance 2019/20 results: <ul style="list-style-type: none"> Annual plan actions – 47%
<i>Year 1-10</i>	90% - Annual plan actions
Performance measure	Completion of capital programme
<i>How we will measure</i>	Record through Councils quarterly Statement of Service Performance 2019/20 results: <ul style="list-style-type: none"> Achievement of planned capital programme – 48.9%
<i>Year 1-10</i>	85% - planned capital programme
Performance measure	Maori responsiveness framework
<i>How we will measure</i>	Satisfaction ratings from each member of Te Roopu Ahi Kaa about the effectiveness of each framework outcome area. <ul style="list-style-type: none"> Governance and relationships Culture and identity Prosperity and well-being Resources and infrastructure
<i>Year 1-10</i>	80% or more overall satisfaction

Roading and Footpath Group of Activities

Council's intended Level of Service is to:	Provide a sustainable roading network which is maintained in accordance with each road's significance for local communications and the local economy, taking into account the one Roading 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
<i>How we will measure</i>	The process defined in the Council's agreement with NZTA (NAASRA roughness counts) 2019/20 results: <ul style="list-style-type: none"> • 94%
<i>Year 1-10</i>	90% or more 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
<i>How we will measure</i>	Council and contractor records 2019/20 results: <ul style="list-style-type: none"> • 6.2% The network has 801.05km of sealed roads.
<i>Year 1-10</i>	6% or more 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
<i>How we will measure</i>	Council and contractor records At least 12,000m ³ of metal placed on the unsealed network each year 2019/20 results: <ul style="list-style-type: none"> • 10,557³
<i>Year 1-10</i>	12,000m ³ or more

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)
<i>How we will measure</i>	A five point grading system to rate footpath condition ¹ based on visual inspections 1. Excellent 2. Good 3. Fair 4. Poor 5. Very Poor Footpaths will be assessed in approximately 100 metre lengths.
<i>Year 1-10</i>	90% of footpaths make up category 1 or 2
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
<i>How we will measure</i>	Police records of crashes on the Council’s roading network 2019/20 results: (a) Fatal crashes: 0 (b) Serious injury crashes: 4
<i>Year 1-10 (a)</i>	No fatal crashes on the RDC roading network
<i>Year 1-10 (b)</i>	10 or less serious injury crashes on the RDC roading network
Council’s intended Level of Service is to:	Be responsive to community expectations over the roading network and requests for service

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.

Performance measure (* mandatory)	<p>*Response to service requests</p> <p>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.</p> <p>Note: Council measures resolution as well as initial attendance in response to such requests.</p>
<i>How we will measure</i>	<p>Contractor and Council records of requests for service.</p> <p>Specified standard:</p> <p>(a) After-hours callouts - 95% responded to within 12 hours</p> <p>(b) Working hours callouts - 95% responded to within 6 hours</p> <p>(c) Resolution - 85% of all callouts resolved (i.e. completed) within one month of the request.</p> <p>(d) Specific reference to callouts relating to potholes</p> <p>2019/20 results:</p> <p>(a) After-hours callouts – 61%</p> <p>(b) Working hours callouts – 84%</p> <p>(c) Resolution – 66%</p> <p>(d) Requests concerning potholes – 85%</p>
<i>Year 1-10 (a)</i>	After-hours callouts – achieve the specified standard.
<i>Year 1-10 (b)</i>	Working hours callouts – achieve the specified standard
<i>Year 1-10 (c)</i>	Resolution – achieve the specified standard
<i>Year 1-10 (d)</i>	Requests concerning potholes – achieve the specified standard

Water Supply Group of Activities

Council's intended Level of Service is to:	Provide a safe and compliant supply of drinking water
Performance measure (* mandatory)	<p>*Safety of drinking water</p> <p>The extent to which the Council's drinking water supply complies with—</p> <p>part 4 of the drinking water standards (bacteria compliance criteria)</p> <p>part 5 of the drinking water standards (protozoa compliance criteria)</p>

<i>How we will measure</i>	Routine sampling and testing ³ Water Outlook 2019/20 results: (a) Part 4 - No E.coli detected in any of the supplies. (b) Part 5 - Protozoa compliance achieved at Mangaweka, Hunterville Urban, Marton and Ratana. Taihape and Bulls did not achieve compliance.
<i>Year 1-10 (a)</i>	No incidents of non-compliance with bacteria compliance criteria
<i>Year 1-10 (b)</i>	No incidents of non-compliance with protozoa compliance criteria
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 system⁴
<i>How we will measure</i>	A sampling approach will be used. Water Outlook enables SCADA ⁵ information to be interrogated in-house. 2019/20 results: <ul style="list-style-type: none"> • Bulls 21.5% • Hunterville Urban 54.7% • Mangaweka 36.3% • Marton 26.8% • Rātana 10.1% • Taihape 43.7%
<i>Year 1-10</i>	Less than 40%
Performance measure (* mandatory)	*Demand management The average consumption of drinking water per day per resident within the District
<i>How we will measure</i>	Water Outlook 2019/2020 <ul style="list-style-type: none"> • 539 litres per person per day

³ This is currently done on a weekly basis by Environmental Laboratory Services in Gracefield.

⁴ A description of the methodology used to calculate this must be included as part of the report.

⁵ Supervisory control and data acquisition – i.e. automated remote monitoring,

Year 1-10	600 litres per person per day
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 a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following <i>median times</i> are measured</p> <p>(a) attendance for urgent call-outs: from the time that the Council receives notification to the time that service personnel reach the site, and</p> <p>(b) resolution of urgent call-outs from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption</p> <p>(c) attendance for non-urgent call-outs: from the time that the Council receives notification to the time that service personnel reach the site, and</p> <p>(d) resolution 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</p>
<i>How we will measure</i>	<p>Request for service system</p> <p>Specified standard</p> <p>a. 0.5 hour (attendance - urgent)</p> <p>b. 24 hours (resolution – urgent)</p> <p>c. 24 hours (attendance – non-urgent)</p> <p>d. 96 hours (resolution – non-urgent)</p> <p>2019/20 results:</p> <p>(a) 26 minutes (attendance - urgent)</p> <p>(b) 1 hour 25 minutes (resolution – urgent)</p> <p>(c) 50 minutes (attendance – non-urgent)</p> <p>(d) 1 hour 52 minutes hours (resolution – non-urgent)</p>
Year 1-10 (a)	Attendance urgent – achieve the specified standard
Year 1-10 (b)	Resolution urgent – achieve the specified standard
Year 1-10 (c)	Attendance non-urgent – achieve the specified standard
Year 1-10 (d)	Resolution non-urgent – achieve the specified standard

Performance measure (* mandatory)	<p>*Customer satisfaction</p> <p>The total number of complaints (expressed per 1000 connections to the reticulated networks) received by the Council about</p> <p>(a) drinking water clarity (b) drinking water taste (c) drinking water odour (d) drinking water pressure or flow (e) continuity of supply, and (f) The Council's response to any of these issues</p>
<i>How we will measure</i>	<p>Request for service system</p> <p>2019/20 results:</p> <p>Total complaints – 10.4/1000</p> <p>(a) 5/1000 (b) 16/1000 (c) 0⁶/1000 (d) 10/1000 (e) 16/1000 (f) Nil⁷</p>
<i>Year 1-10</i>	No more than 20 complaints per 1,000 connections
Council's intended Level of Service is to:	Maintain compliant, reliable and efficient rural water supplies
Performance measure	<p>Where the Council attends a call-out in response to a fault or unplanned interruption to its rural reticulation 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 (b) resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption</p>
<i>How we will measure</i>	<p>Request for service system</p> <p>Specified standard</p> <p>(a) 48 hours (b) 96 hours</p>

⁶ This is included in 'clarity' or 'taste' in the Council's service request system.

⁷ These cannot be distinguished in Council's request for service system, but are included in a – d.

	2019/20 results: (a) 1 hour 24 minutes (b) 4 hours 10 minutes
Year 1-10 (a)	Attendance time – achieve the specified standard
Year 1-10 (b)	Resolution time: – achieve the specified standard

Sewerage and the Treatment and Disposal of Sewage Group of Activities

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)	*Discharge compliance Compliance with the Council's resource consents for discharge from its sewerage 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
<i>How we will measure</i>	2019/20 results: Council prosecuted for wastewater discharge
Year 1-10 (a)	No abatement notices
Year 1-10 (b)	No infringement notices
Year 1-10 (c)	No enforcement orders
Years 1-10 (d)	No convictions
Performance measure (* mandatory)	*System and adequacy The number of dry weather sewerage overflows from the Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system
<i>How we will measure</i>	Request for service system 2019/20 results: • 0.21/1000

Year 1-10	Fewer overflows than 3 per 1000 connections
Council's intended Level of Service is to:	Be responsive to reported faults and complaints
Performance measure (* mandatory)	<p>*Fault response time Where the Council attends to sewerage 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 (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>
<i>How we will measure</i>	<p>Request for service system Specified standard: <i>Attendance</i></p> <p>(a) 0.5 hour - urgent (b) 24 hours – non-urgent</p> <p><i>Resolution</i></p> <p>(a) 24 hours - urgent (b) 96 hours – non-urgent</p> <p>2019/20 results (median):</p> <p>(a) 23 minutes (b) 3 hours 30 minutes</p> <p>Urgent callouts are where sewage is evident. The mandatory measure does not make this distinction.</p>
Year 1-10 (a)	Attendance – achieve the specified standard
Year 1-10 (b)	Resolution – achieve the specified standard
Performance measure (* mandatory)	<p>*Customer satisfaction The total number of complaints received by the Council about any of the following:</p> <p>(a) sewage odour (b) sewerage system faults (c) sewerage system blockages, and</p>

	(d) the Council's response to issues with its sewerage systems expressed per 1,000 connections to the Councils sewerage system.
<i>How we will measure</i>	Request for service system 2019/20 results: 3.36 per 1000 (a) 0.21/1000 (b) 0.21/1000 (c) 2.52/1000 (d) 0.42
<i>Year 1</i>	Fewer requests than 6 per 1000 connections

Stormwater Drainage Group of Activities

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.
<i>How we will measure</i>	Comply with resource consents No consents from previous years
<i>Year 1-10 (a)</i>	No abatement notices
<i>Year 1-10 (b)</i>	No infringement notices
<i>Year 1-10 (c)</i>	No enforcement orders
<i>Years 1-10 (d)</i>	No convictions

Performance measure (* mandatory)	<p>*System adequacy</p> <p>The number of flooding events⁸ that occurred in the District.</p> <p>For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system).</p> <p>Note: This is a District-wide assessment</p>
<i>How we will measure</i>	<p>Request for service system</p> <p>2019/20 results:</p> <ul style="list-style-type: none"> There were no flooding events
<i>Year 1-10</i>	Fewer requests than 5 per 1000 connected properties
Council's intended Level of Service is to:	Be responsive to reported faults and complaints
Performance measure (* mandatory)	<p>*Customer satisfaction</p> <p>The number of complaints received by the Council about the performance of its stormwater system, expressed per 1,000 properties connected to the Council's stormwater system</p>
<i>How we will measure</i>	<p>Request for service system</p> <p>2019/20 results:</p> <ul style="list-style-type: none"> 0.24/1000
<i>Year 1-10</i>	Fewer requests than 5 per 1,000 connected properties
Performance measure (* mandatory)	<p>*Response time</p> <p>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.</p>
<i>How we will measure</i>	<p>Request for service system</p> <p>2019/20 results:</p> <ul style="list-style-type: none"> There were no flooding events
<i>Year 1-10</i>	Two hours or less

⁸ 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

Rubbish and Recycling Group of Activities

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 – Ratana, Bulls, Marton, Hunterville, Mangaweka, and Taihape
Performance measure	Waste to landfill (tonnage)
<i>How we will measure</i>	Calibrated records maintained at Bonny Glen landfill 2019/20 results <ul style="list-style-type: none"> • 4,878 tonnes to landfill
<i>Year 1-10</i>	Less 5,500 tones to landfill

Environment and Regulatory Services Group of Activities

Council's intended Level of Service is to:	Provide a legally compliant service
Performance measure	Timeliness of processing building consents and resource consents
<i>How we will measure</i>	Percentage processed within statutory timeframes. 2019/20 results: <ul style="list-style-type: none"> (a) Building consents - 85% (b) Resource consents - 71%
<i>Year 1-10 (a)</i>	Building consents – 100%
<i>Year 1-10 (b)</i>	Resource consents – 100%
Council's intended Level of Service is to:	Provide regulatory compliance officers to address enforcement call outs
Performance measure	Timeliness of response to requests for service – animal control and environmental health
<i>How we will measure</i>	Council's request for service system 2019/20 results <ul style="list-style-type: none"> (a) Responded in time – 83.8%

	(b) Completed in time – 74.4%
Year 1-10 (a)	Responded in time – 90%
Year 1-10 (b)	Completed in time – 90%

Community Well-being Group of Activities

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
<i>How we will measure</i>	(a) Self-assessment of responsiveness and recovery following activation of the Emergency Operations Centre (b) Number of civil defence exercises undertaken
Year 1-10 (a)	Self-assessment undertaken and responded to within four months of Emergency Operations Centre activation
Year 1-10 (b)	At least one exercise undertaken each year

Wāhanga Tuarima
Section Five

Financial Statement and Policies

Tirohanga Whakamua - Look to the future

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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 wellbeing 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 a number of 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 Roothing 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 wellbeing 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						
Roading						
Roading						
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 Wellbeing						
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	2022 Forecast (\$000)	2023 Forecast (\$000)	2024 Forecast (\$000)	2025 Forecast (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)	2029 Forecast (\$000)	2030 Forecast (\$000)	2031 Forecast (\$000)
Revenue										
Rates	24,375	26,229	28,012	29,910	32,632	34,493	35,832	37,220	38,181	38,968
Subsidies and grants	20,095	13,435	10,041	11,508	11,815	12,147	12,430	12,743	13,045	13,353
Other revenue	3,504	3,664	3,717	3,828	3,841	3,897	4,013	4,193	4,256	4,384
Finance revenue	13	44	65	65	65	87	87	131	174	174
Gains	0	0	0	0	0	0	0	0	0	0
Total operating revenue	47,986	43,371	41,834	45,311	48,354	50,623	52,361	54,286	55,656	56,879
Expenditure										
Depreciation and amortisation expense	14,042	15,704	16,444	17,175	18,877	19,482	19,885	21,624	22,154	22,453
Personnel costs	6,513	6,452	6,575	6,740	6,908	7,081	7,263	7,456	7,655	7,852
Finance costs	496	965	1,339	1,615	1,732	1,780	1,626	1,388	1,290	994
Losses	0	0	0	0	0	0	0	0	0	0
Other expenses	19,566	20,072	20,323	20,925	21,556	22,204	22,472	23,093	23,910	24,117
Total operating expenditure	40,616	43,194	44,681	46,455	49,073	50,548	51,246	53,561	55,008	55,416
Operating surplus (deficit) before tax	7,370	177	(2,847)	(1,144)	(720)	76	1,115	726	648	1,462
Income tax expense	0	0	0	0	0	0	0	0	0	0
Operating surplus (deficit) after tax	7,370	177	(2,847)	(1,144)	(720)	76	1,115	726	648	1,462
Other comprehensive revenue and expense										
<i>Items that will not be reclassified to surplus(deficit)</i>										
Gain on revaluation of property, plant and equipment	31,589	1,985	0	59,496	4,658	0	68,088	6,631	0	79,841
Total other comprehensive revenue and expense	31,589	1,985	0	59,496	4,658	0	68,088	6,631	0	79,841
Total comprehensive revenue and expense	38,959	2,162	-2,847	58,352	3,938	76	69,203	7,357	648	81,303
Prospective Statement of Changes in Net Assets / Equity	2022 Forecast (\$000)	2023 Forecast (\$000)	2024 Forecast (\$000)	2025 Forecast (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)	2029 Forecast (\$000)	2030 Forecast (\$000)	2031 Forecast (\$000)
Balance as at 1 July	611,422	650,381	652,543	649,696	708,048	711,987	712,062	781,265	788,622	789,270
Total comprehensive revenue and expense for the year	38,959	2,162	-2,847	58,352	3,938	76	69,203	7,357	648	81,303
Balance as at 30 June	650,381	652,543	649,696	708,048	711,987	712,062	781,265	788,622	789,270	870,573
Explanations of major variances against budget are provided in Note 31.										
<i>The accompanying notes form part of these financial statements</i>										

Prospective Statement of Financial Position	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)	Forecast (\$000)
Assets										
Current Assets										
Cash and cash equivalents	8,776	10,829	11,507	11,904	11,805	11,699	11,586	11,468	11,349	11,225
Debtors and Other Receivables	4,562	4,779	4,987	5,214	5,455	5,708	5,969	6,240	6,517	6,801
Prepayments	219	219	219	219	219	219	219	219	219	219
Other financial assets	-	-	-	-	-	-	-	-	-	-
Total current assets	13,557	15,826	16,714	17,337	17,479	17,626	17,774	17,927	18,085	18,245
Non-current assets										
Plant, property and equipment	678,942	692,534	706,076	769,997	777,493	777,823	840,764	840,312	833,074	905,782
Intangible assets	145	145	145	145	145	145	145	145	145	145
Forestry assets	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
Investment in CCOs and other similar entities	49	49	49	49	49	49	49	49	49	49
Total non-current assets	679,286	692,878	706,420	770,341	777,837	778,167	841,108	840,656	833,418	906,126
Total assets	692,843	708,704	723,134	787,678	795,316	795,792	858,883	858,583	851,503	924,371
Liabilities										
Current Liabilities										
Creditors and other payables	- 5,368	- 5,637	- 5,925	- 6,063	- 6,205	- 6,352	- 6,500	- 6,653	- 6,811	- 6,971
Employee entitlements	- 720	- 720	- 720	- 720	- 720	- 720	- 720	- 720	- 720	- 720
Income in advance	- 166	- 166	- 166	- 166	- 166	- 166	- 166	- 166	- 166	- 166
Borrowings	- 16	- 16	- 16	- 16	- 16	- 16	- 16	- 16	- 16	- 16
Other Financial Liabilities	-	-	-	-	-	-	-	-	-	-
Total current liabilities	- 6,270	- 6,539	- 6,827	- 6,965	- 7,107	- 7,254	- 7,402	- 7,555	- 7,713	- 7,873
Non-current liabilities										
Employee entitlements	- 5	- 5	- 5	- 5	- 5	- 5	- 5	- 5	- 5	- 5
Provisions	- 792	- 792	- 792	- 792	- 792	- 792	- 792	- 792	- 792	- 792
Borrowings	- 35,395	- 48,825	- 65,814	- 71,868	- 75,426	- 75,680	- 69,418	- 61,609	- 53,723	- 45,128
Total non-current liabilities	- 36,192	- 49,622	- 66,611	- 72,665	- 76,223	- 76,477	- 70,215	- 62,406	- 54,520	- 45,925
Total liabilities	- 42,462	- 56,161	- 73,438	- 79,630	- 83,330	- 83,730	- 77,617	- 69,961	- 62,233	- 53,797
Net Assets	650,381	652,543	649,696	708,048	711,987	712,062	781,265	788,622	789,270	870,573
Equity										
Accumulated funds	- 474,825	- 474,852	- 471,855	- 470,561	- 469,692	- 469,617	- 470,582	- 471,158	- 471,656	- 472,968
Special and restricted reserves	- 4,517	- 4,667	- 4,817	- 4,967	- 5,117	- 5,267	- 5,417	- 5,567	- 5,717	- 5,867
Other reserves	- 171,039	- 173,024	- 173,024	- 232,520	- 237,178	- 237,178	- 305,266	- 311,897	- 311,897	- 391,738
Total equity	- 650,381	- 652,543	- 649,696	- 708,048	- 711,987	- 712,062	- 781,265	- 788,622	- 789,270	- 870,573

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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Cash flows from operating activities										
Receipts from rates revenue	24,253	26,098	27,872	29,761	32,469	34,321	35,652	37,034	37,990	38,773
Receipts from other revenue	23,481	17,013	13,688	15,259	15,578	15,963	16,360	16,851	17,215	17,648
Interest received	13	44	65	65	65	87	87	131	174	174
Payments to suppliers and employees	- 25,948	- 26,392	- 26,764	- 27,527	- 28,322	- 29,138	- 29,587	- 30,397	- 31,406	- 31,810
Interest paid	- 496	- 965	- 1,339	- 1,615	- 1,732	- 1,780	- 1,626	- 1,388	- 1,290	- 994
Net cash inflows (outflows) from operating activities	21,303	15,797	13,522	15,943	18,058	19,452	20,888	22,231	22,682	23,792
Cash flows from investing activities										
Receipts from sale of property, plant and equipment	890	-	600	485	-	-	-	-	-	-
Receipts from sale of investments	-	-	-	-	-	-	-	-	-	-
Acquisition of investments	-	-	-	-	-	-	-	-	-	-
Purchases of property, plant and equipment	- 45,482	- 27,174	- 30,433	- 22,085	- 21,715	- 19,812	- 14,739	- 14,540	- 14,916	- 15,320
Net cash inflows (outflows) from investing activities	- 44,592	- 27,174	- 29,833	- 21,600	- 21,715	- 19,812	- 14,739	- 14,540	- 14,916	- 15,320
Cash flows from financing activities										
Proceeds from borrowings	27,299	13,430	16,990	6,054	3,558	254	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	- 6,261	- 7,809	- 7,886	- 8,595
Net cash inflows (outflows) from financing activities	27,299	13,430	16,990	6,054	3,558	254	- 6,261	- 7,809	- 7,886	- 8,595
Net increase (decrease) in cash, and cash equivalents	4,009	2,053	679	397	99	106	113	118	120	124
Cash and cash equivalents at the beginning of the year	4,767	8,776	10,829	11,507	11,904	11,805	11,699	11,586	11,468	11,349
Cash and cash equivalents at the end of the year	8,776	10,829	11,507	11,904	11,805	11,699	11,586	11,468	11,349	11,225

Reconciliation of Funding Impact Statement to Comprehensive Revenue and Expenses for the years ending 30 June 2022 to 2031

	2021/22 LTP Year 1 (\$000)	2022/23 LTP Year 2 (\$000)	2023/24 LTP Year 3 (\$000)	2024/25 LTP Year 4 (\$000)	2025/26 LTP Year 5 (\$000)	2026/27 LTP Year 6 (\$000)	2027/28 LTP Year 7 (\$000)	2028/29 LTP Year 8 (\$000)	2029/30 LTP Year 9 (\$000)	2030/31 LTP Year 10 (\$000)
Income										
Prospective Statement of Comprehensive Income										
Operating Revenue	47,986	43,371	41,834	45,311	48,354	50,623	52,361	54,286	55,656	56,879
Summary Funding Impact Statement										
Total operating funding	32,557	34,458	36,450	38,702	41,568	43,662	45,224	46,973	48,167	49,213
Add Sources of Capital Funding										
Sources of capital funding	15,428	8,911	5,382	6,607	6,783	6,959	7,135	7,311	7,487	7,663
Total Revenue	47,984	43,369	41,832	45,309	48,351	50,621	52,359	54,284	55,654	56,876
Expenditure										
Prospective Statement of Comprehensive Income										
Operating Expenditure	40,616	43,194	44,681	46,455	49,073	50,548	51,246	53,561	55,008	55,416
Summary Funding Impact Statement										
Total application of operating funding	26,574	27,490	28,238	29,280	30,196	31,065	31,361	31,937	32,854	32,963
Add Depreciation and Amortisation Expense	14,042	15,704	16,444	17,175	18,877	19,482	19,885	21,624	22,154	22,453
Total Expenditure	40,616	43,194	44,681	46,455	49,073	50,548	51,246	53,561	55,008	55,416

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

	Annual Plan (\$000)	LTP Year 1 (\$000)	LTP Year 2 (\$000)	LTP Year 3 (\$000)	LTP Year 4 (\$000)	LTP Year 5 (\$000)	LTP Year 6 (\$000)	LTP Year 7 (\$000)	LTP Year 8 (\$000)	LTP Year 9 (\$000)	LTP Year 10 (\$000)
Sources of operating funding											
General rates, uniform annual general charge, rates penalties	7,314	6,994	7,588	8,160	8,768	9,640	10,236	10,665	11,110	11,418	11,670
Targeted rates	16,034	17,378	18,638	19,850	21,140	22,990	24,254	25,164	26,107	26,760	27,295
Subsidies and grants for operating purposes	3,585	4,667	4,523	4,658	4,901	5,032	5,187	5,295	5,432	5,558	5,690
Fees and charges	2,469	2,308	2,433	2,449	2,522	2,497	2,513	2,588	2,726	2,746	2,828
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	32,557	34,458	36,450	38,702	41,568	43,662	45,224	46,973	48,167	49,213
Applications of operating funding											
Payment to staff and suppliers	22,822	26,078	26,525	26,898	27,665	28,464	29,285	29,735	30,549	31,564	31,970
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	26,574	27,490	28,238	29,280	30,196	31,065	31,361	31,937	32,854	32,963
Surplus (deficit) of operating funding (A - B)	7,041	5,982	6,968	8,212	9,422	11,372	12,597	13,863	15,036	15,312	16,250
Sources of capital funding											
Subsidies and grants for capital expenditure	7,540	15,428	8,911	5,382	6,607	6,783	6,959	7,135	7,311	7,487	7,663
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	22,577	27,301	13,410	16,992	6,056	3,560	256	(6,259)	(7,807)	(7,883)	(8,593)
Gross proceeds from sale of assets	107	890	-	600	485	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	30,224	43,619	22,322	22,974	13,148	10,343	7,215	876	(496)	(396)	(930)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	8,625	208	214	-	-	-	-	-	-	-
- to improve the level of service	8,794	18,624	18,729	22,369	13,776	13,305	11,421	5,559	5,697	5,836	5,975
- to replace existing assets	28,472	18,462	8,353	8,003	8,309	8,409	8,391	9,180	8,843	9,080	9,345
Increase (decrease) in reserves	-	3,890	2,000	600	485	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	37,266	49,601	29,290	31,186	22,570	21,715	19,812	14,739	14,540	14,916	15,320
Surplus (deficit) of capital funding (C - D)	(7,042)	(5,982)	(6,968)	(8,212)	(9,422)	(11,372)	(12,597)	(13,863)	(15,036)	(15,312)	(16,250)
Funding balance ((A - B) + (C - D))	(1)	(0)	(0)	(0)	0	(0)	0	0	(0)	0	0

Rate Types – for the year ending 30 June 2021 (see page 170, 171 of 2018 LTP)

Need table and updated text below (this was taken from 2018 LTP)

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.

Lump Sum Rates

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

Unit of water in the rural water schemes

A unit of water is equivalent to 365m³ annually.

Examples of Impacts of Rating Proposals

All rates GST inclusive

insert

Examples of Impact of Rating Proposals

Sent under separate cover

Summary of Significant Accounting Policies

to be advised

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

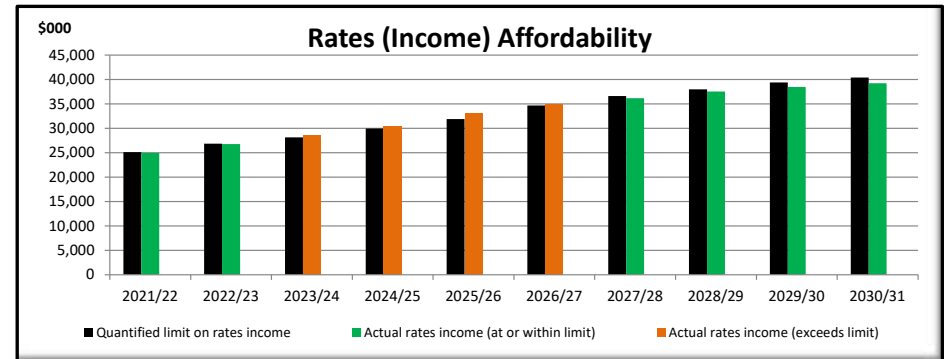
The Council meets the rates affordability benchmark if its—

- 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 xx.

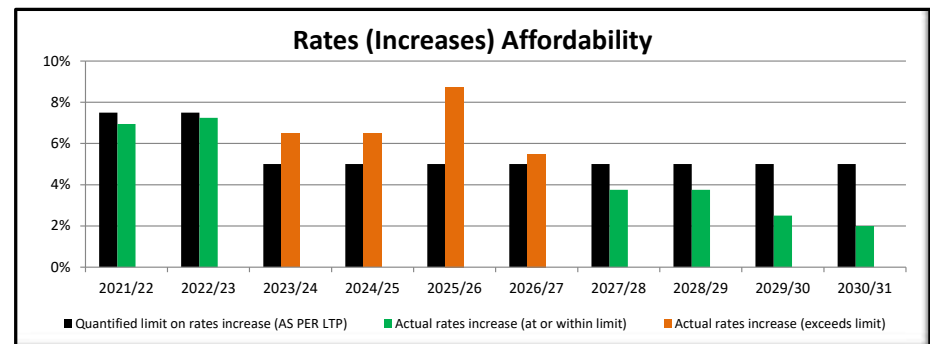
The following graph shows the quantified limit for years three to 10 as increasing by 5% per annum, which is the **average** limit as per the Finance and Infrastructure Strategy for these years. Although the graph shows some years exceeding this limit, overall Council is complying with its Strategy as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

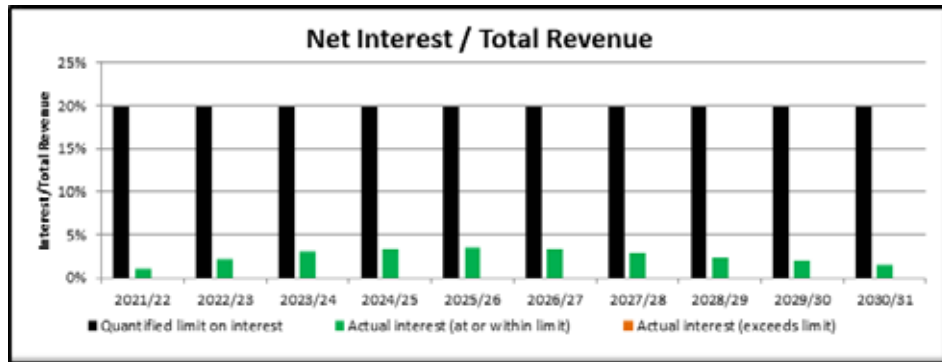
The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

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.

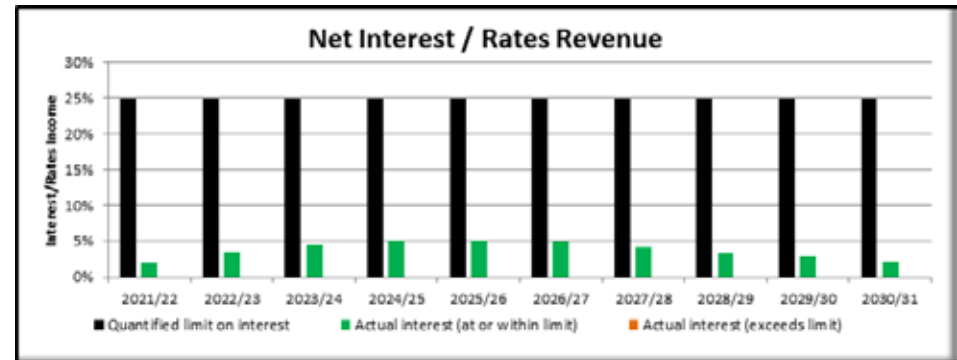
1. Net interest payments as a ratio of total revenue must be less than 20%
2. Net interest payments as a ratio of annual rates revenue must be less than 25%
3. Net debt as a ratio of total revenue must be less than 175%
4. External debt plus liquid investments divided by external debt must be more than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

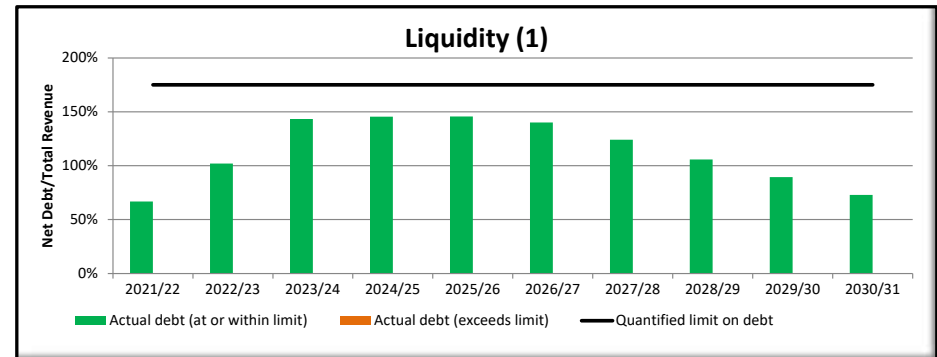
Interest Cover 1 : Net planned interest expense will not exceed 20% of total revenue.



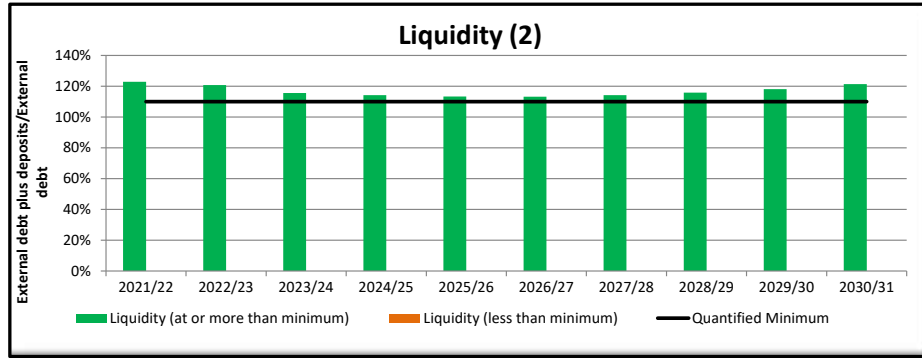
Interest Cover 2: Net planned interest expense will not exceed 25% of rates revenue.



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%



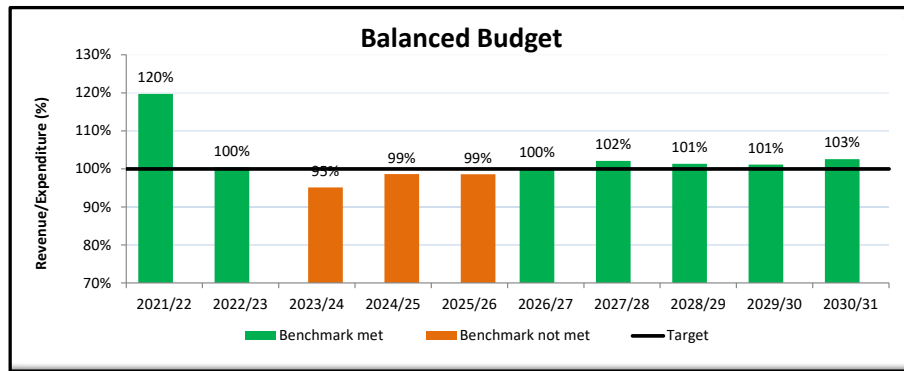
Liquidity: The following graph shows the Council's planned liquidity position, measured by dividing Council's combined Debt, committed loan facilities and liquid assets by its Debt. The Council meets this benchmark if its liquidity is greater than 110%



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)

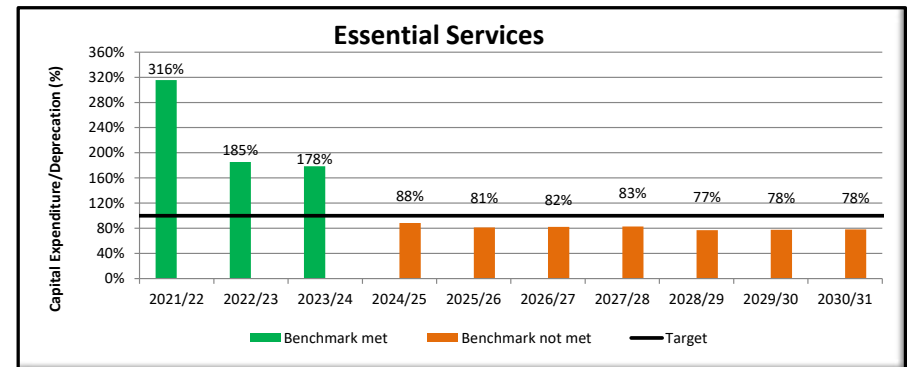
The deficits appearing in the Council's prospective statement of comprehensive revenue and expenses are direct results from Council's rapidly rising Depreciation charge. Without disposing of its assets Council has very limited ability to reduce the increase in its Depreciation. Council's Depreciation 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 5 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, storm water 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.

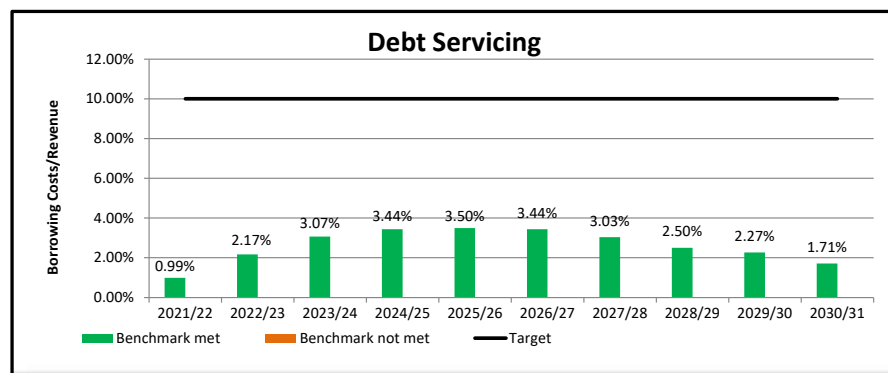
The graph shows Council's desire to focus on 'getting things done' and having a focus on delivering capital projects in the first few years of the Long Term Plan. Large capital projects are often followed by a number of years of low related capital expenditure. As depreciation is, however, charged on such projects during these periods, these projects typically result in a mi-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 increase over the next 15 years, the Council meets the debt servicing benchmark if its borrowing costs equal or are less than 10% of its revenue.



Wāhanga Tūaono
Section Six

Additional Information

Tirohanga Whakamua - Look to the future

Tab reverse
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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 which 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:

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

Mana Whakahono a Rohe

Section 58M of the RMA 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):

- a) 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
- b) 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: Tutohinga

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 Roopu Ahi Kaa, a standing advisory committee of the Council. Tangata Whēnua of the District are represented on the Komiti, as is the Ratana 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: Tutohinga, the Council and Te Roopu 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/Hapu 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/hapu interests in Council-owned land that is declared surplus.

The Memorandum of Understanding: Tutohinga 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 Roopu Ahi Kaa has adopted a strategic plan which is subject to regular review. This plan identifies a number of actions to achieve three goals – building stronger relationships between Council and Te Roopu Ahi Kaa, building stronger relationships between Council and Iwi, hapu, whanau 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 etc.

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

Council will welcome the opportunity to receive the strategic and other management plans from iwi/hapu 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. Implementing and potentially reviewing Te Roopu Ahi Kaa's strategic plan forms part of this role.

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 Roopu 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 Roopu 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 Roopu 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 decided to invite Te Roopu 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.

The Post Treaty Settlement Environment

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

Ngati Apa's claim has been settled, which was of particular significance to the District. It has resulted in addressing a number of longstanding grievances that some Iwi and Hapu 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 Ngati Apa which supports the realisation of these benefits with Ngati Apa now having a closer working relationship with Council.

Ngati 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/hapu 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/hapu to have a direct relationship with Council.

Significance and Engagement Policy

Purpose and Scope

To enable the Council and its communities to identify the degree of significance attached to decisions around particular issues, proposals, assets and activities.

To provide clarity about how and when communities can expect to be engaged in decisions made by Council.

To inform the Council and the community, from the beginning of a decision-making process, about the extent, form and type of engagement required.

Legislative Context

Every decision made by a local authority must be made in accordance with the provisions of the Local Government Act 2002.

Councils are required to adopt a Significance and Engagement Policy to enable it to determine the significance of the decision to be made and, where appropriate, engage with its community¹.

The Council will not make a decision or proceed with a proposal which it considers to be significant, unless it is first satisfied that the following requirements have been met:

Requirements in relation to decisions²

- Identify all reasonably practicable options for the achievement of the objective of a decision
- Assess the advantages and disadvantages of the options.
- Take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.

The views of those affected³

- In the course of decision making the views of persons likely to be affected or likely to have an interest in the matter must be considered.

- Contributions to decision-making by Maori⁴
 - Processes to encourage and foster participation in decision-making by Maori⁵
 - Mana Whakahono ā Rohe⁶

Principles of consultation⁷

- Provide reasonable access to relevant information in a manner and format that is appropriate to the preferences and needs of persons likely to be affected by, or to have an interest in, the matter
- Encourage affected/interested persons to present their views to the local authority
- Provide reasonable opportunity to present those views to the local authority and clear information by the local authority concerning the purpose of the consultation and the scope of the decisions to be taken following the consideration of views presented
- Receive the views with an open mind and provide a clear record or description of relevant decisions made by the local authority and explanatory material relating to the decisions.

When Council makes a decision that deviates from this policy, it will clearly identify the inconsistency, the reasons for the inconsistency and any intention to amend the policy to accommodate the decision⁸.

Community Engagement

¹ Section 76AA

² Section 77

³ Section 78

The Council believes that public engagement is an essential part of good local government. Good consultation and engagement processes allow individuals and organisations to contribute to democratic local decision-making.

Special Consultative Procedure

The following decisions require consultation through the special consultative procedure:

- Establishing a council-controlled organisation.
- Making, amending or revoking a bylaw which is of significant public interest or likely to have a significant impact on the public.
- Before adopting a long term plan, using the consultation document.
- Before amending a long term plan, using the consultation document.
- Before adopting an annual plan, using the consultation document (unless there are no significant or material differences to the long-term plan projections for that year).
- Assessing Council's water and other sanitary services.
- Setting administrative charges under the Resource Management Act (and making a policy for discounting administrative charges)⁹

The special consultative procedure requires consultation for at least 1 month, the development of a 'statement of proposal' outlining the proposal, a summary of the information contained within the statement of proposal, information about how anyone interested in the proposal may present their views, and the opportunity to present their views in a way that allows for spoken (or New Zealand sign language) interaction with the Council¹⁰.

Non-SCP Engagement

Council will decide on the scope and scale of engagement for decisions which do not require the use of the special consultative procedure on a case-by-case basis. The level of community engagement on a particular issue or decision will be decided by considering the following three factors:

- A. The level of significance of the matter.
- B. Whether the issue is District-wide, or only affects easily identified communities.
- C. The desired level of participation.

An Engagement Plan (schedule 2) will be prepared and approved for every consultation process.

A. Determining Significance

⁹ Resource Management Act 1991, sections 36 and 36AA.

¹⁰ Section 93 of the Local Government Act 2002. This also provides that Council may allow people to present their views using an audio link or audio-visual link.

Council will use the criteria identified below and the potential effects on Council's strategic assets as a guide to determining the significance of a decision. This criteria will be used in other Council decisions for significance.

Criteria

In considering the degree of significance of every issue requiring a decision, Council will be guided by the following criteria to help determine if specific proposals are significant:

	Degree of significance		
	Low (minor and/or short-term)	Medium (moderate/ mid-term)	High (major and/or long term)
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			

Strategic Assets

The following is a list of assets which are considered to be strategic assets¹². These assets are needed to maintain Council's capacity to achieve or promote outcomes that it determines to be important to the well-being of the community.

- Sections of the roading network where:
 - Loss of that section would create significant disruption (time for an alternative, number of vehicles affected).
 - There are no alternative routes.
- Each bridge within the District.
- Street-lighting
- Wastewater network and treatment plant in Ratana
- Wastewater network and treatment plant in Bulls
- Wastewater network and treatment plant in Marton
- Wastewater network and treatment plant in Hunterville
- Wastewater network and treatment plant in Mangaweka
- Wastewater network and treatment plant in Taihape
- Water treatment, storage, and supply networks in Ratana
- Water treatment, storage, and supply networks in Bulls
- Water treatment, storage, and supply networks in Marton
- Water treatment, storage, and supply networks in Hunterville
- Water treatment, storage, and supply networks in Mangaweka
- Water treatment, storage, and supply networks in Taihape
- Stormwater networks in Ratana
- Stormwater networks in Bulls
- Stormwater networks in Marton
- Stormwater networks in Hunterville
- Stormwater networks in Mangaweka
- Stormwater networks in Taihape
- Recreation facilities
- Community amenities
- Community housing¹³
- District libraries
- District cemeteries
- Marton administration building
- Emergency Operation Centres
- Waste transfer stations

B. District-wide issue

Where an issue or decision has effects which are district-wide, then Council will consult with the whole District. Where an issue or decision is only likely to impact on an easily identified group (e.g. a decision that affects only a specific community) localised engagement only with this group may occur.

C. Degree of Participation

The degree of participation will be determined using the Public Participation Model (schedule 1). The model will be used in conjunction with the consideration of the following factors:

- The extent to which the current views of parties who will, or may be affected by, or have an interest in, the decision are known.
- The costs and benefits of any engagement process.
- Statutory timeframes.
- If there is an increased risk to health and safety from delaying the decision.
- Whether the decision aligns with previous Council decisions.
- Community preferences for engagement on specific issues.

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.

Schedule 1 - Public Participation Model

	Council Decides	Council Seeks Opinions	Discussion and Involvement	Partnership	Community Decides
What does it involve	To provide the public with balanced and objective information to assist them in understanding the problems, options, or solutions	To obtain public feedback on options or proposed decisions	To work directly with the public throughout the process to ensure that concerns are understood and considered prior to decision making	To partner with the public in aspects of the decision including the development of alternatives and the identification of preferred solution(s)	To place the final decision-making in the hands of the public
Types of issues it might be used for	Annual report Procurement of goods and services Opening hours of Council facilities Upcoming legislative changes	Bylaws Statutory policies Long Term Plan consultation phase Annual Plan consultation phase	District Plan Review Long Term Plan development phase Major projects that have a significant impact on the community.	Community development projects	To elect representatives (Councillors, Community Board members, Community Committee members)
Tools Council might use	Website Newspaper adverts and inserts Public meetings Social media	All tools from 'Council decides' and potentially the following: Written submissions Oral hearings Public meetings Stakeholder meetings Letters to affected parties	Workshops Stakeholder meetings Social media	External working groups Social media Website Displays	Referendum Local body elections Election (show of hands or ballot) at public meeting
When the community might expect to be involved	Council will generally advise once a decision has been made	Council will generally advise the community once a draft decision is made. Council would generally provide the community with up to 4 weeks to participate and respond	Council will generally provide the community with greater lead-in time to allow them to be involved in the process	Council will generally involve the community at the start to scope the issue, after information has been collected, and when options are being considered	Council will generally provide the community with sufficient lead in time to be involved in the process.

Schedule 2: Engagement Plan template

Project description and background

This will describe the nature of the engagement to be undertaken, clarify the decision to be made, the circumstances that led to it, related council decisions already made, and legislation applying.

Engagement objectives

Identify what feedback or decisions we want from communities.

What decisions will be made by council that need to be informed by the community's input?

Timeframe and completion date

Describe each stage of the project, including when key decisions need to be made by Council.

Communities to be engaged with

List the communities and key stakeholders to engage with.

Engagement tools and techniques to be used

Describe the tools and techniques that will be used to engage with each of the identified communities and stakeholders. Refer to the Public Participation Model to determine the level of engagement for each.

Resources needed to complete the engagement

This includes time allocations for council staff and councillors and costs involved to undertake the selected engagement tools and techniques.

Communication planning

This outlines any potential reputation risks associated with the project and mitigations. It will outline the key messages to be communicated to the public, and where necessary will include a communications plan.

Basis of assessment and feedback to the communities involved

This will describe how the community input will be analysed and how results will be communicated to the Council and to participating communities. Also includes an indication of when this feedback will occur – prior to, or after Council decisions are made.

Project team roles and responsibilities

This identifies who will be involved in this project, excluding external providers, and who the key contact point within Council will be.





Changes to Levels of Service

This section identifies intended changes to the level 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.

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	<p>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 monitor the areas listed below as part of user surveys (for the first three) and not through its Statement of Service Performance</p> <ul style="list-style-type: none"> * Communication * Value for money * Satisfaction * Engagement with sector excellence programmes
Roading		
Provide a sustainable roading network which is maintained in accordance with each road's significance for local communications and the local economy, taking into account the one Rooding Network Classification and funding subsidies	Modified/Decreased	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10. The performance measure has been 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	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10
Water Supply		
Provide a safe and compliant supply of drinking water	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10
Provide reliable and efficient urban water supplies	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10
Be responsive to reported faults and complaints	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10

Maintain compliant, reliable and efficient rural water supplies	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10
Ensure fire-fighting capacity in urban areas	Removed	This will no longer be measured in Councils Statement of Service Performance. The Service is still provided.
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.	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10.
Be responsive to reported faults and complaints	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10. The target changed from “Fewer than previous year” to a quantified target
Stormwater Drainage		
Provide a reliable collection and disposal system to each property during normal rainfall.	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10. The target changed from “Fewer than previous year” to a quantified target.
Be responsive to reported faults and complaints.	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10. The target changed from “Fewer than previous year” to a quantified target.
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.	Removed	This will continued to be undertaken but not form part of Councils Statement of Service Performance.
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.

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 measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for year 1 to 3 and then years 4 – 10. The target changed from a percentage to an annual tonnage target.
Environmental and Regulatory Services		
Provide a legally compliant service.	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for years 1 to 10.
Provide regulatory compliance officers.	Modified/Continued	The performance measure has been simplified with the new measure being applicable for all 10 years, and not separate measures for years 1 to 10.
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.	Removed	This will no longer be measured in Councils Statement of Service Performance. Council will continue with economic development.
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

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 which underpin this LTP.

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
1 Government				
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 3 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	
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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
The introduction of the 3 waters reform by Central Government has implications for all councils. RDC will continue with its current approach, for this LTP, and will continue to provide the 3 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 3 waters reform is a Central Government initiative, and is not controlled by RDC. An outcome could be that capital budget is spent capital on the 'wrong' assets (e.g on 3 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	
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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
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 which 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 programmes will not be approved. This risk is greater for the proposed bridge replacement programme as these are deemed capital works by NZTA 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 (NZTA) 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 (NZTA) 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	
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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
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				
<p>Population Change–The population of the District will continue to grow based on anecdotal evidence from the number of building consents and subdivisions.</p> <p>-Building consents 17/18: 3,074</p> <p>-Building consents 19/20*: 3,954</p> <p>-Subdivisions 17/18: 28</p> <p>Subdivisions 19/20*: 45</p> <p>* There was a halt on resource consents being processed during the 2020 level four COVID-19 lockdown.</p> <p>In both the high and medium scenarios from the July 2020 Informetrics report on population growth show an increase in population for the Rangitikei District.</p>	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	
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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
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	
Skills Shortage: 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 drawback. In addition, Council is developing a workplace culture and interest in order to incentivise potential new staff.	Medium	High
			Medium	
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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
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 manuka 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	
4 Financial environment				
Inflation – The financial information is based on inflation figures from 2019/20 onwards using the BERL indices for inflation. ⁵⁹ 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 which cause variations from the BERL indices.	Low/Medium	Medium
			Medium	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
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	
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 which 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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
Interim consents for wastewater discharges at Bulls, Marton and Ratana – 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 ten 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 ¹	High
			High	
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	

¹ 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 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 3 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 Ngati Rangī settlement over the Whangaehu River has yet to be determined.	The Ngāti Apa claim was settled in 2010. The Ngāti Rangī 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 Rangī will seek to collaborate and partner with the Council.	Low	Medium
			Low	
Liaise with the Samoan community (Marton) – 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	

Forecasting assumption	Risk	Reasons and Financial Effect of Uncertainty	Level of uncertainty	Potential Consequence
			Risk	
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	
<p>The impact of COVID-19 on Councils service and financial performance.</p> <p>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.</p> <p>Council does not rely on revenue from facilities, e.g parking tickets, fines venues and events etc which has significantly affected other Councils.</p> <p>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 Districts GDP and was able to operate through the level 3 and 4 lockdown (March-May 2020).</p>	<p>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.</p> <p>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 NZ.</p> <p>The potential impact to the community from COVID-19 is the wellness of residents and their livelihoods through job losses and/or business closure.</p> <p>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 real potential to have an impact on Council's ability to spend.</p>	<p>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.</p> <p>If cases were to emerge in the District this could impact the economy.</p> <p>Short periods of lockdown are not expected to have a major impact.</p> <p>There is also the risk of another pandemic that is not COVID-19.</p>	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: 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; and predicted 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.	<p>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.</p> <p>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</p>	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 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 plans¹

The Assessment of Water and Sanitary Services was a mandatory requirement under the original Local Government Act (LGA) 2002. This requirement was removed as part of the 2010 amendment to the LGA 2002. Council is now 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.

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.
Hunternville 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	Tutaenui 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.					
Huntermville Rural Water Supply						
Omatane Rural Water Supply						
Putorino 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.
Hunterville	Hunterville water supply is sourced from the Hunterville Rural Water Supply (HRWS). Currently the urban water scheme purchases 370 m ³ /day, which is less than the peak demand of 380 m ³ /day. More water can be purchased from the HRWSS if required. However the treatment plant has a maximum sustainable production of 220 m ³ /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 Hunterville is not expected to increase significantly. Any demand reductions that can be achieved could theoretically allow less water to be taken from the Hunterville 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 m ³ /day frequently exceeds the maximum allowed by the resource consent for 90 m ³ /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	The scheme operates with sufficient capacity to supply the peak demand (4,500 m ³ /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. 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.	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. Alongside this, investigations are underway into a potential new Tutaenui Rural Water Supply in the area around Marton.

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 1,800. 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 m ³ /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.
Huntermville	The resource consent for Huntermville currently allows a daily discharge of 175 m ³ /day. The treatment plant serves a population of 400 people.	Issues at Huntermville 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 Huntermville 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 m ³ /day, with a peak flow of no more than 20 m ³ /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 5,500 people. There is no limit on the discharge volume from the treatment plant. However the plant capacity is 3,600 m ³ /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 m ³ /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 3,873 m ³ /day. However the total daily flow is 4,546 m ³ /day. It serves a population of approximately 2,200 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 15m ³ /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.
Huntermville	Huntermville 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 Huntermville 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 5,500 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 expires 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	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.	This system is no longer operated by Council.
Koitiata	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.	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.
Non-reticulated Communities	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.	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.

Wāhanga Tuawhitu
Section Seven

Glossary of Terms

Tirohanga Whakamua - Look to the future

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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 (Manawatu-Wanganui) 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

LTCCP – Long Term Council Community Plan –replaced by the Long Term Plan in 2010 through the amendment to the Local Government Act 2002.

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 - New Zealand Transport Agency, formerly Land Transport New Zealand.

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 5 minutes to speak and 5 minutes to answer question from Councillors.

Papakāinga – development of housing on ancestral land, usually held in the form of multiply-owned Maori 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 which 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 196).

TangataWhenua - original inhabitants.

UAGC - Uniform Annual General Charge.

UV – ultraviolet.

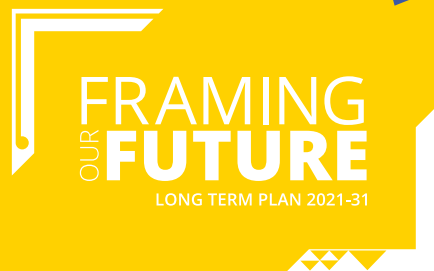
Waahi Tapu - sacred ground

WTP – water treatment plant

WTS – waste transfer station

WMMP – waste management and minimisation plan

WWTP – wastewater treatment plant



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

***ltf@rangitikei.govt.nz
www.framingourfuture***

