

LTP 2027-37 Presenting Draft Detailed Budgets

Workshop - 5 November 2026

RANGITĪKEI
DISTRICT COUNCIL

Presentation outline

- Purpose of today
- Present draft rates position:
  - Whole of Council FIS
  - Whole of Council Income and Expenditure
- Outline Council's Groups of Activities
  - Public Regulatory Services
  - Adaptation and Emergency Management
  - Waste Management and Minimisation
  - Parks and Reserves
  - Roading and Transport
  - Governance, Planning and Reporting
  - Community and Recreational Facilities
  - Other activities
  - Rural Water Schemes
- Corporate Business Support (Overheads)
- Capital Projects
- Where to Next?



Purpose of today

- Provide an overview of each of the groups of activities – what we do and how much does it cost.
- Present a first draft of operational budgets for each group of activities and the rating position.
- To gain direction from elected members to help inform the development of Long Term Plan 2027-37



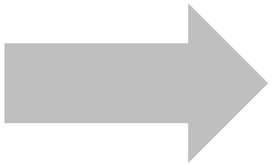
Key matters that have informed the draft budgets

- Retention of the level of service we currently provide
- Affordability
- Financial sustainability – ensuring the decisions made now meet long term needs
- What business as usual looks like in a reform environment
- What does Council look like post CDW transition – i.e. 1% rates increase = $290k
- New mandatory groups of activities
- Existing Council decisions (e.g. roading NLTP)

Groups of Activities have changed

Current Groups of Activities

- Water Supply
- Wastewater and Sewage
- Stormwater Drainage
- Roading
- Rubbish and Recycling
- Regulatory Services
- Parks and Reserves
- Community
- Community Leadership
- Corporate Services and Support



New Groups of Activities

- Public Regulatory Services
- Adaptation and Emergency Management
- Waste Management and Minimisation
- Parks and Reserves
- Roading and Transport
- Governance, Planning and Reporting
- Community Facilities and Recreation
- Other
- Rural Water Schemes *(unique to RDC, accounts for us keeping RWS inhouse)*

** In some areas it will look like the cost for an activity has increased, when in reality the costs of activities have been reallocated because they have been regrouped. However, we are still working through the detail of what the new groups of activities mean for RDC.*

Whole of Council Picture

The road to 2-4% - draft rates position

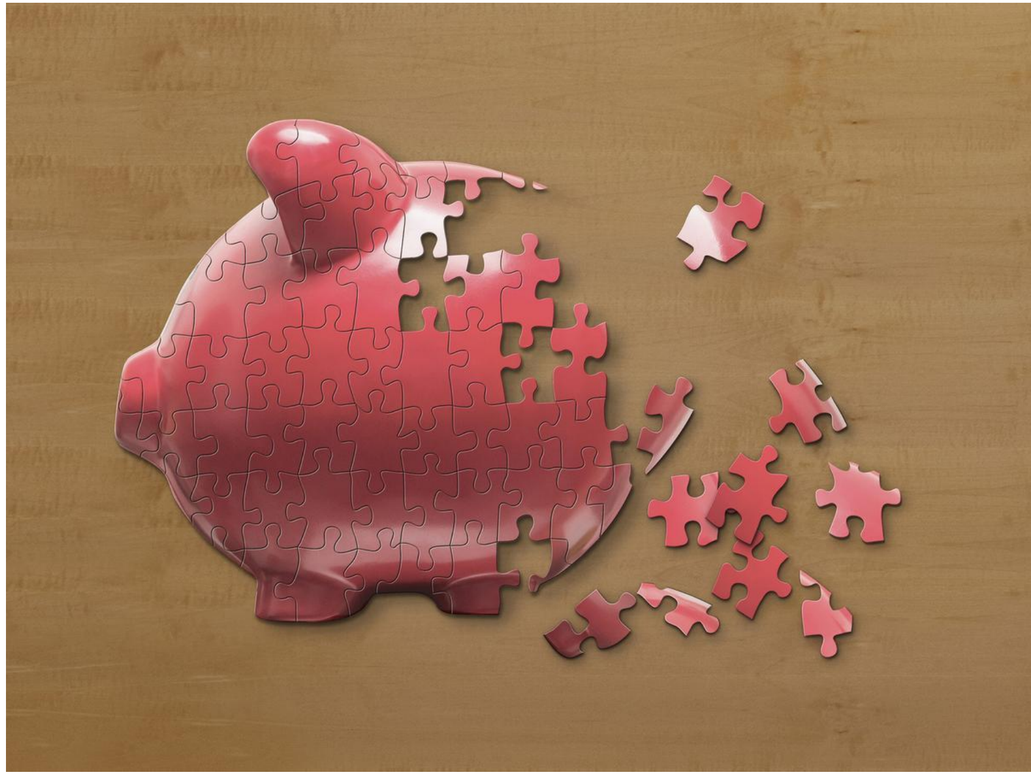
Draft rating increase:

LTP 2024-34	LTP 2027-37	LTP 2027-37	LTP 2027- 37
Current Year	Y1 (2027/28)	Y2 (2028/29)	Y3 (2029/30)
6.4%	13.5%	4.7%	2.5%

A reason that Y1 is a much larger increase than Yr 2 and Yr 3 is that the impact of increases like the approved Roading budget and the proposal to start repaying debt are ‘felt’ in Yr 1 because they are new, so while they are included in Yr 2 and Yr 3 they are not considered an ‘increase’.

Key contributing factors to yr 1 rates growth of 13.5%

- Roading
- Inflation
- Interest costs
- Debt repayment
- Baseline year on year cost growth: (i.e. election cost reserve, CDW shareholder committee)



Whole of Council – Funding Impact Statement (FIS)

(*...Where our cash comes from and goes to*)

Rangitikei District Council
Funding Impact Statement Long Term Plan 2027-2037
Whole of Council

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Sources of operating funding				
General rates, uniform annual general charge, rates penalties	19,396,718	22,238,558	23,387,023	24,230,006
Targeted rates	9,850,095	10,966,246	11,227,653	11,508,949
Subsidies and grants for operating purposes	7,902,695	7,166,049	7,334,167	7,516,296
Fees and charges	4,718,204	4,497,734	4,594,116	4,607,644
Interest and dividends from investments	795,940	1,559,257	1,559,257	1,559,257
Internal charges and overhead recovered	10,898,980	8,588,246	8,797,641	9,063,519
Local authorities fuel tax, fines, infringement fees, and other receipts	228,909	308,310	327,773	335,912
Total operating funding (A)	53,791,540	55,324,400	57,227,630	58,821,582
Applications of operating funding				
Personnel Costs	10,797,228	11,841,088	12,314,732	12,807,321
Consulatants/ Contractors	2,558,802	3,873,685	2,799,877	2,869,406
Finance	1,284,669	2,789,615	3,153,585	3,195,746
Other Expenses	20,472,594	20,968,939	21,657,972	22,287,340
Internal charges and overheads applied	10,898,814	8,462,860	8,668,218	8,929,688
Total applications of operating funding (B)	46,012,107	47,936,189	48,594,384	50,089,501
Surplus (deficit) of operating funding (A - B)	7,779,433	7,388,212	8,633,246	8,732,081
Sources of capital funding				
Subsidies and grants for capital expenditure	6,722,313	9,391,840	9,612,176	9,850,874
Increase (decrease) in debt	23,006,022	13,749,399	(1,138,368)	(1,327,549)
Gross proceeds from sale of assets	253,000	204,400	209,200	214,400
Total sources of capital funding (C)	29,981,335	23,345,639	8,683,008	8,737,724
Application of capital funding				
Capital expenditure	37,534,461	30,072,291	16,650,341	16,799,177
Increase (decrease) in reserves	(818,693)	661,559	665,913	670,629
Increase (decrease) in Cash and Investments	1,045,000	-	-	-
Total applications of capital funding (D)	37,760,768	30,733,850	17,316,254	17,469,806
Surplus (deficit) of capital funding (C - D)	(7,779,433)	(7,388,212)	(8,633,246)	(8,732,081)
Funding balance ((A - B) + (C - D))	-	-	-	-
Depreciation	14,611,627	15,293,441	16,245,884	16,657,188

This statement complies with the Local Government (Financial Reporting and Prudence) Regulations 2014

Whole of Council income and expenditure

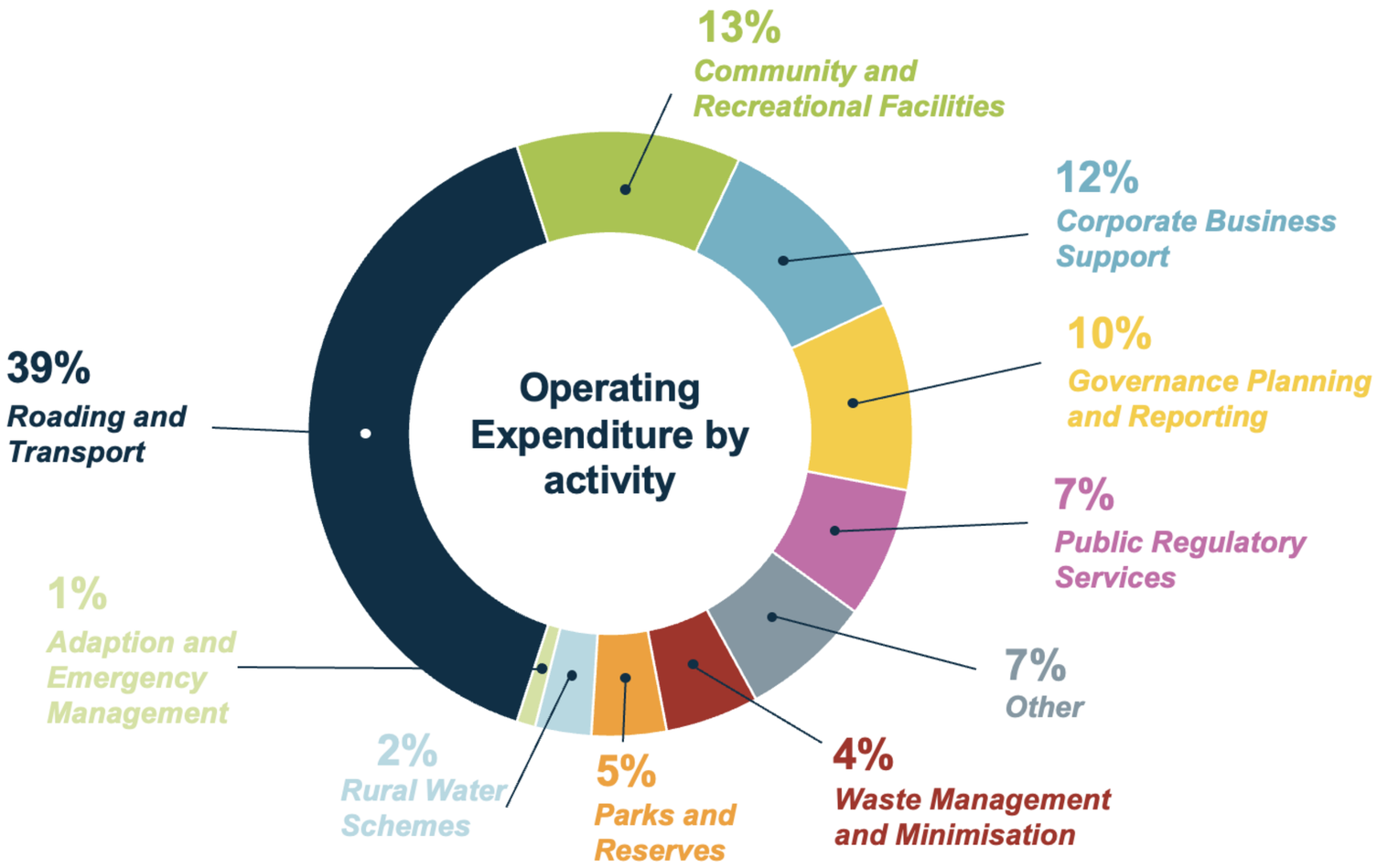
Income and Expense
Whole of Council

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	19,396,718	22,238,558	23,387,023	24,230,006
Targeted rates	9,850,095	10,966,246	11,227,653	11,508,949
Subsidies and grants	14,625,008	16,557,889	16,946,343	17,367,170
Fees and charges	4,718,204	4,497,734	4,594,116	4,607,644
Interest and dividends from investments	795,940	1,559,257	1,559,257	1,559,257
Internal charges and overhead recovered	10,898,980	8,588,246	8,797,641	9,063,519
Local authorities fuel tax, fines, infringement fees, and other receipts	228,909	308,310	327,773	335,912
Total operating revenue	**60,513,853**	**64,716,240**	**66,839,806**	**68,672,456**
Expenditure				
Personnel Costs	10,797,228	11,841,088	12,314,732	12,807,321
Consulatants/ Contractors	2,558,802	3,873,685	2,799,877	2,869,406
Finance	1,284,669	2,789,615	3,153,585	3,195,746
Depreciation	14,611,627	15,293,441	16,245,884	16,657,188
Overheads	10,898,814	8,462,860	8,668,218	8,929,688
Other Expenses	7,914,413	8,153,757	8,542,140	8,845,805
Non NZTA Roading Costs	1,458,999	1,498,401	1,533,554	1,571,637
NZTA Roading Programme	8,835,604	9,018,845	9,230,431	9,459,648
Rubbish and Waste Disposal	2,263,578	2,297,936	2,351,847	2,410,250
Total operating expenditure	**60,623,734**	**63,229,629**	**64,840,269**	**66,746,689**
Operating surplus (deficit)	**(109,881)**	**1,486,610**	**1,999,538**	**1,925,767**

Notes:

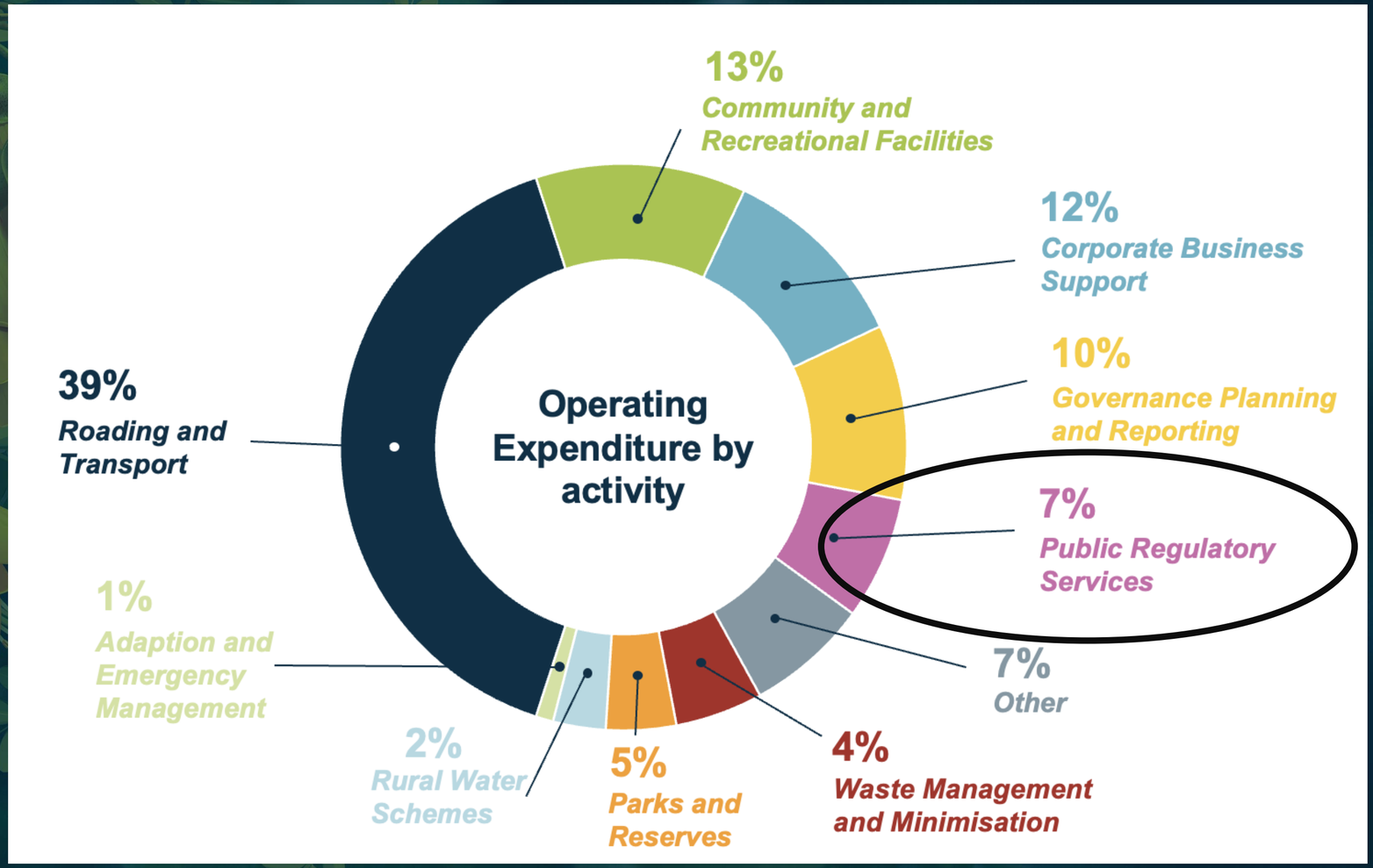
1. Three Waters have been removed from this budget (excluding rural water schemes which remain).
2. The change in overheads reflects realignment to the new groups of activities, along with the transfer of council functions to CDW.
3. The increase in personnel costs from current year to Year 1 largely reflects the loss of opportunity to transfer costs to CDW.
4. The ‘surplus’ shown funds renewables and repayment of debt.

Spending for each Group of Activity

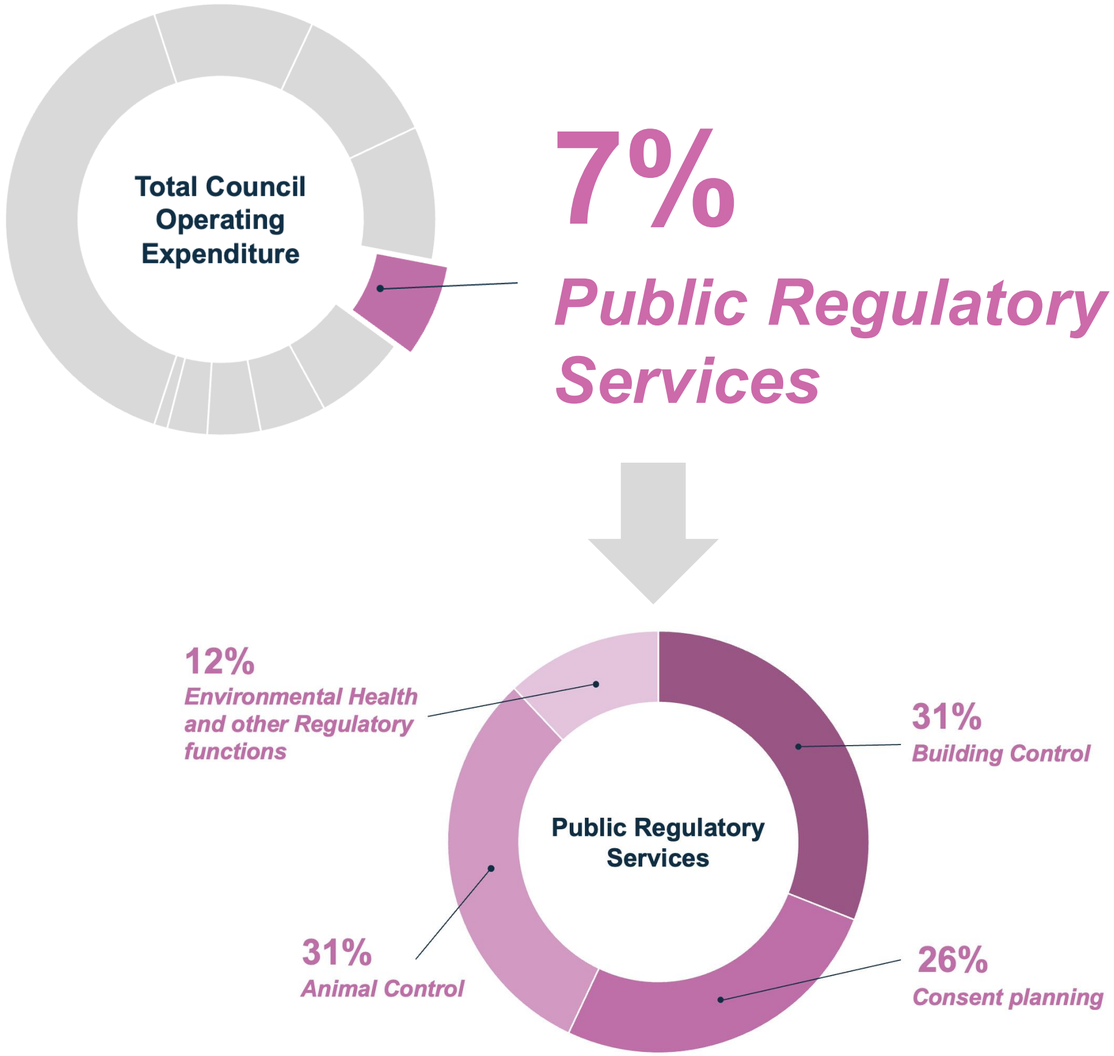


Public Regulatory Services

Group of Activities



- **Building Control**
  - BCA Function, swimming pool function, BWoF, Compliance
- **Consent Planning**
  - Resource consents, duty planner, compliance
- **Animal Control**
  - Dogs, wandering stock, education, enforcement
- **Environmental Health and other Regulatory Functions**
  - Health Act, bylaw enforcement, Sale and Supply of Alcohol, amusement devices, Class 4 Gambling, LIMS



Graph showing split of operating expense across this Group of Activity

Public Regulatory Services

Key Challenges:

- Changing legislation creating extra pressure and work
- Reduction in revenue streams from central government changes e.g. reduced consent or licencing requirements - granny flats, RMA, hairdressers
- Market changes – consent numbers remaining stable, but lower complexity work being consented



Public Regulatory Services

- Minimal changes from status quo
- Revenue decreases due to changing legislation
- Ongoing Animal Control shared services with MDC
- Ongoing Resource Consent shared services with RuDC

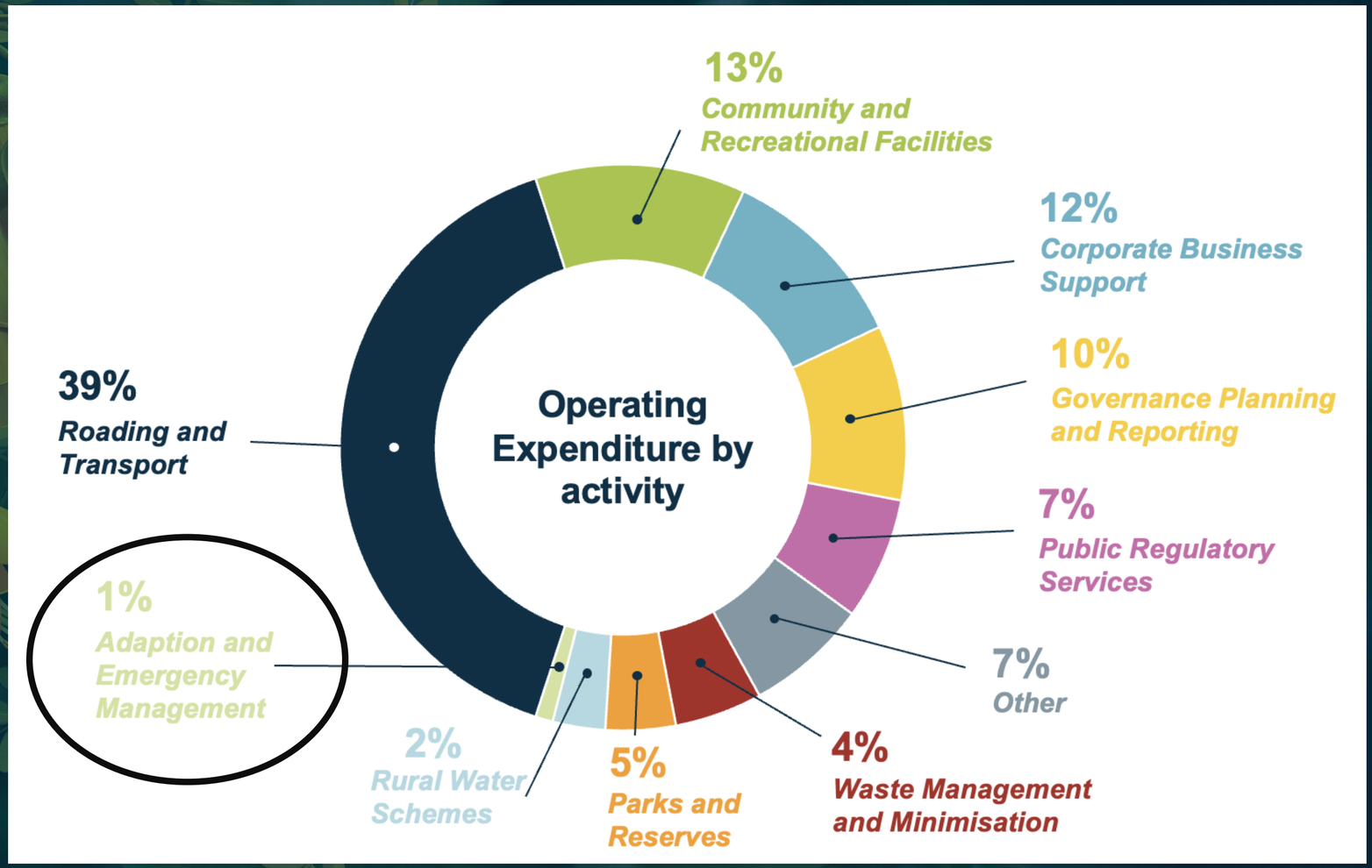
NOTE OF EXPLANATION Shift in overhead from 2026/27 reflects the transfer of a previous "overhead" funded cost centre into the new organisational structure

Income and Expenditure
Public Regulartory Services

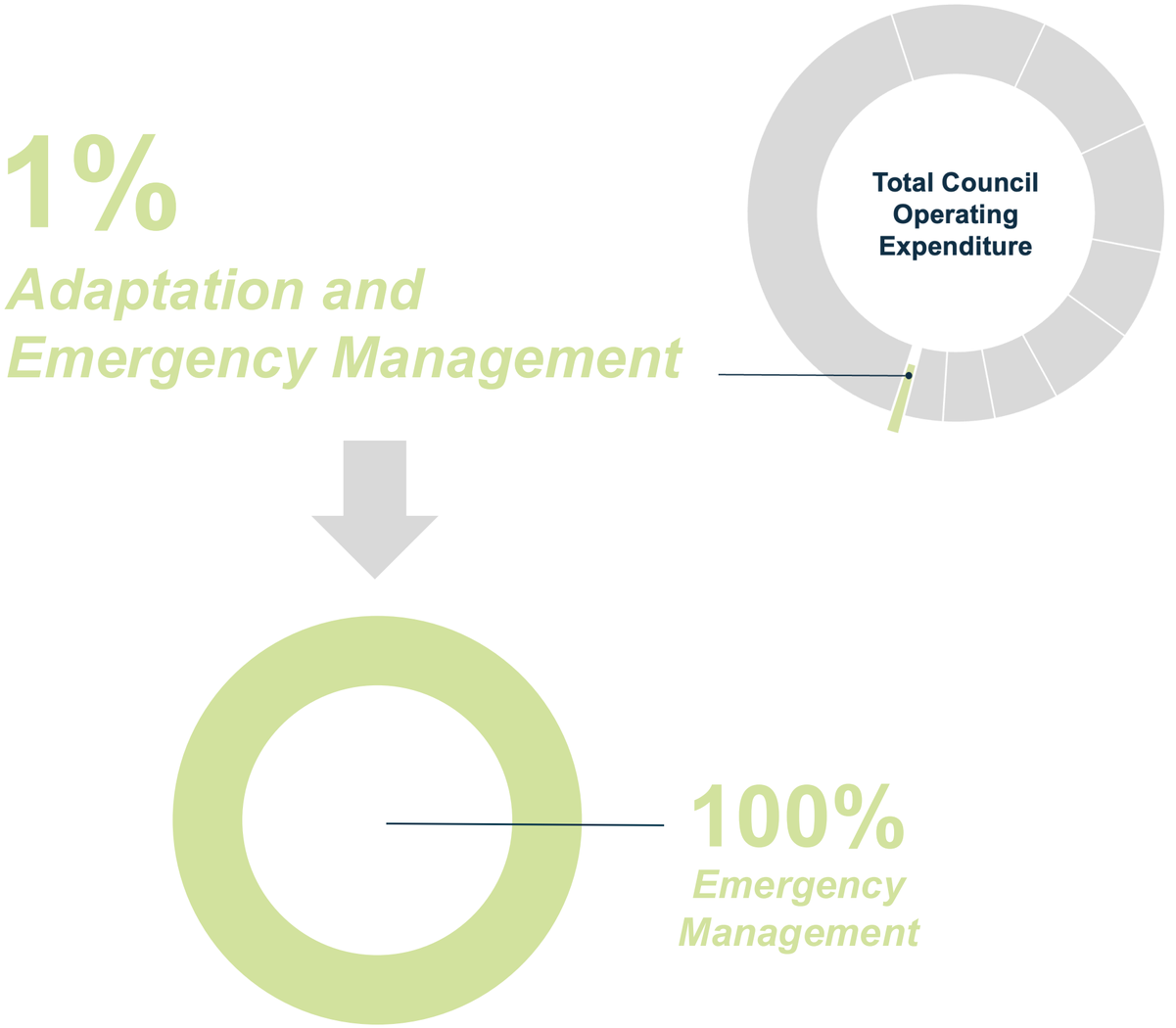
	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	1,311,600	2,513,714	2,607,062	2,716,344
Targeted rates	-	-	-	-
Subsidies and grants	-	-	-	-
Fees and charges	2,006,048	1,731,711	1,772,338	1,816,350
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	1,075,058	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	3,145	3,213	3,289	3,371
Total operating revenue	**4,395,851**	**4,248,639**	**4,382,689**	**4,536,065**
Expenditure				
Personnel Costs	2,000,580	2,135,050	2,220,452	2,309,270
Consulatants/ Contractors	441,096	451,222	461,808	473,276
Finance	-	-	-	-
Depreciation	70,961	70,961	70,961	70,961
Overheads	1,505,947	1,203,784	1,231,115	1,266,797
Other Expenses	261,448	262,981	269,150	275,834
Insurance	45,780	47,027	48,131	49,326
Motor Vehicle Costs	83,015	84,924	86,916	89,074
Professional Services	44,310	45,334	46,397	53,331
Total operating expenditure	**4,453,137**	**4,301,283**	**4,434,931**	**4,587,870**
Operating surplus (deficit)	**(57,286)**	**(52,644)**	**(52,241)**	**(51,805)**

Adaptation and Emergency Management

Group of Activities



- **Emergency preparedness**
  - Maintain emergency response arrangements, facilities, equipment and trained and competent personnel and an appropriate organisational structure.
- **Community resilience**
  - Support community response planning, public education and preparedness.
- **Risk reduction**
  - Identify and manage flooding, severe weather, earthquakes and other natural hazards.
- **Emergency response**
  - Coordinate local resources, welfare support, communications and operational response. Council must continue to function to the fullest possible extent before and after an emergency.
- **Recovery planning**
  - Prepare for infrastructure restoration, community recovery and business continuity.
- **Regional coordination**
  - Participate in regional emergency management governance, planning and exercises.
- **Legislative implementation**
  - Review policies, delegations, plans and appointments against the new Act.



Graph showing split of operating expense across this Group of Activity

Adaptation and Emergency Management

Group of activities

Key Challenges:

- Additional statutory obligations, transition arrangements and resource requirements
- Working with new legislation
- Limited staff capacity, competing priorities and funding constraints
- Reaching isolated rural communities and vulnerable populations
- Increasing severe weather events, infrastructure vulnerability and mitigation costs
- Maintaining operational capability during prolonged or multiple emergencies
- Long-term recovery costs, workforce availability and external funding dependencies
- Clarifying responsibilities and maintaining effective coordination between agencies



Adaptation and Emergency Management

Income and Expenditure
Adaption and Emergency Management

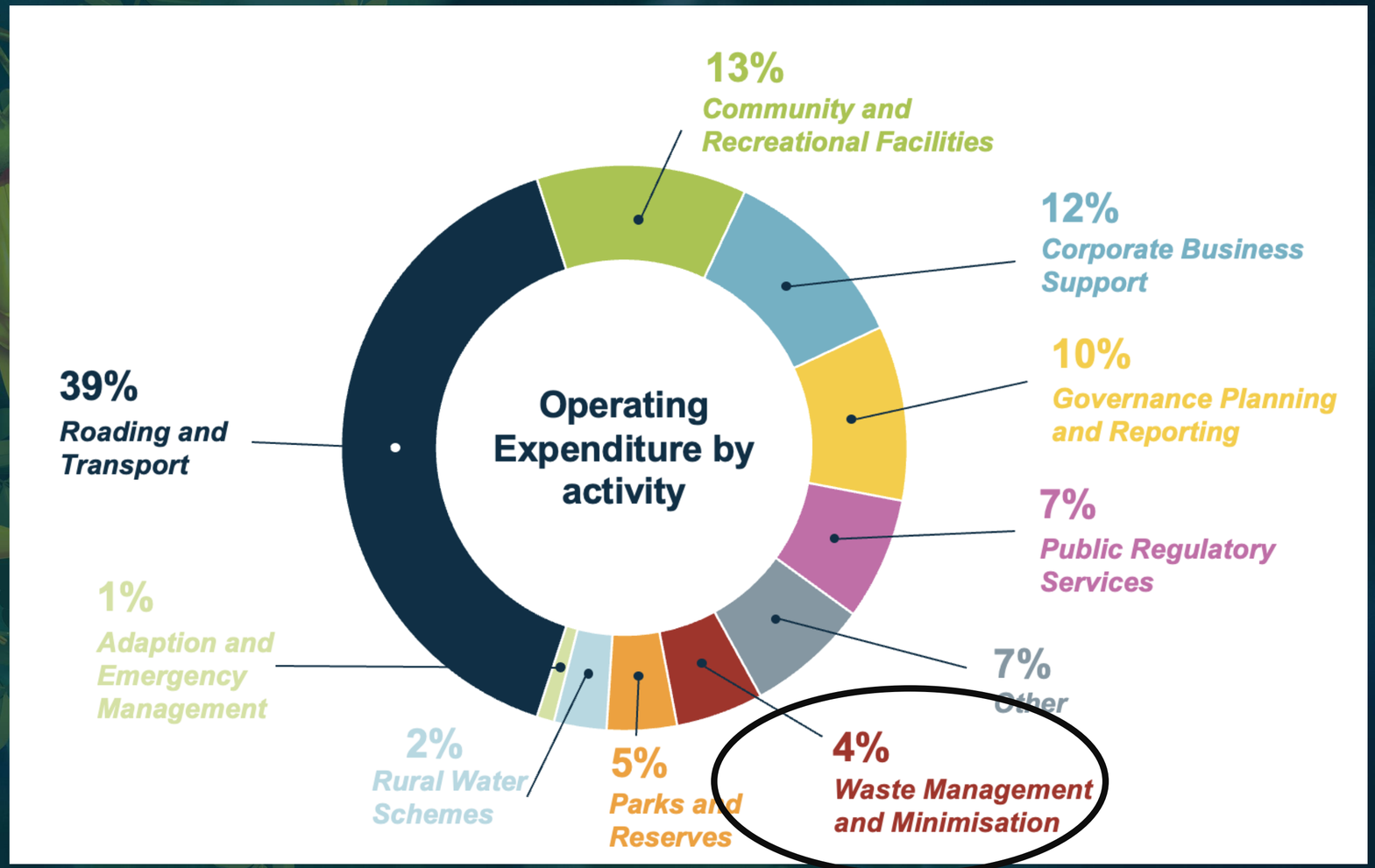
	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	430,867	750,233	723,715	747,564
Targeted rates	-	-	-	-
Subsidies and grants	-	-	-	-
Fees and charges	-	-	-	-
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-
Total operating revenue	**430,867**	**750,233**	**723,715**	**747,564**
Expenditure				
Personnel Costs	283,200	322,244	335,134	348,539
Consulatants/ Contractors	-	-	-	-
Finance	384	1,504	1,505	1,505
Depreciation	14,753	14,753	24,149	24,149
Overheads	26,215	179,944	183,939	189,337
Other Expenses	58,319	117,455	120,210	123,195
Insurance	14,292	14,620	14,963	15,335
Small Non Capital Purchases	17,444	23,018	23,558	24,143
Training and Conference Costs	20,549	32,327	33,085	33,907
Total operating expenditure	**435,156**	**705,864**	**736,543**	**760,110**
Operating surplus (deficit)	**(4,289)**	**44,369**	**(12,828)**	**(12,547)**

- Overheads $150K driven by additional staff and changes to overhead allocation methodology
- Other expenses $58K – community resilience projects *(required under new Emergency Management Act 2026)*
- **Risk:** Not included “give effect” to Group Plan *(Emergency Management Act 2026)*

Note: Does not take into account Local Government Act changes

Waste Management and Minimisation

Group of Activities

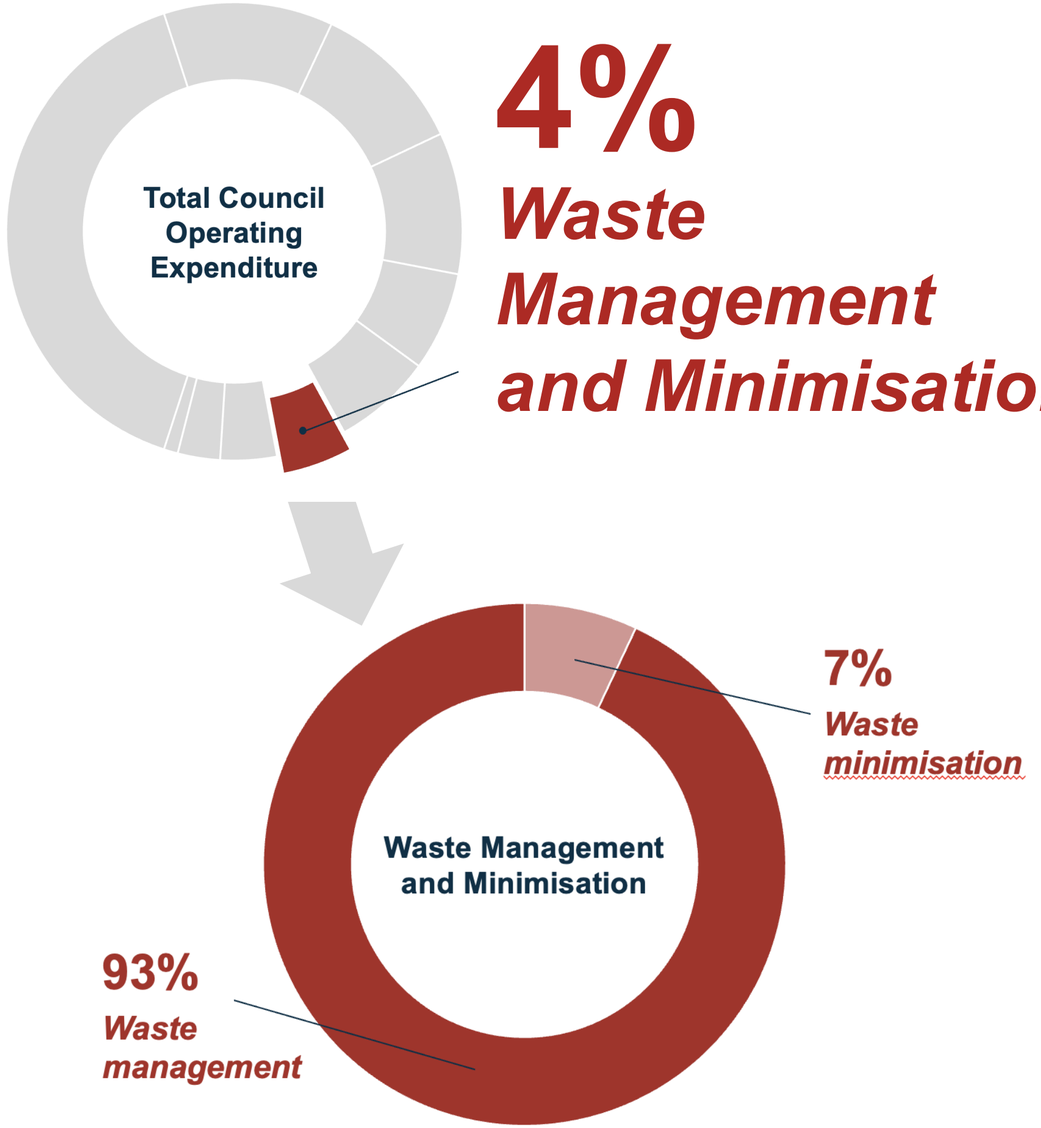


Waste Management

- Management and operation of Waste Transfer Stations (WTS) in Marton, Bulls, Taihape, Mangaweka, Hunterville, Rātana
- Transport of solid waste to Bonny Glen Landfill which is a contracted activity

Waste Minimisation

- Recycling at transfer stations
- Education programmes i.e. Enviroschool and Zero Waste



Graph showing split of operating expense across this Group of Activity

LTP Key Choice – Kerbside collection

- LTP 2024-34 consulted on options regarding kerbside collection of recycling and organic waste (as directed by Government)
- As a result, in the 2024-34 LTP $1.5 million was included for the purchase of equipment needed for kerbside collection of recycling
- As at Dec 2024, kerbside collection is no longer mandatory, and funding has been subsequently deferred
- Previous council discussions indicated a desire to reconsider the 2024 position as a result of collection no longer being mandatory.



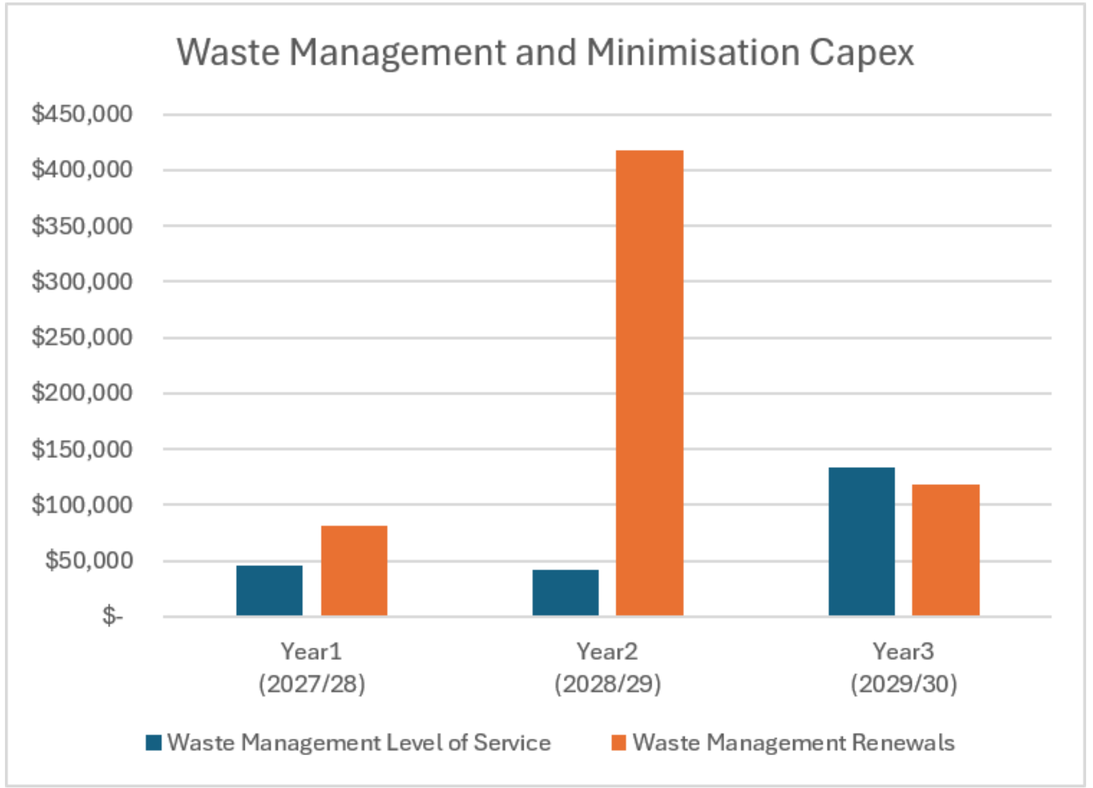
A ‘key choice’ for this LTP consultation. Current budget position has "do nothing" assumed as Council’s preferred option.

Waste Management and Minimisation

$340k budgeted income increase - fees & charges

Income and Expenditure
Waste Management and Minimisation

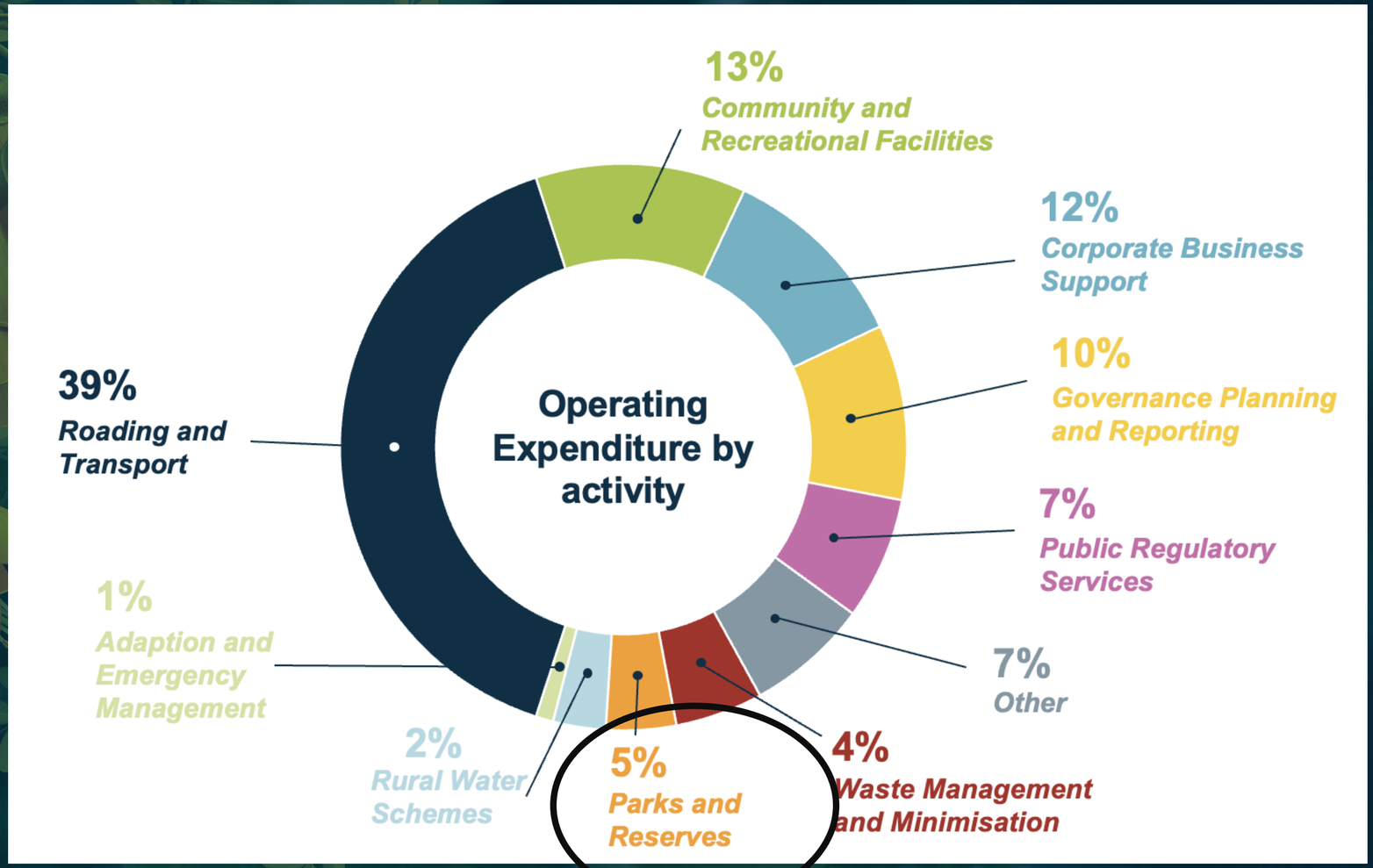
	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	1,348,289	833,215	864,441	910,148
Targeted rates	-	-	-	-
Subsidies and grants	239,921	245,439	251,197	257,435
Fees and charges	1,477,082	1,817,953	1,860,603	1,906,807
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-
Total operating revenue	**3,065,292**	**2,896,607**	**2,976,241**	**3,074,390**
Expenditure				
Personnel Costs	-	-	-	-
Consulatants/ Contractors	200,097	204,701	209,503	214,705
Finance	2,497	43,191	52,613	64,531
Depreciation	81,034	92,701	96,867	111,534
Overheads	247,438	162,172	167,339	172,952
Other Expenses	24,815	18,875	19,318	19,798
Repairs and Maintenace	50,481	51,645	52,856	54,169
Rubbish and Waste Disposal	2,190,457	2,240,841	2,293,412	2,350,364
Utilities	23,483	24,023	24,587	25,198
Total operating expenditure	**2,820,302**	**2,838,148**	**2,916,495**	**3,013,250**
Operating surplus (deficit)	**244,990**	**58,459**	**59,746**	**61,140**



Note: The Waste Minimisation Levy in Subsidies and Grants cannot be used as a proxy revenue line and must be preserved in reserves if not entirely spent. This explains why an increase is required despite the planned surplus for 26/27 which includes a significant amount of levies not planned to be spent in that year.

Parks and Reserves

Group of Activities



Parks and Reserves

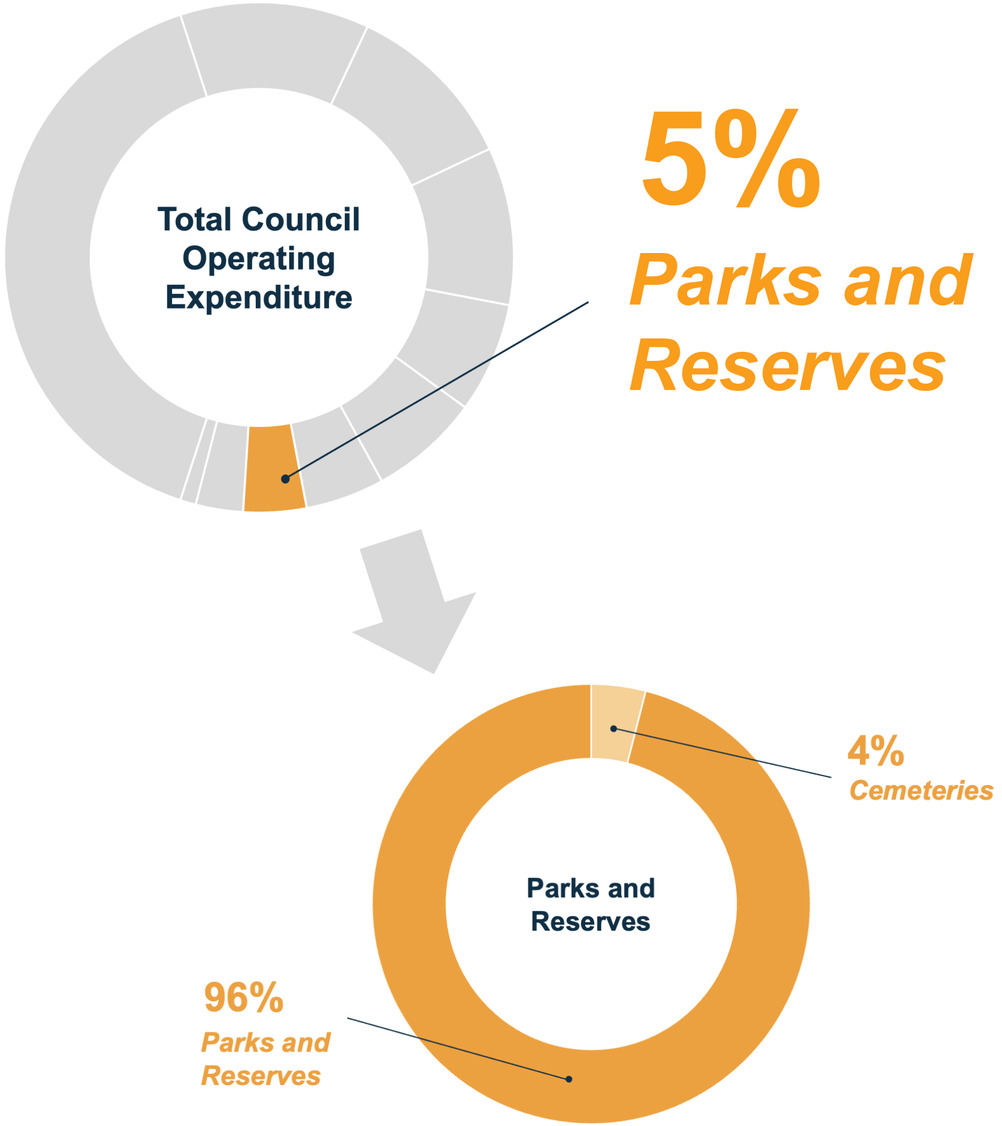
- Big open space network - Parks, playgrounds, courts, sports fields, etc.
- Roading areas - berms, street gardens, street trees, noxious weed spraying, etc.
- Property - community housing mowing / gardens
- Assets - bridges, sealed paths, walkways, fences, signs, bins, etc.

Cemeteries

- 8 cemeteries to maintain and manage

Key Challenge:

- Weather events / climate change
- Unexpected increases to fuel or other materials



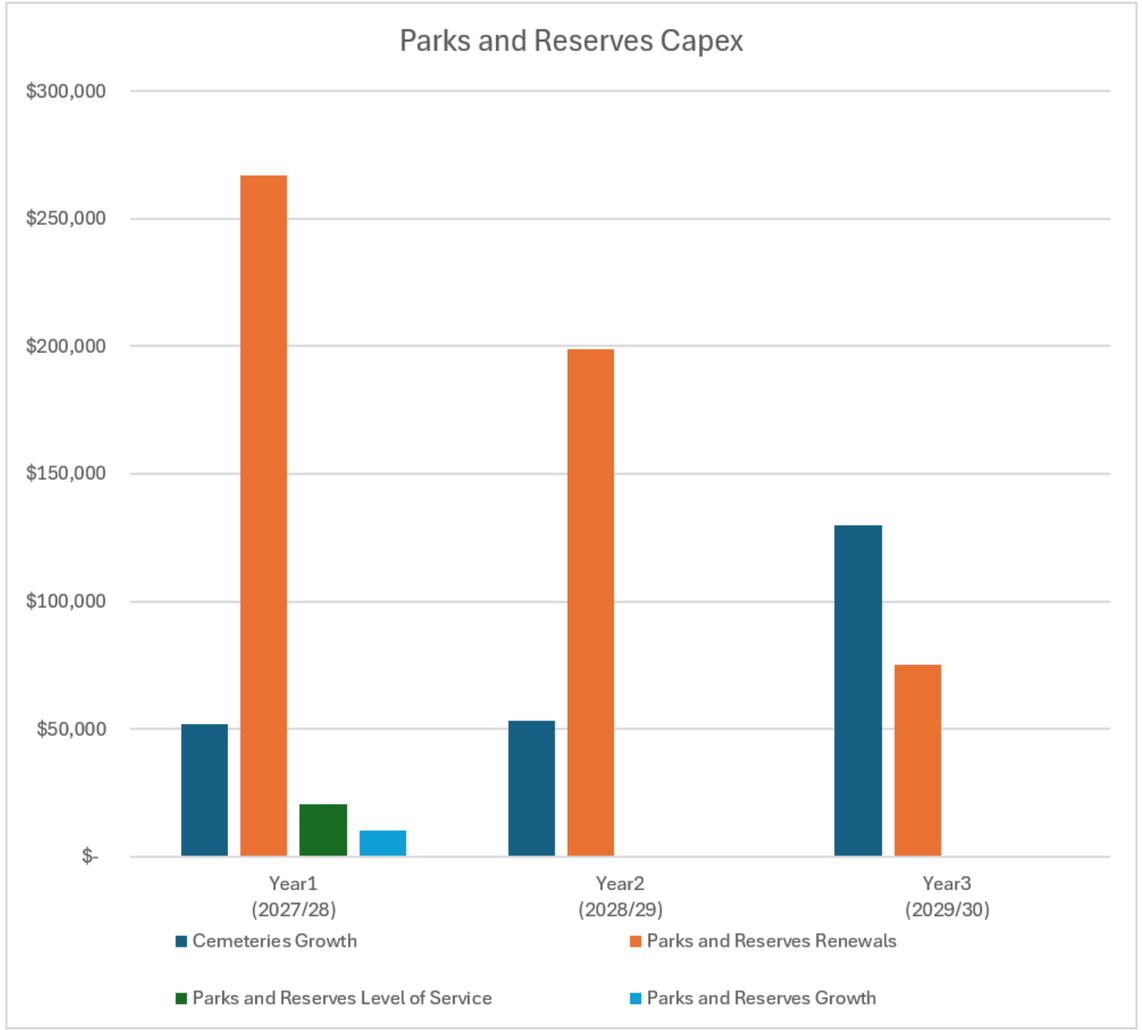
Graph showing split of operating expense across this Group of Activity

Parks and Reserves

Income and Expenditure
Parks and Reserves

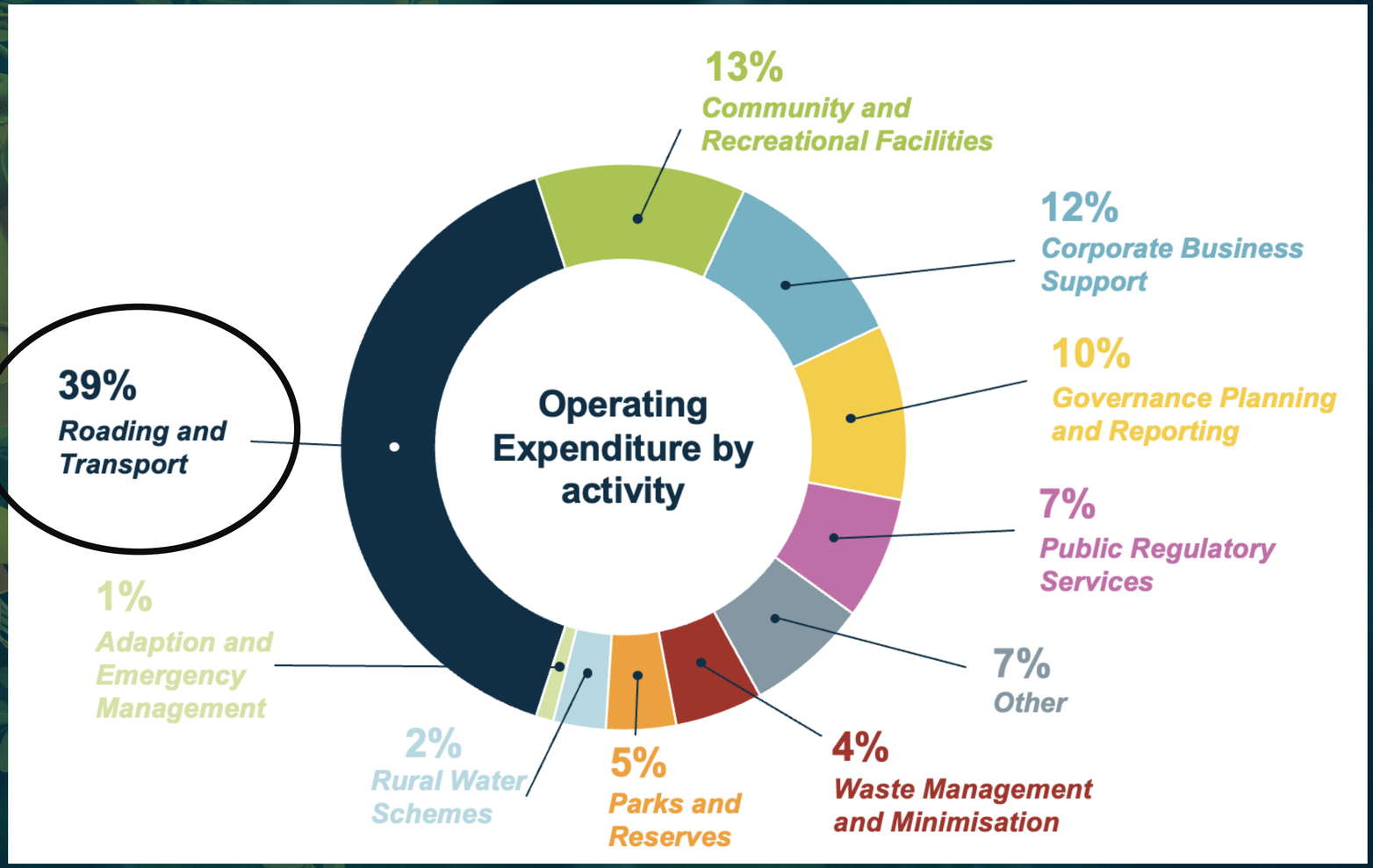
	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	2,405,558	2,695,267	2,839,910	2,835,319
Targeted rates	-	-	-	-
Subsidies and grants	-	-	-	-
Fees and charges	146,044	141,890	145,218	148,825
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	1,238,205	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-
Total operating revenue	**3,789,807**	**2,837,157**	**2,985,128**	**2,984,144**
Expenditure				
Personnel Costs	934,941	1,035,495	1,076,915	1,119,991
Consulatants/ Contractors	316,603	323,880	331,479	339,710
Finance	302,942	317,978	322,827	324,179
Depreciation	680,829	358,025	364,589	366,953
Overheads	920,720	436,904	448,514	462,583
Other Expenses	202,930	209,923	214,847	220,183
Insurance	75,624	77,368	79,183	81,150
Motor Vehicle Costs	110,684	113,216	115,873	118,750
Utilities	78,795	86,672	88,705	90,908
Total operating expenditure	**3,624,068**	**2,959,461**	**3,042,932**	**3,124,408**
Operating surplus (deficit)	**165,739**	**(122,304)**	**(57,804)**	**(140,264)**

Note: Shift in overhead from 26/27 reflects the transfer of a previous "overhead" funded cost centre into the new organisational structure.



Roading and Transport

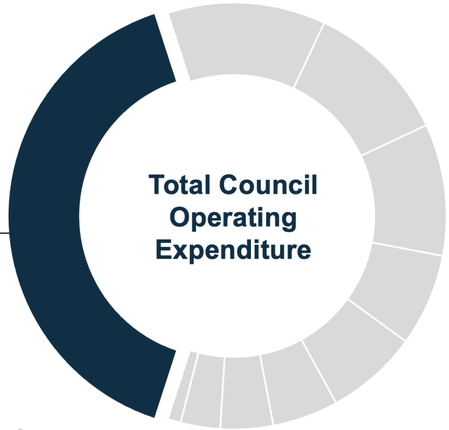
Group of Activities

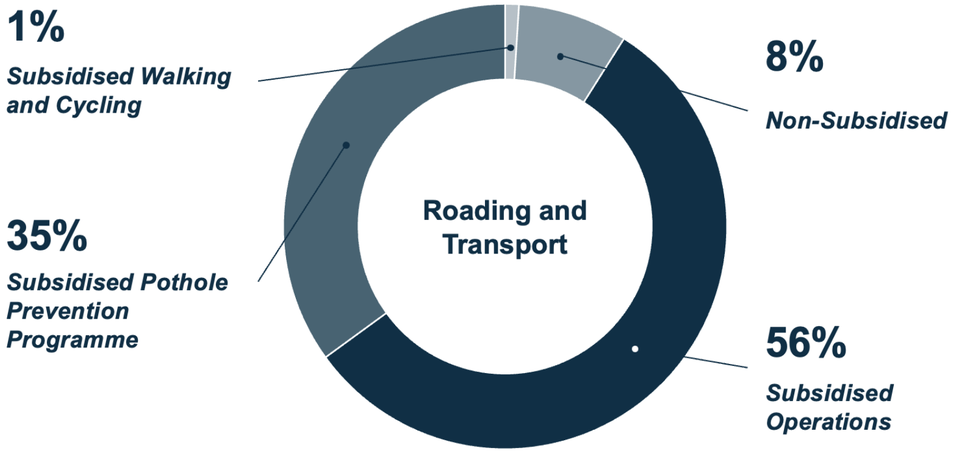


Key Drivers:

- Deliver efficient transport investment
- Improve resilience to climate and weather events
- React to unplanned events e.g. weather, change of heavy transport use

39%
Roading and Transport





Graph showing split of operating expense across this Group of Activity

Roading and Transport

NLTP Submission for 2027/30 (approved at Council meeting 13 August 2026)

- Y1 cost of **$24.2M** which was agreed at 4.5% rates as part of NLTP submission:
  - Programme 1 – optimal (6% annual resurfacing and 12,000cubic metre re-metalling). Maintenance Operations and Renewal Programme of $20.2M per annum
  - Low Cost Low Risk - $4M per annum
  - Local Share Cost **$8.3M** (34%)
  - Non Subsidised Programme Opex $900,000, Capex $270,000

Note: Subject to NZTA approval, not expected until July 2027

Subsidised Roading Activities (Opex)

Subsidised Operations

- Environmental Maintenance
- Structures Maintenance
- Level Crossing Expenses
- Minor Events
- Network Service Maintenance (signs, markings)
- Network Operations
- Carriageway Lighting
- Network & Asset Management

Subsidised Pothole Prevention Programme

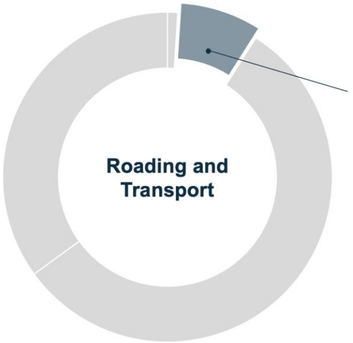
- Sealed Pavement Maintenance
- Unsealed Pavement Maintenance
- Routine Drainage Maintenance
- Street Cleaning

Subsidised Walking and Cycling

- Footpath Maintenance

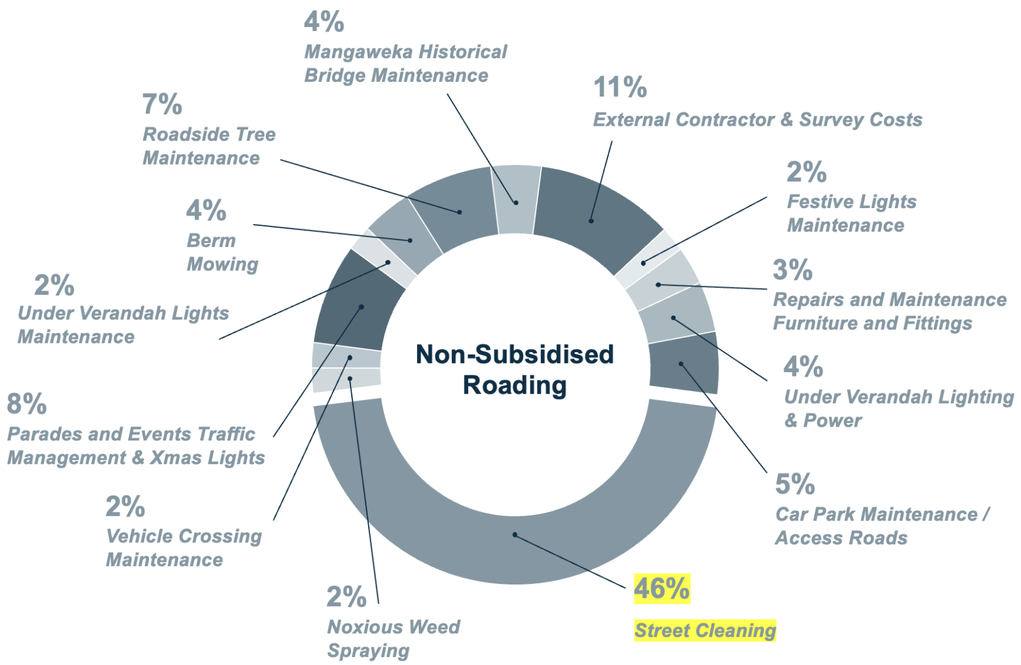
Non Subsidised Roading Activities (Opex)

Street Cleaning	46%
External Contractor & Survey Costs	11%
Parades and Events Traffic Management & Christmas Lights	8%
Roadside Tree Maintenance	7%
Car Park Maintenance / Access Roads	5%
Mangaweka Historical Bridge Maintenance	4%
Under Verandah Lighting & Power	4%
Berm Mowing	4%
Repairs and Maintenance - Furniture and Fittings	3%
Vehicle Crossing Maintenance	2%
Under Verandah Lights Maintenance	2%
Noxious Weed Spraying	2%
Festive Lights Maintenance	2%



8%

Non-Subsidised

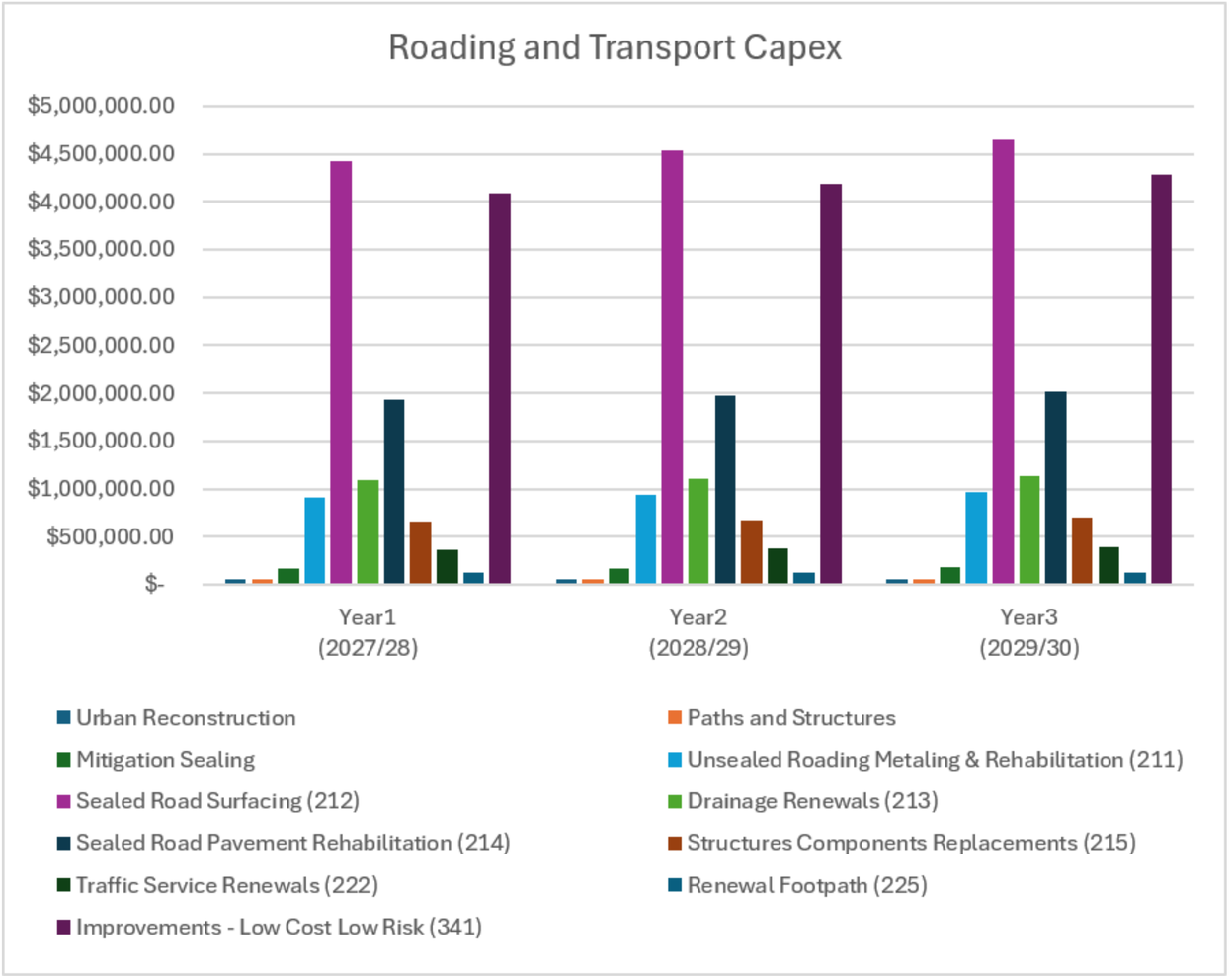


Roading and Transport

NZTA (FAR), Petrol Tax

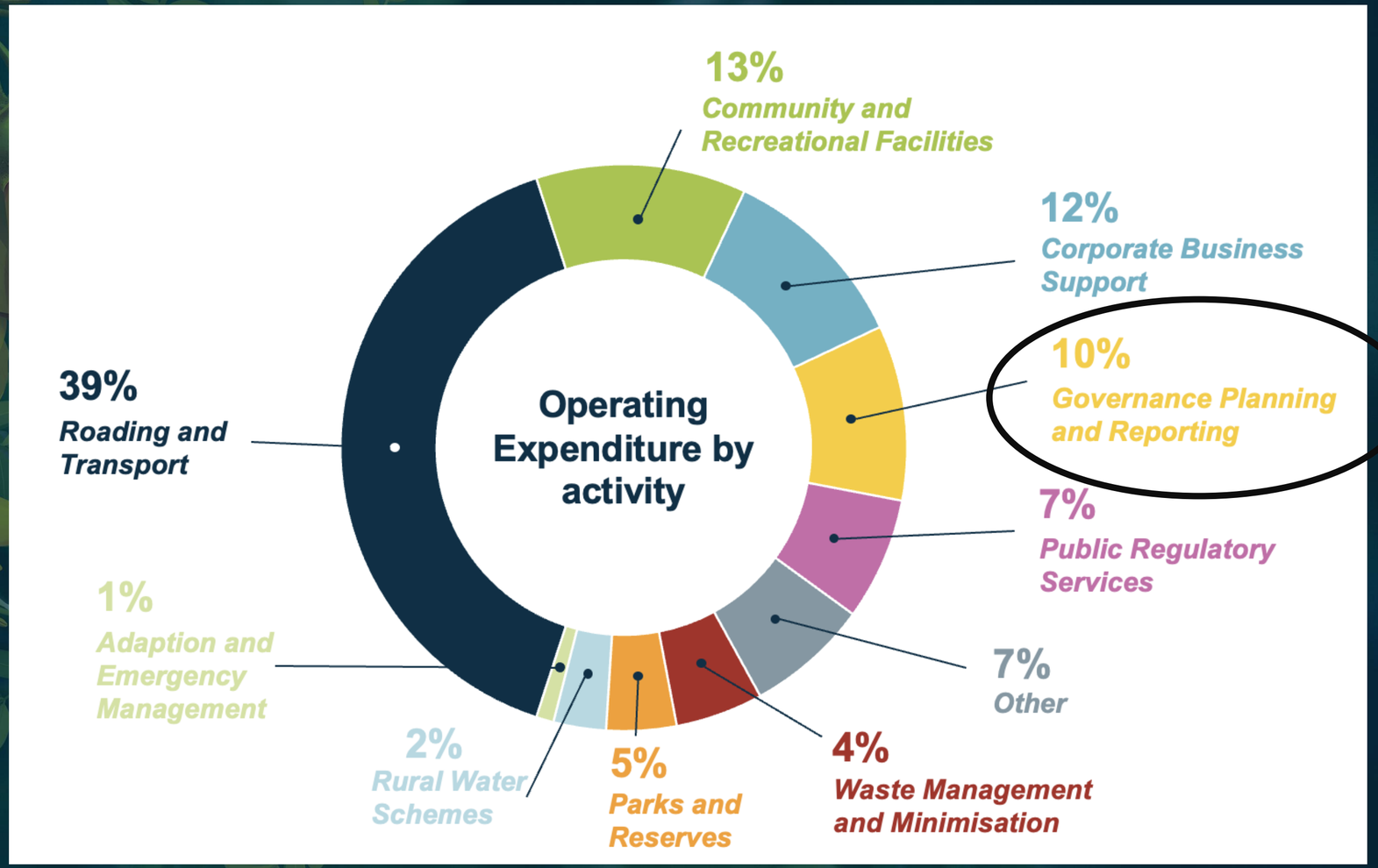
Income and Expenditure
Roading and Transport

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	-	-	-	-
Targeted rates	9,117,000	9,956,052	10,196,194	10,454,965
Subsidies and grants	14,385,087	16,312,449	16,695,146	17,109,734
Fees and charges	20,375	20,845	21,334	21,864
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	163,523	167,288	171,213	175,464
Total operating revenue	**23,685,985**	**26,456,634**	**27,083,887**	**27,762,027**
Expenditure				
Personnel Costs	-	-	-	-
Consulatants/ Contractors	41,044	93,134	95,319	97,686
Finance	559,099	626,932	636,182	644,651
Depreciation	11,487,641	11,892,604	12,348,966	12,805,328
Overheads	1,534,475	1,268,654	1,310,445	1,355,887
Other Expenses	79,015	49,445	50,605	51,862
Non NZTA Roading Costs	1,458,999	1,498,401	1,533,554	1,571,637
NZTA Roading Programme	8,809,954	8,992,605	9,203,575	9,432,126
Repairs and Maintenance	133,616	97,682	99,973	102,456
Total operating expenditure	**24,103,843**	**24,519,457**	**25,278,620**	**26,061,632**
Operating surplus (deficit)	**(417,858)**	**1,937,177**	**1,805,267**	**1,700,395**



Governance, Planning and Reporting

Group of Activities



Council

- Councillor remuneration and support

Committees

- TRAK and community committee small projects

Statutory Planning & Reporting

- Long term and annual plans, annual report

Policy and Democracy

- Staff for the whole group
- Comms and website
- Policy and strategy development
- All staff expenses – printing, stationery, etc.

Elections

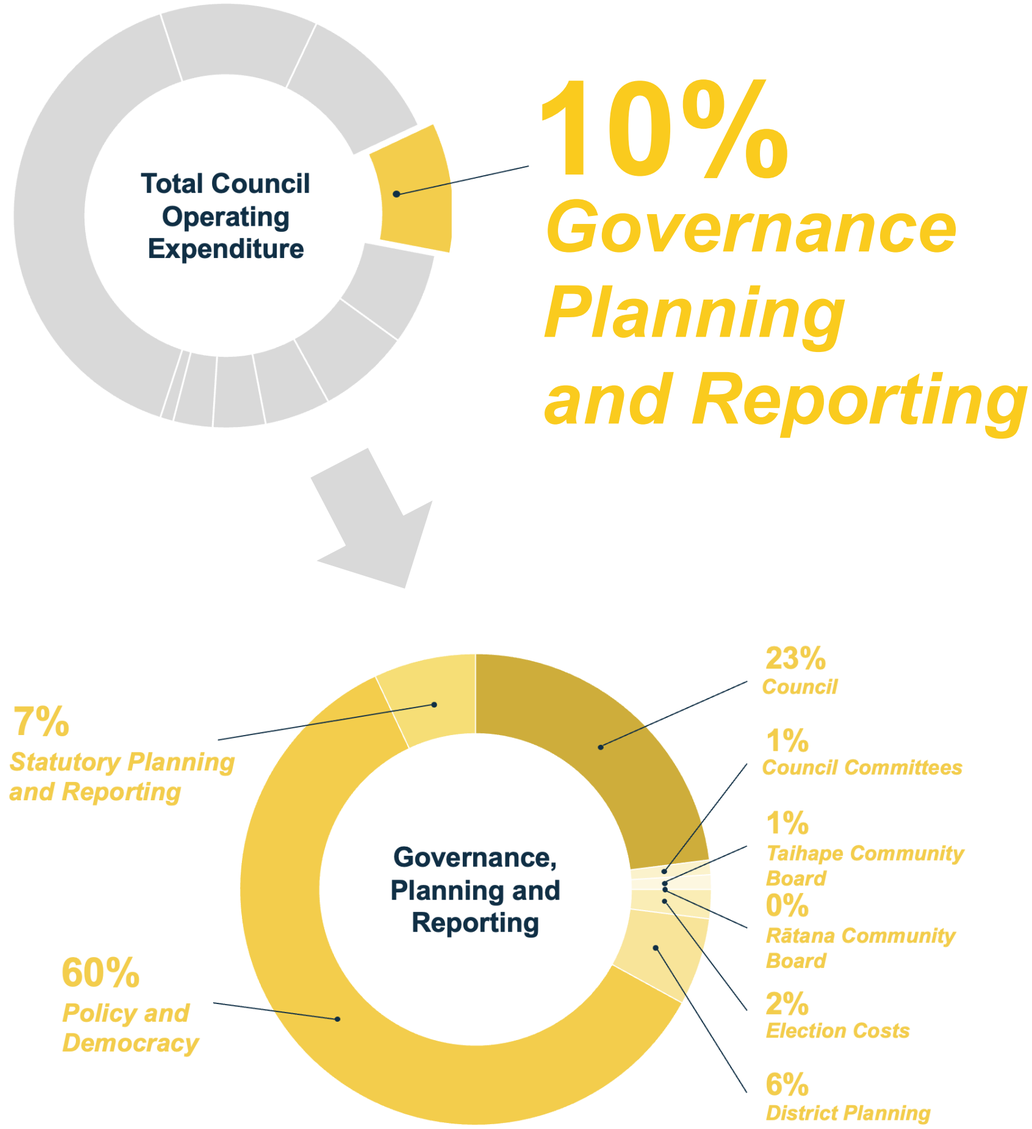
- Local government election

District Plan

- PPC3, spatial plan, land use plan, ePlan

Community Boards

- Taihape and Rātana



Graph showing split of operating expense across this Group of Activity

Governance, Planning and Reporting

Key Challenges

- Legislation changes – creating significant work and uncertainty
  - RMA, LGA, Simplifying Local Government, Rates Capping
- Costs that we have no control over e.g. audit, remuneration for elected members, elections
- No budget for by-election (if needed)
- No regional council election in 2028, which means no cost sharing

- Council
  - Council Meeting
- Workshops
  - Council Workshop
- Committee Meetings
  - Assets/Infrastructure Committee
  - Chief Executive Performance and Employment Committee
  - Community Grants Committee
  - Creative NZ Committee Meeting
  - District Licensing Committee
  - Finance/Performance Committee
  - Māori Land Rates Remission Sub-Committee
  - Policy/Planning Committee
  - Risk/Assurance Committee
  - Santoft Domain Management Committee
  - Tenders Board
  - Te Rōpū Ahi Kā
  - Turakina Reserve Management Committee
- Community Boards
  - Rātana Community Board
  - Taihape Community Board

Governance, Planning and Reporting

- $90k for elections - additional
- $40k for CDW Shareholder Committee – additional
- $280k per year for audit costs – not additional
- Regional Spatial Plan assumed cost of $80k incorporated within existing budget
- Apparent growth in staff reflects groups of activities realignment rather than increased headcount. There is no increase in headcount

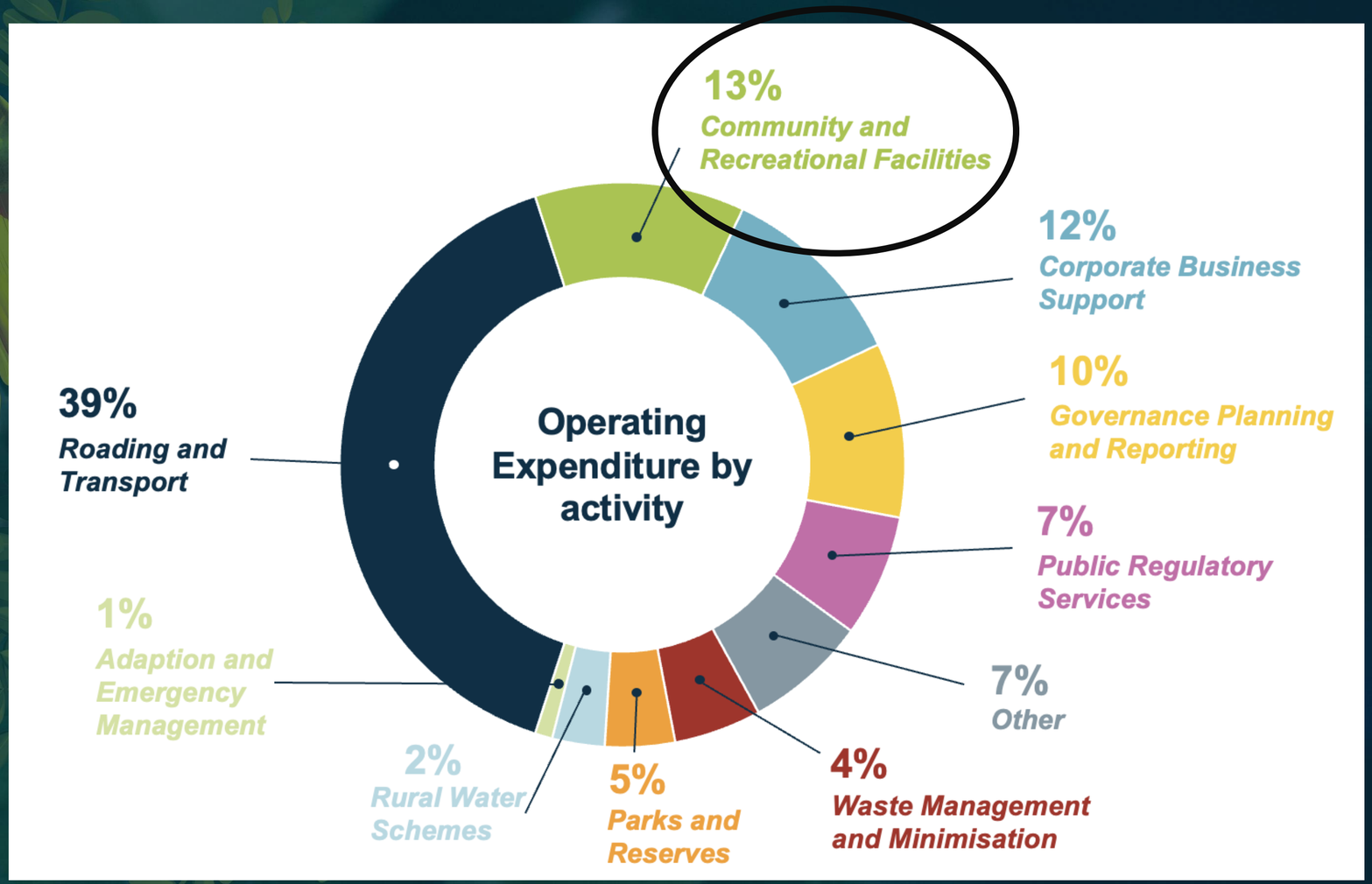
Key risk: District Planning Activity - **regulatory relief** not included, cost unknown and could be substantial

Income and Expenditure
Governance, Planning and Reporting

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	5,694,911	6,028,658	6,135,664	6,327,132
Targeted rates	51,995	52,472	53,726	55,085
Subsidies and grants	-	-	-	-
Fees and charges	-	-	-	-
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	(174,005)	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	5,174	512	5,650	5,791
Total operating revenue	**5,578,075**	**6,081,642**	**6,195,041**	**6,388,009**
Expenditure				
Personnel Costs	1,457,501	2,084,339	2,167,712	2,254,421
Consulatants/ Contractors	336,219	572,232	446,247	457,328
Finance	-	-	-	-
Depreciation	-	-	-	-
Overheads	2,112,975	1,793,932	1,829,937	1,881,629
Other Expenses	576,515	520,481	588,109	602,714
Audit	400,140	383,625	418,947	429,350
Council remuneration	648,302	648,783	664,003	680,492
Professional Services	46,423	78,250	80,085	82,074
Total operating expenditure	**5,578,075**	**6,081,642**	**6,195,041**	**6,388,009**
Operating surplus (deficit)	-	-	-	-

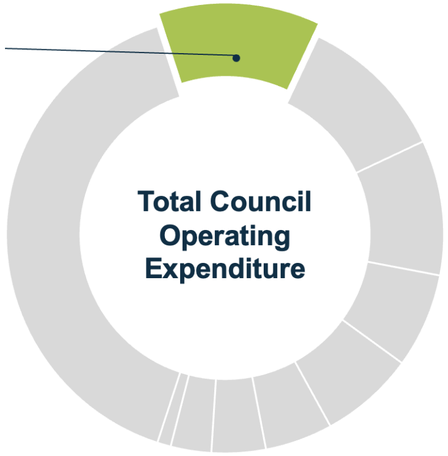
Community and Recreational Facilities

Group of Activities



- **Swim Centres**
  - Marton Swim Centre, Taihape Swim Centre and operating grant for Hunterville Swimming Pool
- **Public Toilets**
  - Own 18 public toilets, lease 1, and own and contribute to 3 (but do not clean the three) across the district
- **Libraries / Community Hubs**
  - Te Matapihi, Marton Community Hub and Taihape Community Hub
- **Halls**
  - Council owns town halls in Marton, Taihape (Town Hall and Kokako Street Hall), Mangaweka, and Hunterville
  - Council owns 8 rural halls (7 of which are managed by voluntary community committees)

13%
Community and Recreational Facilities





Community and Recreational Facilities

Key Challenges:

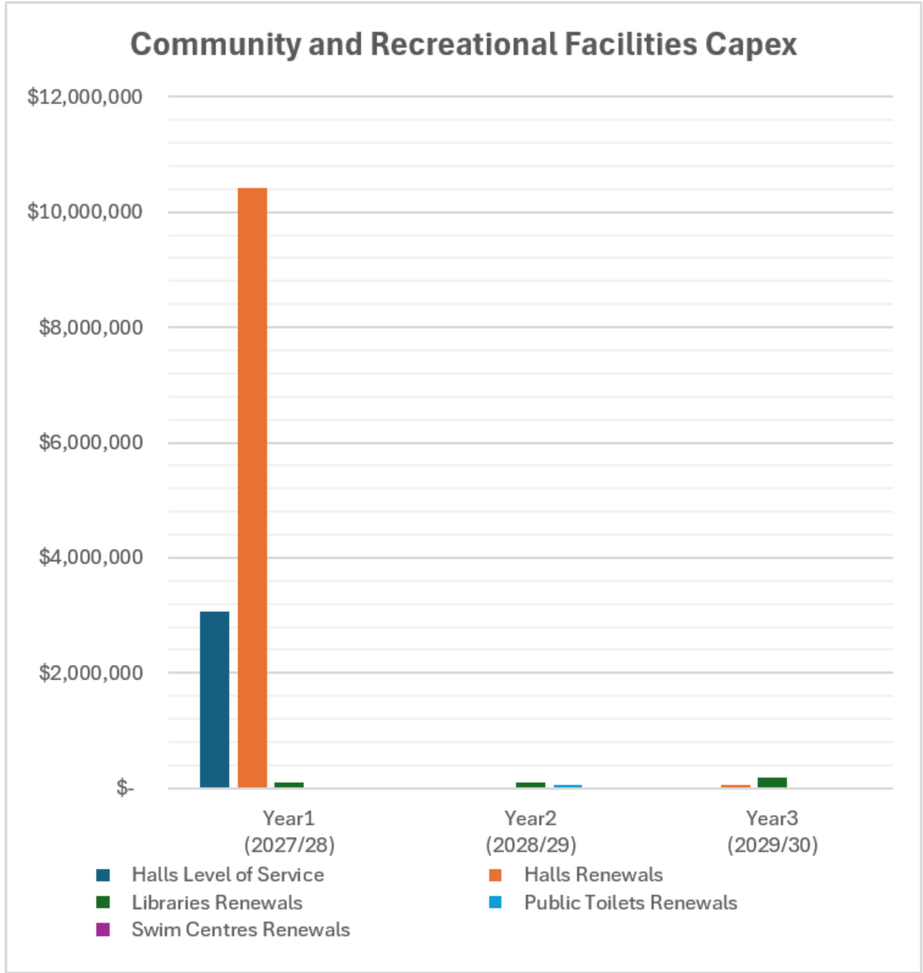
- Vandalism of toilets and other facilities
- Changing needs for residents from our community hubs – needing to deliver a place-based approach
- Balancing community needs with affordability – essential community facilities for small communities
- Ageing infrastructure



Community and Recreational Activities

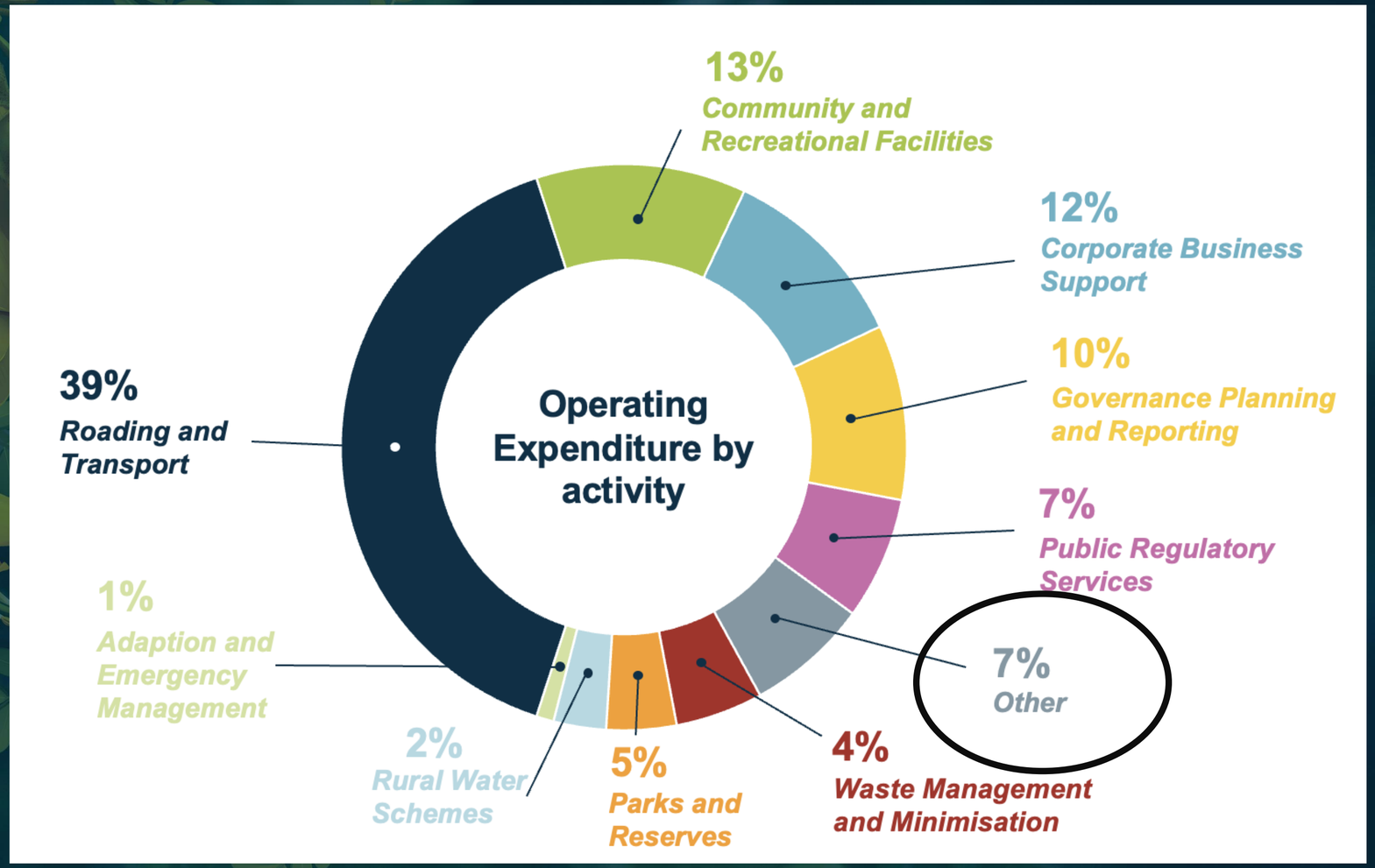
Profit and Loss
Community and Recreational Facilities

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	3,929,111	6,670,328	6,928,589	7,161,022
Targeted rates	-	-	-	-
Subsidies and grants	-	-	-	-
Fees and charges	52,370	32,000	32,751	33,564
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	2,432,596	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	2,128	2,178	2,229	2,284
Total operating revenue	**6,416,205**	**6,704,506**	**6,963,569**	**7,196,871**
Expenditure				
Personnel Costs	1,331,091	1,257,338	1,307,632	1,359,937
Consulatants/ Contractors	261,915	1,299,364	282,848	289,872
Finance	394,356	1,563,740	1,901,576	1,919,718
Depreciation	990,325	1,190,325	1,740,325	1,740,325
Overheads	2,756,405	1,752,090	1,788,161	1,838,881
Other Expenses	406,394	330,575	338,331	292,010
Electricity	203,748	235,433	240,956	246,940
Grants	737,852	754,831	772,539	791,724
Insurance	168,864	172,740	176,792	181,182
Total operating expenditure	**7,250,950**	**8,556,435**	**8,549,160**	**8,660,589**
Operating surplus (deficit)	**(834,745)**	**(1,851,929)**	**(1,585,591)**	**(1,463,718)**



Other

Group of Activities



Grants

- External grants that we administer e.g. Creative NZ and Rural Travel Fund
- Council-funded contestable grants e.g. Events Sponsorship, Community Initiatives

Community and Economic Development

- District Promotions
- Economic Development
- Youth

Real Estate / Commercial

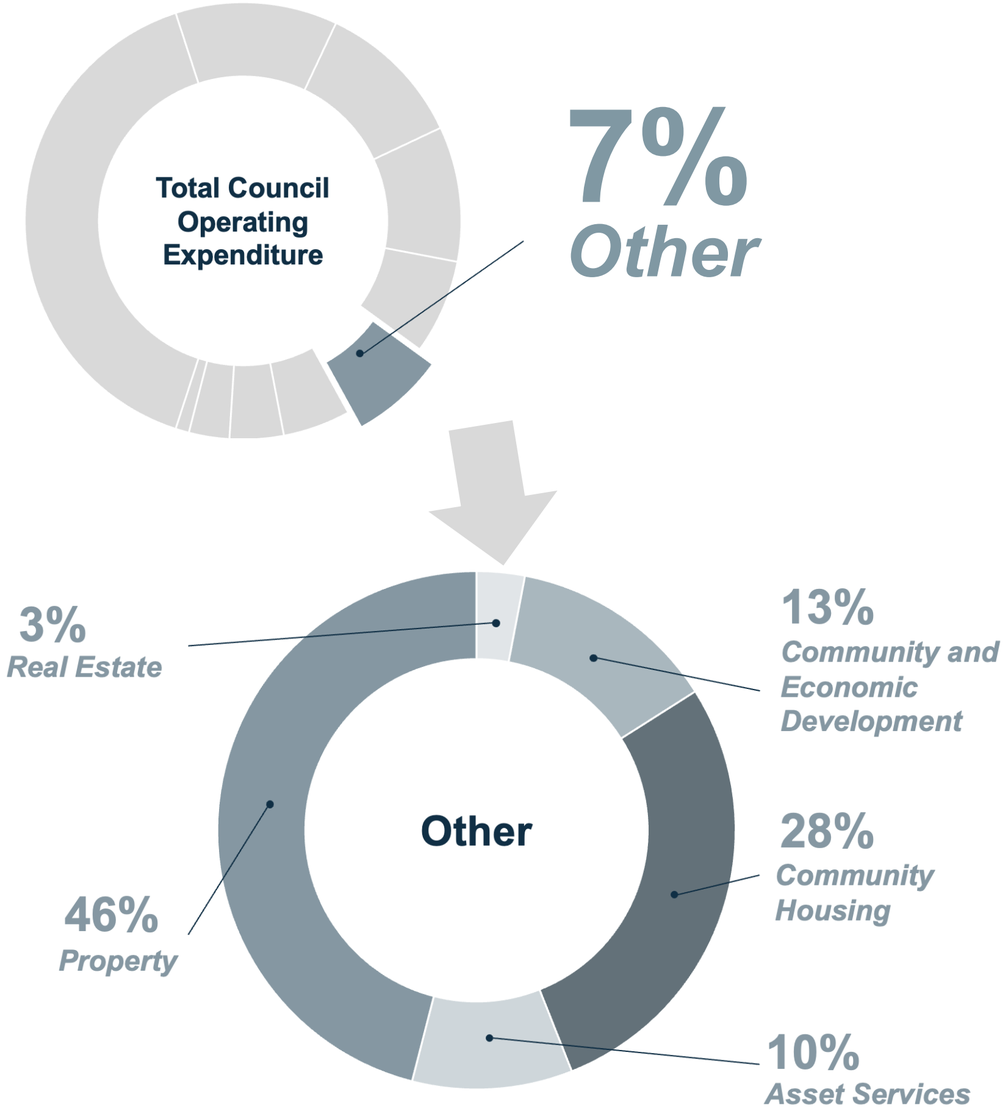
- Rents

Community Housing

- 72 community housing units in Bulls, Marton, Taihape and Rātana

Property

- Leases, land, buildings



Other

Key Challenges

- Perception that these are not ‘core’, but they are services important to our community.
- If we don’t invest here we impact on development of the district.
- Relatively low cost but benefit to community is great.

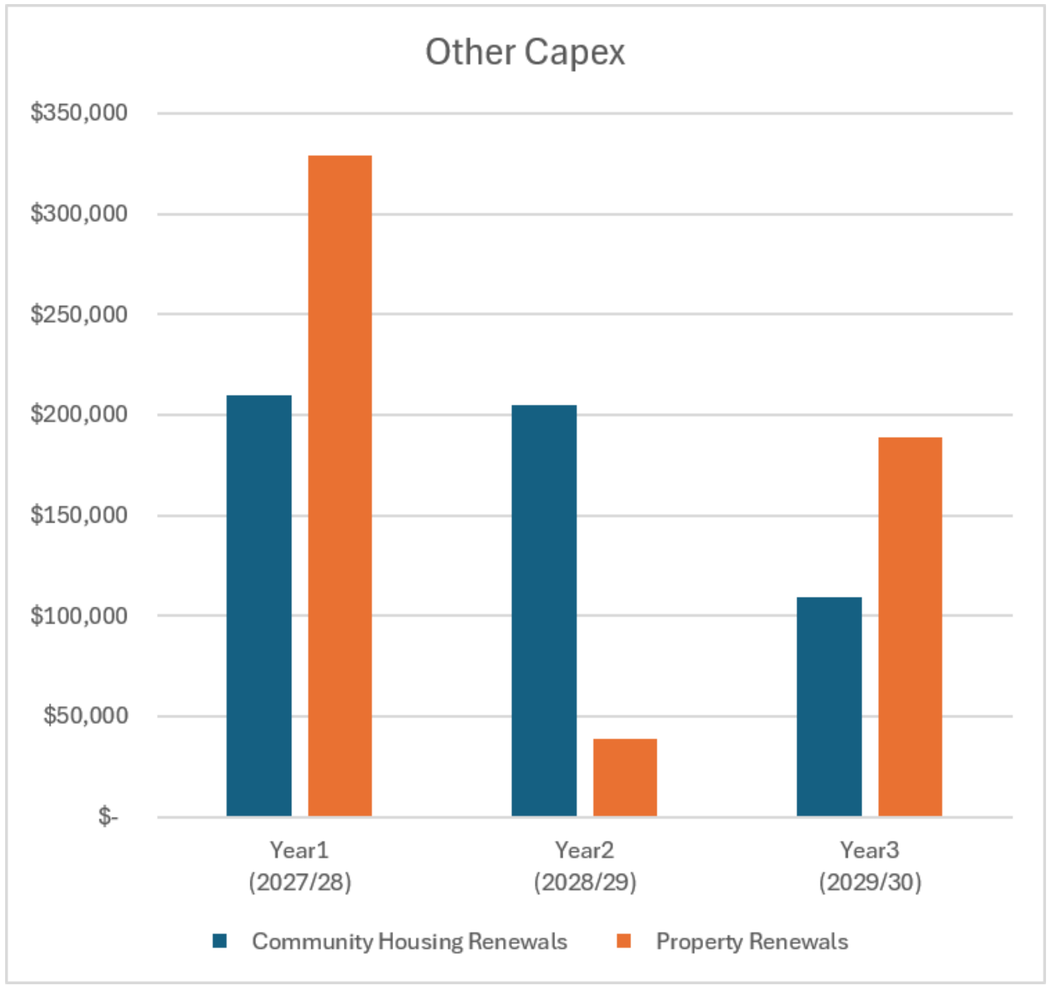


Other Activities

Profit and Loss
Other

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	1,301,648	2,933,359	2,720,017	2,960,689
Targeted rates	-	-	-	-
Subsidies and grants	-	-	-	-
Fees and charges	1,016,285	753,335	761,872	680,234
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	1,936,645	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	54,855	135,036	145,307	148,915
Total operating revenue	**4,309,433**	**3,821,730**	**3,627,195**	**3,789,839**
Expenditure				
Personnel Costs	1,182,143	1,282,617	1,333,922	1,387,279
Consulatants/ Contractors	188,644	159,415	163,155	167,206
Finance	13,782	14,545	14,705	14,846
Depreciation	947,754	953,684	971,251	979,018
Overheads	1,794,639	646,096	663,844	684,608
Other Expenses	536,769	590,270	604,118	619,120
Grants	169,863	159,064	162,796	166,839
Insurance	103,680	116,372	119,102	122,059
Utilities	319,913	314,230	321,602	329,588
Total operating expenditure	**5,257,187**	**4,236,294**	**4,354,495**	**4,470,563**
Operating surplus (deficit)	**(947,754)**	**(414,563)**	**(727,300)**	**(680,724)**

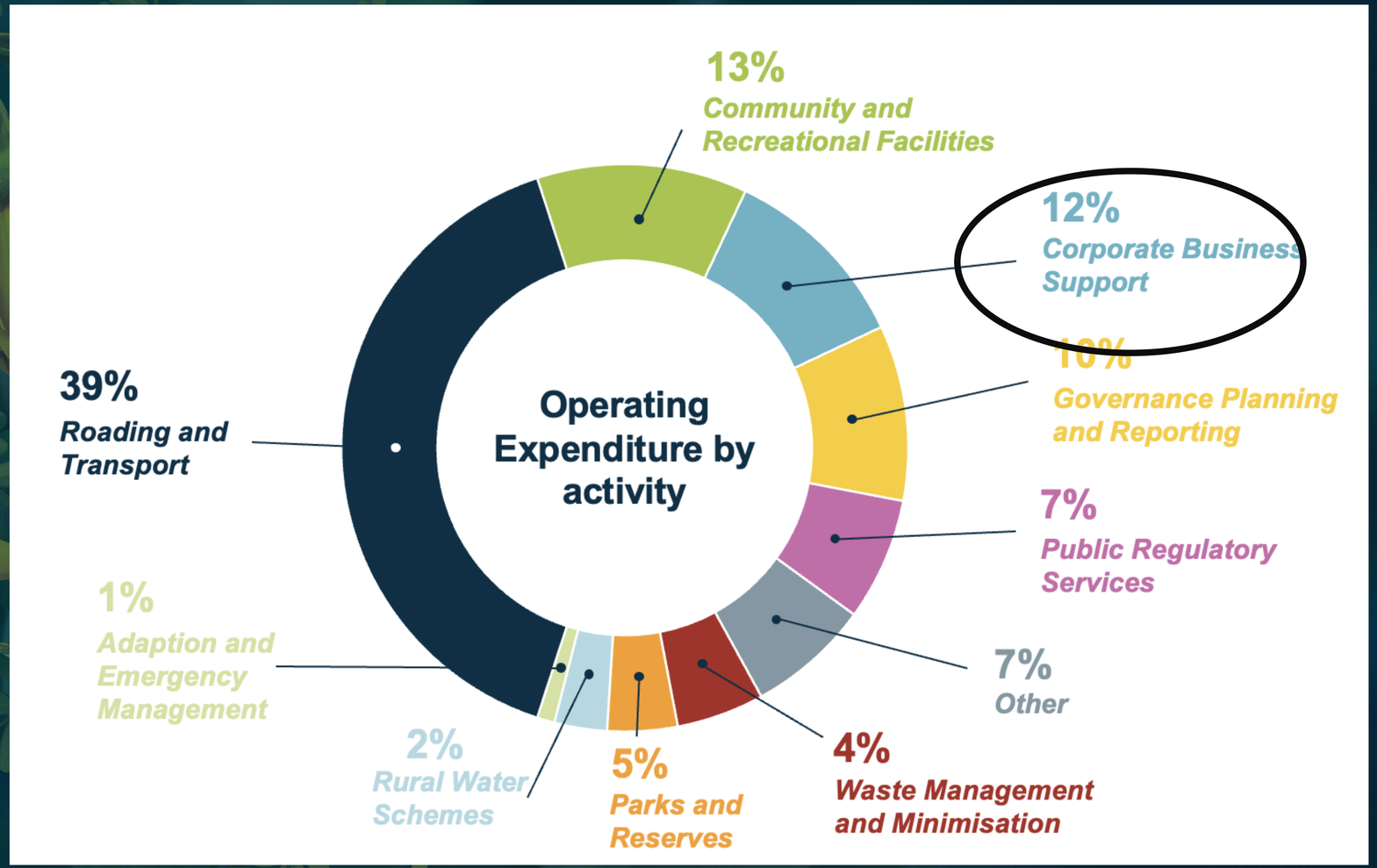
Note: Shift in overhead from 26/27 reflects the transfer of a previous "overhead" funded cost centre into the new organisational structure



Marton Streetscape the initial $2m is **not** currently planned in LTP 2027-37. Council decision will be needed.

Corporate Business Support

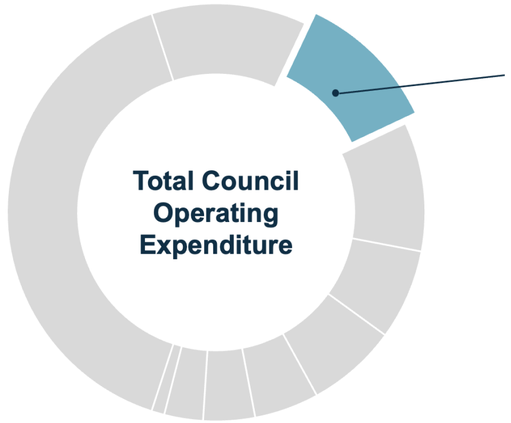
(*Overheads*)



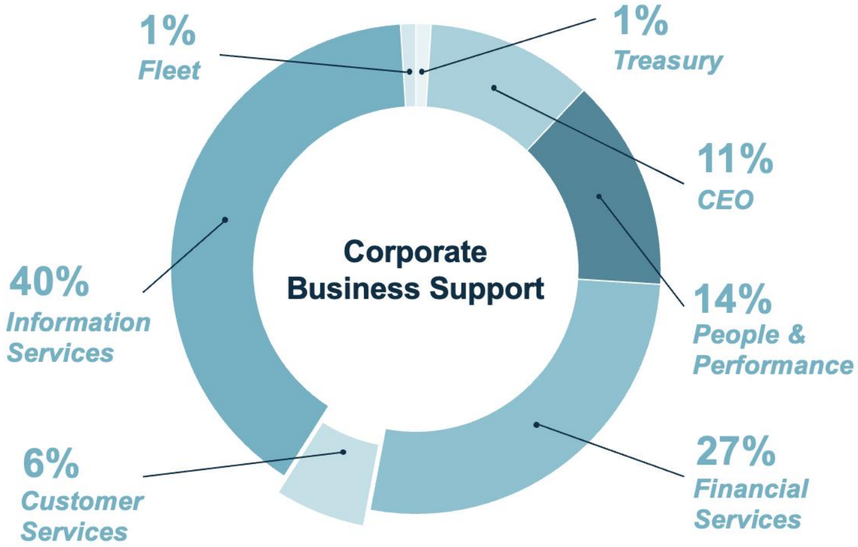
What does Corporate Business Support mean?

That we have the right people and resources to –

- Ensure RDC performs its functions/services and run smoothly
- Offer elected members the support and information they need to make the best decisions
- Provide our community with a place / space (online or in-person) to come can get answers and receive support
- Collect revenue in (incl rates revenue) and pay the bills in a timely manner
- Ensure our people are paid, trained and developed to be able to effectively perform their roles
- Ensure our information and data is protected
- Present up-to-date financial information to elected members and our community in a transparent and easy to understand manner
- Manage Council's debt (treasury functions)
- Protect RDC's assets, ensuring they are well maintained and functional for the community



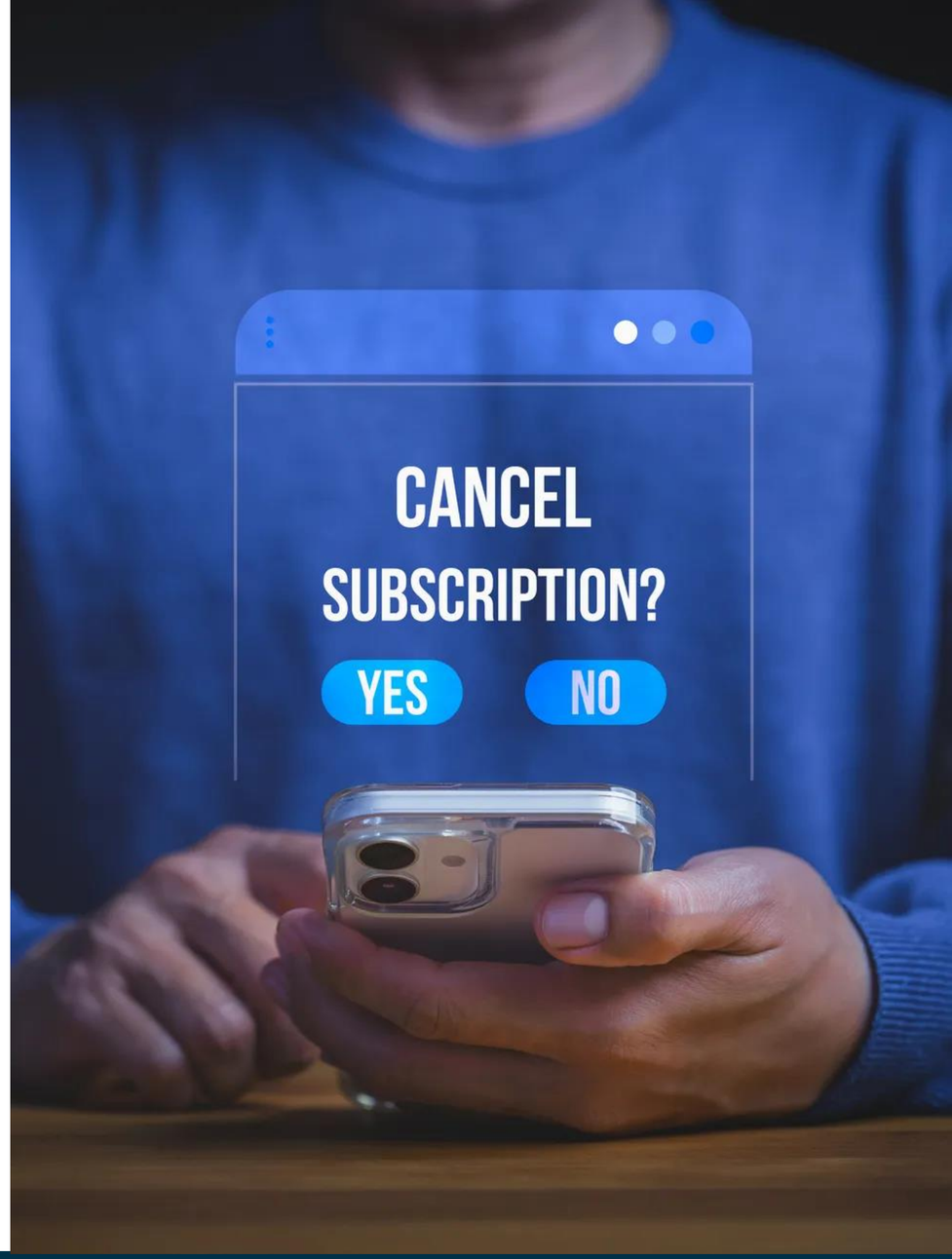
12% *Corporate Business Support*



Corporate Business Support

Key Challenges

- Changing legislation
- Greater reporting – including Commerce Commission & Audit Office
- Growth in unpaid functions – including reporting, LGOIMA's and responding to submissions
- Being a small cog in international resources – e.g. Microsoft



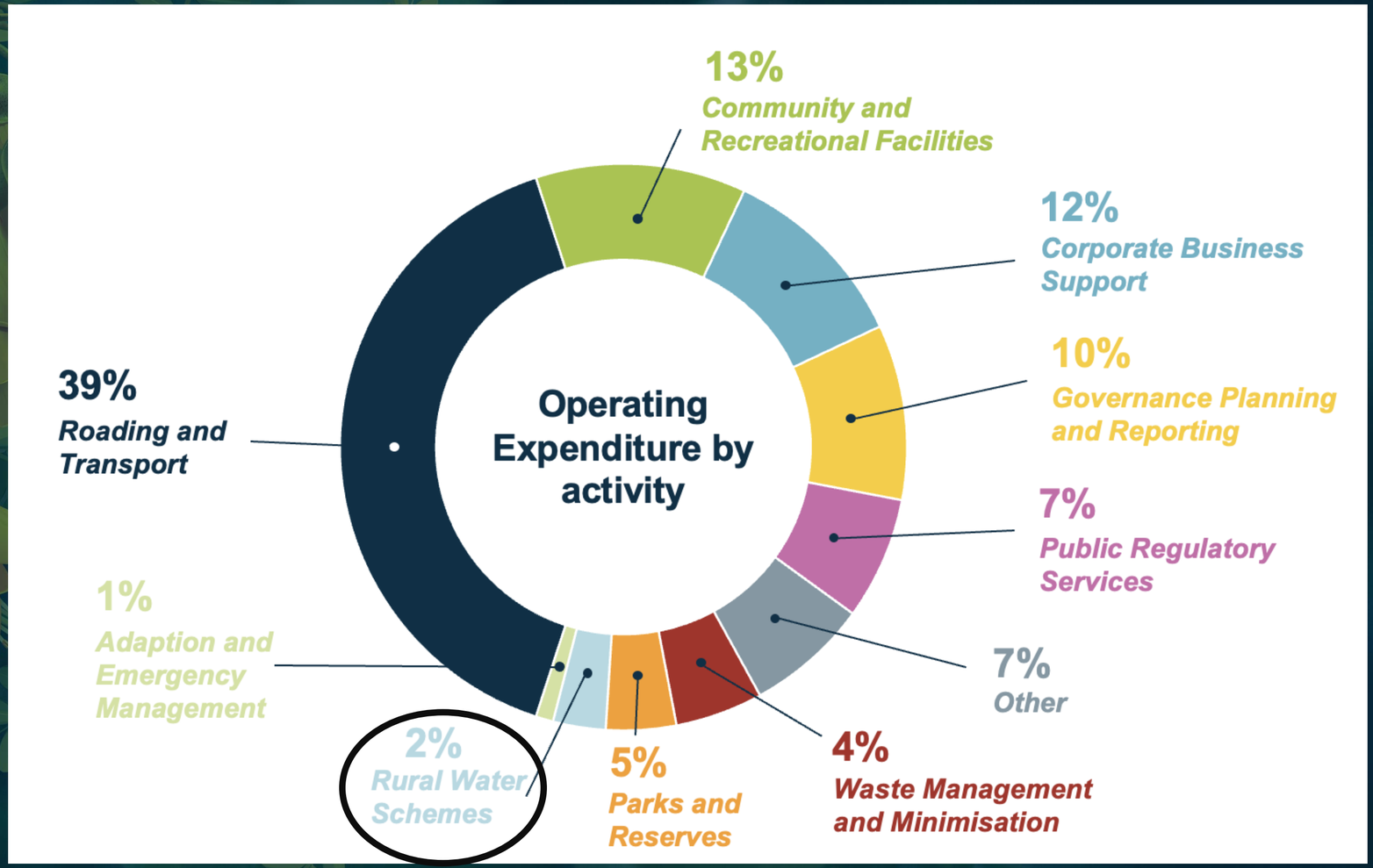
Corporate Business Support

Income and Expenditure
Corporate Business Support

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	2,974,734	(186,218)	567,625	571,787
Targeted rates	-	-	-	-
Subsidies and grants	-	-	-	-
Fees and charges	-	-	-	-
Interest and dividends from investments	795,940	1,559,257	1,559,257	1,559,257
Internal charges and overhead recovered	4,390,481	8,588,246	8,797,641	9,063,519
Local authorities fuel tax, fines, infringement fees, and other receipts	84	83	85	87
Total operating revenue	**8,161,238**	**9,961,369**	**10,924,607**	**11,194,650**
Expenditure				
Personnel Costs	3,607,772	3,724,005	3,872,965	4,027,884
Consulatants/ Contractors	650,435	644,169	681,005	697,916
Finance	-	-	-	-
Depreciation	594,248	484,880	397,385	327,389
Overheads	-	988,656	1,013,284	1,044,275
Other Expenses	856,439	893,457	892,697	914,865
IS Costs	205,114	209,832	214,755	220,088
Software	654,609	803,600	959,528	1,123,835
Training and Conference Costs	165,873	169,682	173,663	177,975
Total operating expenditure	**6,734,490**	**7,918,280**	**8,205,281**	**8,534,228**
Operating surplus (deficit)	**1,426,748**	**2,043,089**	**2,719,326**	**2,660,422**

Rural Water Schemes

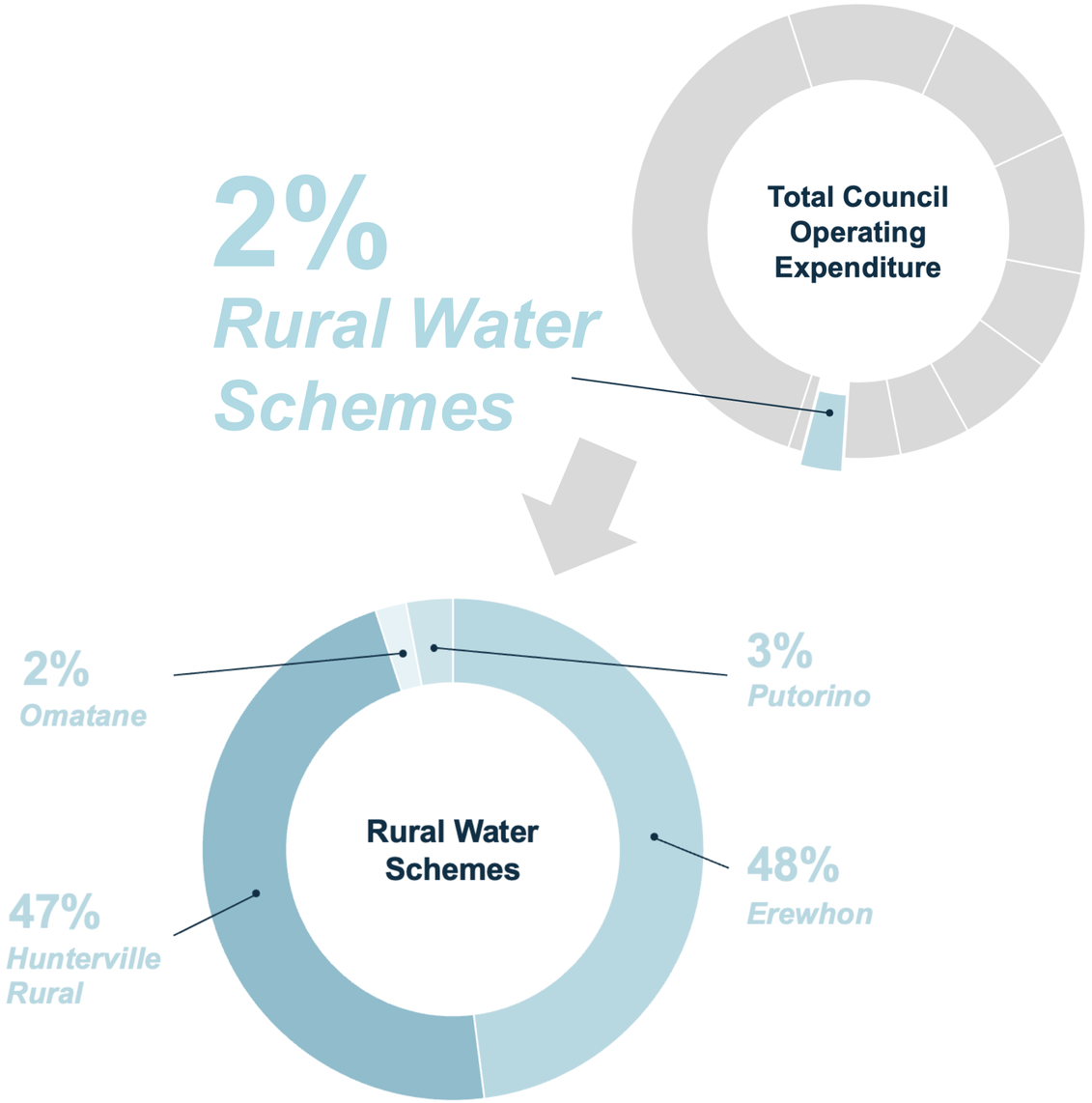
Now separate under the Water Services Act



Post transfer of Three Waters to CDW, Council will retain the ownership of the Rural Water Schemes – including staff to support.

Key Challenges:

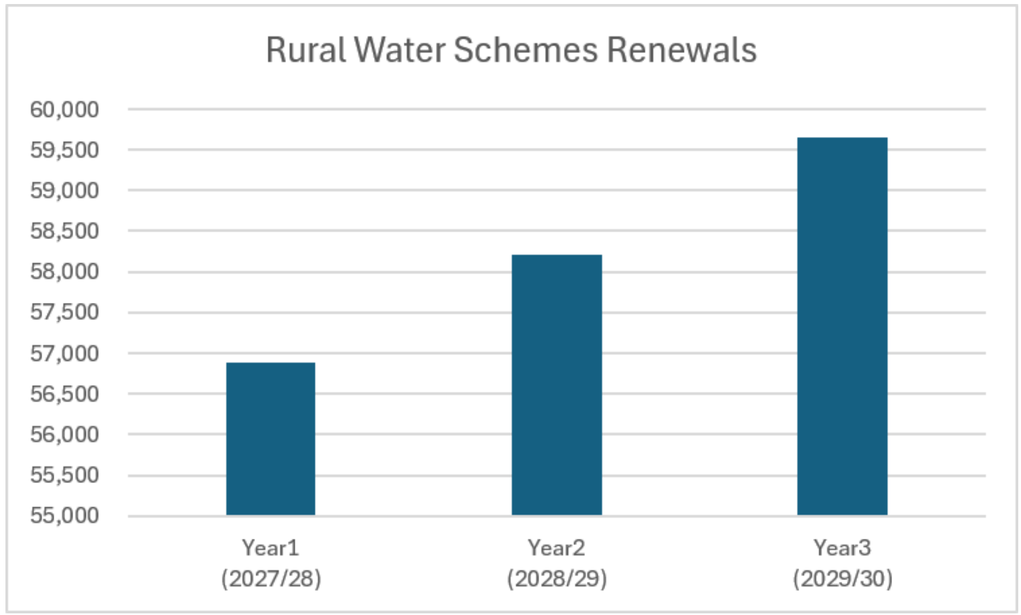
- Ensuring we meet our legislative requirements under the Local Government (Water Services) Act 2025
- Organisational capacity with the transfer of Three Waters staff to CDW



Rural Water Schemes

Income and Expense
Rural Water Schemes

	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
Revenue				
General rates, uniform annual general charge, rates penalties	-	-	-	-
Targeted rates	681,100	957,723	977,733	998,898
Subsidies and grants	-	-	-	-
Fees and charges	-	-	-	-
Interest and dividends from investments	-	-	-	-
Internal charges and overhead recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-
Total operating revenue	**681,100**	**957,723**	**977,733**	**998,898**
Expenditure				
Personnel Costs	-	-	-	-
Consulatants/ Contractors	122,749	125,569	128,515	131,706
Finance	11,609	221,726	224,177	226,316
Depreciation	424,911	593,533	595,980	598,484
Overheads	-	30,628	31,639	32,739
Other Expenses	68,406	69,992	71,634	73,413
Electricity	329,640	337,226	345,137	353,708
Insurance	49,332	50,478	51,662	52,945
Repairs and Maintenace	40,708	41,640	42,617	43,675
Total operating expenditure	**1,047,355**	**1,470,790**	**1,491,360**	**1,512,985**
Operating surplus (deficit)	**(366,255)**	**(513,068)**	**(513,627)**	**(514,086)**



Capital Projects

Capital Projects

Project	Total Cost	End Date	1st Year impact on Rates	Stats	2027/28 Year One	2028/29 Year Two	2029/30 Year Three
Marton Pool	$6M ($2.5M Grants)	April 2027	July 2027	Interest 4.4% Depn. 30 years Term of Debt 20 years	Depn. 200k Interest (50%) 77k Loan (50%) 87.5k Increase 1.2%	Depn. $200k Interest $154k Loan $175k Increase 0.54 %	Depn. $200k Interest $154k Loan $175k Increase 0 %
EOC	$3.2M	May 2027	July 2027	Interest 4.4% Depn. 30 years Term of Debt 20 years	Depn. $106k Interest $70.4k Loan $80k Increase 0.85%	Depn. $106k Interest $141k Loan $160k Increase 0.23%	Depn. $106k Interest $141k Loan $160k Increase 0 %
Taihape Town Hall	$14M ($1.880 BoF)	July 2028	July 2028	Interest 4.4% Depn. 50 years Term of Debt 30 years	Depn. $280k Interest $265k Loan $202k Increase 2.49%	Depn. $280k Interest $533k Loan $404k Increase 1.5%	Depn. $280k Interest $533k Loan $404k Increase 0%

Total Capital Programme of Work

Capital expenditure category	Cost centre	2026-2027 Annual Plan Current Year	2027-2028 Long Term Plan Year 1	2028-2029 Long Term Plan Year 2	2029-2030 Long Term Plan Year 3
WIP Renewal	Subsidised Roading	11,223,783	13,595,994	13,915,273	14,261,160
WIP Renewal	Taihape Town Hall and Library Redevelopment	4,600,000	10,220,000	0	0
WIP LOS	Marton Building Design & Construction (including	4,680,000	3,066,000	0	0
WIP Renewal	Swim centres	5,347,736			
WIP Renewal	Rural Water Schemes	5,051,759	56,876	58,212	59,659
WIP LOS	Marton EOC	3,028,062			
WIP LOS	Information Services	775,668	674,520	552,288	452,813
WIP Renewal	Non-Subsidised Roading	803,000	220,269	225,441	231,045
WIP Renewal	Parks and Reserves	846,568	266,742	198,740	75,040
WIP Renewal	Community Housing and Property	177,910	538,594	243,718	298,016
WIP Renewal	Waste Transfer Stations	350,000	81,760	418,400	117,920
	Motor Vehicle Purchases		459,900	470,700	482,400
	Trade ins		*204,400*	*209,200*	*214,400*
WIP Renewal	Net Value Motor Vehicle Purchases	176,738	255,500	261,500	268,000
WIP Growth	Information Services	254,720	263,165	215,476	176,666
WIP Renewal	Libraries	92,788	94,829	97,056	185,229
WIP Renewal	Halls	62,796	204,400	0	67,536
WIP Growth	Cemeteries	50,931	52,051	53,274	129,638
WIP LOS	Waste Transfer Stations		45,990	41,840	134,000
WIP LOS	Non-Subsidised Roading		51,100	52,300	53,600
WIP LOS	Total Adaption and emergency management		48,014	0	0
WIP Renewal	Other	12,002	336,487	316,823	288,856
	Total Capex	37,534,461	30,072,291	16,650,341	16,799,177
	Funded through debt	23,006,022	14,499,399	361,632	172,451
Roading	Subsidised roading at 0.66	231,000	53,962	276,144	77,827
	Funded through rates	1,143,478	833,134	584,714	413,149
	Other renewals funded through rates	13,153,961	14,685,796	15,427,851	16,135,750
	Interest Impact	908,738	1,341,698	1,689,679	1,717,886
	Debt repayment planned		750,000	1,500,000	1,500,000
	Total rates funded debt repayment and interest		2,091,698	3,189,679	3,217,886
	Year on year rates impact		1,182,960	1,097,981	28,208
	Rates impact %		4%	3%	1%


Where to next?

Where to next?



This LTP is not a regular LTP:

- It’s a time of major legislative change including potential rates capping, Simplifying Local Government, RMA reform, Emergency Management reform
- Transfer of the Three Waters to CDW
- Our Groups of Activities have changed - meaning the reallocation of costs between activities i.e. the information looks different and isn’t completely comparable to previous LTPs

Officers need direction to move forward with the preparation of the LTP. Top of mind:

- Level of comfort with current rates projections
- Need direction from Council if something has to change

LTP 2027-37	LTP 2027-37	LTP 2027- 37
Y1 (2027/28)	Y2 (2028/29)	Y3 (2029/30)
13.5%	4.7%	2.5%



Ngā mihi, Thank you

RANGITĪKEI
DISTRICT COUNCIL