



**TABLED DOCUMENT**

Tabled at Finance Performance

on 29 August 2019

# Year end 30 June 2019 Update

Finance and Performance Committee

29 August 2019



# Year End 30 June 2019 Update

## Extract from : Statement of Comprehensive Revenue and Expenses

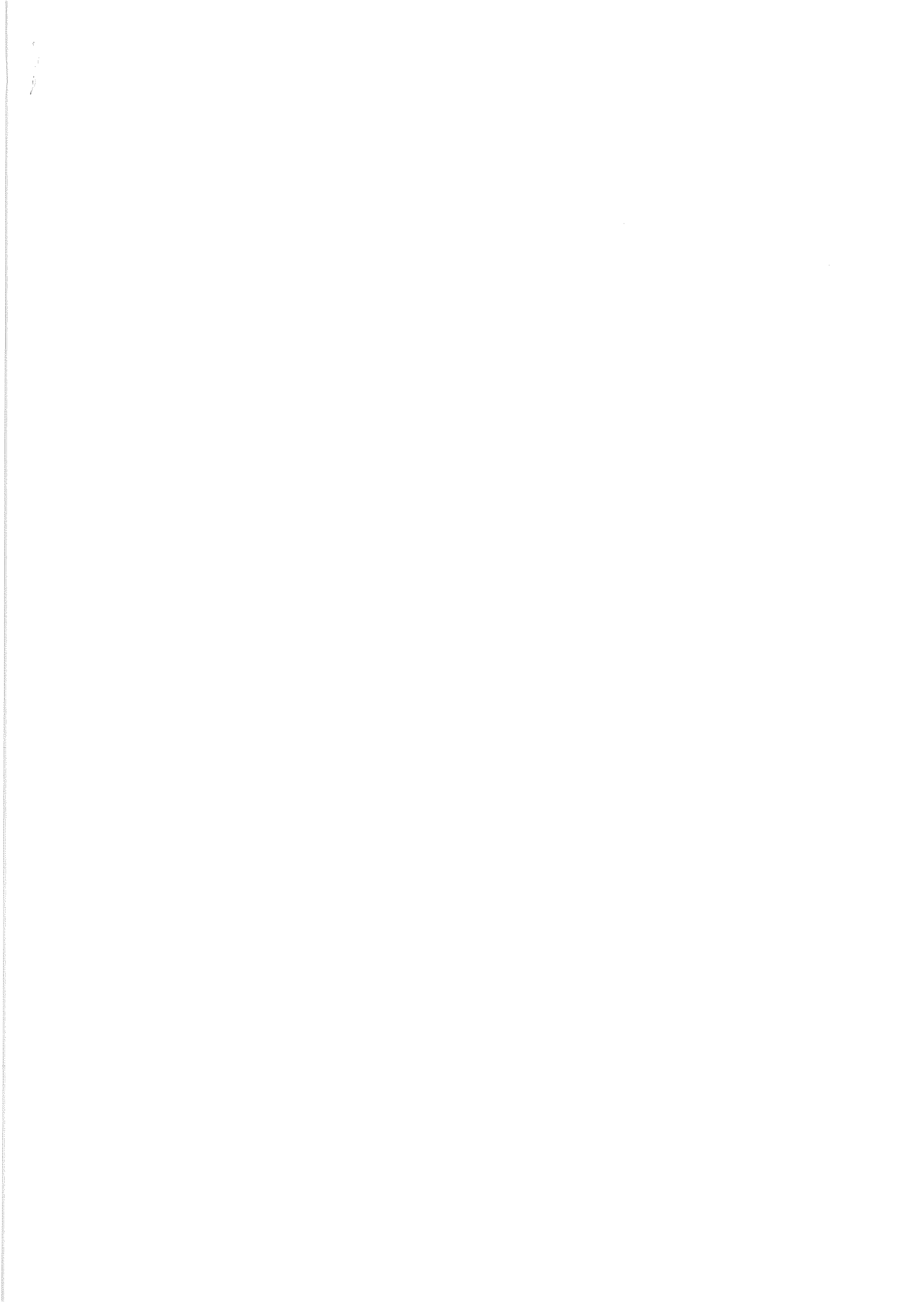
	2018 Actual (\$'000)	2019 Budget (\$'000)	2019 Actual (\$'000)
<b>Revenue</b>			
Rates	20,425	21,676	21,387
Subsidies and grants	9,140	9,341	9,230
Other revenue	2,993	2,390	3,581
Finance revenue	217	220	164
Gains	329	-	306
<b>Total operating revenue</b>	<b>33,104</b>	<b>33,627</b>	<b>34,668</b>
<b>Expenditure</b>			
Depreciation and amortisation expense	10,687	10,677	10,646
Personnel costs	3,857	3,830	4,291
Finance costs	1	8	49
Losses	121	-	10
Other expenses	17,534	17,524	16,734
<b>Total operating expenditure</b>	<b>32,200</b>	<b>32,039</b>	<b>31,730</b>
<i>Operating surplus before gains and losses on PPE and Investments</i>	<u>904</u>	<u>1,588</u>	<u>2,938</u>

## Extract from: Statement of Financial Position

Cash and cash equivalents	5,877	4,503	4,504
Other financial assets	2,000	-	5,000
Borrowings	128	10,359	3,112

## Year End 30 June 2019 Update

- Revaluations of roading and infrastructure are being finalised
  - As the estimated movements was greater than 10%, a full revaluation was being completed as at 30 June 2019 in line with the Council Accounting Policy.
- Finalise annual accounts by early September
- Audit review commences Monday 3 September – 3 week process
- Update to Finance and Performance 26 September 2019
- Oral clearance by from Auditors 3 October 2019
- Annual report adopted by Council 1 10 October 2019



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Tabled at Finance/Performance Committee  
on 29 August 2019

Rangitīkei District Council

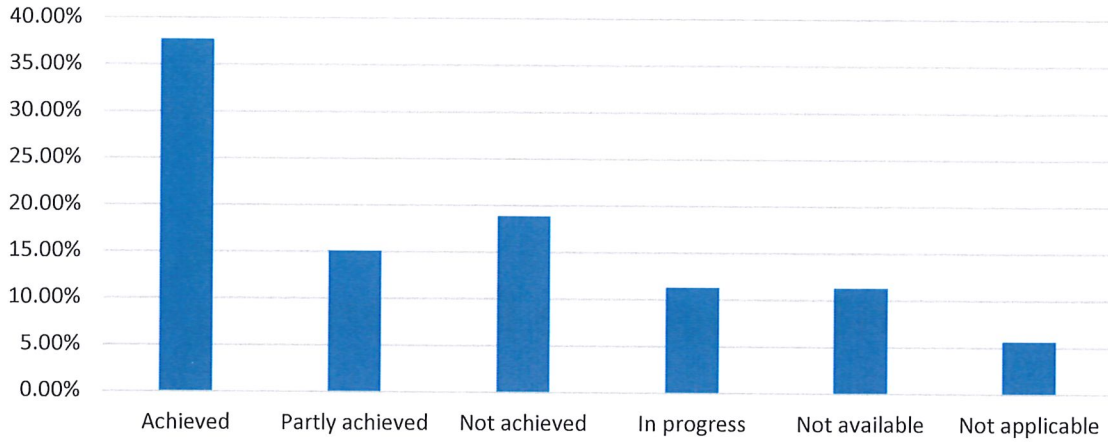
# Statement of Service Performance

**1 July 2018 – 30 June 2019**

The measures and targets are those presented in the 2018-28 Long Term Plan. Mandatory performance measures – in roading and footpaths, water supply, sewerage and the treatment and disposal of sewage, and stormwater drainage – are denoted by an asterisk.

The full-year Statement of Service Performance will form part of the 2018/19 Annual Report, and is subject to scrutiny by the Council's auditors.

Overall achievement, 1 July 2018 to 30 June 2019



Group of activities	Achieved	Partly achieved	Not achieved	In progress	Not available	Not applicable	
Community Leadership	2	1	1	1	2	0	7
Roading	3	1	2	0	1	0	7
Water supply	4	2	2	1	2	0	11
Wastewater	1	1	3	0	0	0	5
Stormwater	0	1	0	0	0	3	4
Community & leisure assets	4	0	0	3	0	0	7
Rubbish and recycling	1	1	0	0	0	0	2
Environment & regulatory	2	0	1	0	0	0	3
Community well-being	3	1	1	1	1	0	7
	20	8	10	6	6	3	53

Provision

## Performance Reporting

In the Activities that follow, performance reporting against the **Target (or Intended Level of Service)** will be detailed as follows:

<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved  Or where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service
<b>Partly achieved</b>	Some outputs contributing to the intended level of service have been achieved (e.g. 3 workshops held of the 4 initially proposed)  Or the result for the year is between 60% and 75% of the intended level of service
<b>Achieved/ongoing</b>	A particular level of service has been achieved. But it is multi-faceted and not totally time related in that there are constant actions continuously adding to it
<b>In progress</b>	No actual output has been achieved but pre-requisite processes have commenced
<b>Not commenced</b>	No actions to achieve the stated level of service have begun
<b>Not achieved</b>	None of the required actions have been undertaken  Or the result for the year is less than half of the intended level of service  Or where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service
<b>Not yet available</b>	Timing of the relevant data set occurs later in the year.

## Community Leadership

Level of Service																																																		
Make decisions that are robust, fair, timely, legally compliant and address critical issues, and that are communicated to the community and followed through																																																		
Measure	Target for 2018/19	Actual July 2018 - June 2019																																																
On-time completion of, or substantially undertaken annual plan actions	<p>90% of Annual Plan actions substantially undertaken or completed. All groups of activities to achieve at least 83% of identified actions.</p> <p><i>In 2017/18, of 187 actions identified in the Annual Plan, 67% were either substantially or fully completed.</i></p>	<i>Not yet available</i>																																																
Completion of capital programme	<p>85% of planned capital programme expended; all network utilities groups of activities to achieve at least 70% of planned capital expenditure.</p> <p>Note: This analysis <u>excludes</u> approved expenditure on emergency repairs to the roading network.</p> <p><i>In 2017/18, 44.2% of the planned capital programme was expended. Roding achieved 75%; water achieved 15%, sewerage and the treatment and disposal of sewage achieved 53% and stormwater achieved 18%; community and leisure assets achieved 71%; rubbish and recycling achieved 100%; environment and regulatory achieved 67%; community well-being achieved 78% .</i></p>	<i>Not yet available</i>																																																
#Satisfaction (new)	<p>Increase in percentage of 'Very satisfied' and decrease in percentage of 'neutral' compared with the benchmark.</p> <p><i>2016/17 results:</i></p> <table border="1"> <thead> <tr> <th></th> <th>Very satisfied</th> <th>Neutral</th> </tr> </thead> <tbody> <tr> <td><i>Roding</i></td> <td>6%</td> <td>30%</td> </tr> <tr> <td><i>Water</i></td> <td>11%</td> <td>19%</td> </tr> <tr> <td><i>Wastewater</i></td> <td>11%</td> <td>19%</td> </tr> <tr> <td><i>Parks/sports fields</i></td> <td>12%</td> <td>29%</td> </tr> <tr> <td><i>Community buildings</i></td> <td>5%</td> <td>41%</td> </tr> <tr> <td><i>Halls</i></td> <td>6%</td> <td>37%</td> </tr> <tr> <td><i>Pools</i></td> <td>15%</td> <td>29%</td> </tr> </tbody> </table>		Very satisfied	Neutral	<i>Roding</i>	6%	30%	<i>Water</i>	11%	19%	<i>Wastewater</i>	11%	19%	<i>Parks/sports fields</i>	12%	29%	<i>Community buildings</i>	5%	41%	<i>Halls</i>	6%	37%	<i>Pools</i>	15%	29%	<p><b>Achieved</b></p> <p>Analysis was done from the annual residents' survey, March-April 2019.</p> <p><i>2018/19 results:</i></p> <table border="1"> <thead> <tr> <th></th> <th>Very satisfied</th> <th>Neutral</th> </tr> </thead> <tbody> <tr> <td><i>Roding</i></td> <td><i>n.a.</i></td> <td>4.7%</td> </tr> <tr> <td><i>Water</i></td> <td>22.1%</td> <td><i>n.a.</i></td> </tr> <tr> <td><i>Wastewater</i></td> <td>26.1%</td> <td>23.4%</td> </tr> <tr> <td><i>Parks/sports fields</i></td> <td>19.1%</td> <td>23.4%</td> </tr> <tr> <td><i>Community buildings</i></td> <td>18.9%</td> <td>35.5%</td> </tr> <tr> <td><i>Halls</i></td> <td>18.9%</td> <td>35.5%</td> </tr> <tr> <td><i>Pools</i></td> <td>49.7%</td> <td><i>n.a.</i></td> </tr> </tbody> </table>		Very satisfied	Neutral	<i>Roding</i>	<i>n.a.</i>	4.7%	<i>Water</i>	22.1%	<i>n.a.</i>	<i>Wastewater</i>	26.1%	23.4%	<i>Parks/sports fields</i>	19.1%	23.4%	<i>Community buildings</i>	18.9%	35.5%	<i>Halls</i>	18.9%	35.5%	<i>Pools</i>	49.7%	<i>n.a.</i>
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	Libraries	23%	28%	Libraries	35.8%	n.a.%
#Value for money – residents’ perceptions in annual survey (new)	Higher rating than previous year. <i>2017/18 results: 49% considered Council delivered value for money, 19% considered it did not: 5% definitely; 44% satisfactory; 32% unsure/neutral; 15% not really; 3% definitely not</i>			<b>Partly achieved</b>  50% considered Council delivered value for money, 23% considered it did not, 7.4% definitely, 42.4 satisfactory, 27.2% unsure/neutral, 4.3% definitely not. Analysis done from the annual residents’ survey, March-April 2019.		
#Effectiveness of communication (new)	Increase in percentage of ‘very satisfied’ and decrease in percentage of ‘neutral’ compared with benchmark  <i>2016/17 results:</i>			<b>Achieved</b>  In every instance there is an increase in the percentage of ‘very satisfied’ and decrease in percentage of ‘neutral’ compared with benchmark  <i>2018/19 results:</i>		
		Very satisfied	Neutral		Very satisfied	Neutral
	Phone	17%	36%	Phone	20%	34%
	Council website	13%	35%	Council website	15%	33%
	Social media	11%	57%	Social media	13%	45%
	Library/ info centre	14%	45%	Library/ info centre	23%	36%
	Rangitikei Line	5%	71%	Rangitikei Line	12%	49%
	Local newspapers	14%	30%	Local newspapers	17%	22%
	In person	17%	42%	In person	22%	30%
#Māori responsiveness framework (new)	Improved satisfaction from the previous year.  <i>2018/19 will be the first year of measuring satisfaction.</i>			<b>Not yet available</b>  First survey yet to be undertaken.		
#Engagement with sector excellence programmes (new)	Improved survey ratings. Percentage of suggested improvements completed under action.			<b>In progress</b>  In November 2018, an analysis of the 16 recommended actions from the Independent Assessment Board’s report showed 7 (44%) were completed, 8 (50%) were being worked on, and one (6%) had not been started.  <i>Note:</i>  <i>Council did not participate in the 2017/18 Australasian Local Government Performance Excellence Programme but has committed to doing this for 2018/19.</i>		

## Roading and footpaths

Level of Service		
Provide a sustainable network which is maintained in accordance with each road's significance for local communications and the local economy, taking into account the One Roding Network Classification and funding subsidies.		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p><b>*Road condition</b></p> <p>The average quality of ride on a sealed local road network, measured by smooth travel exposure</p>	<p>97%</p> <p><i>When the measurement was last undertaken, in May-June 2018, the result was 97%. 2017/18 result was 96%</i></p>	<p><b>Achieved</b></p> <p>96%. The road condition survey was completed on 22 February 2019.</p>
<p><b>*Road maintenance</b></p> <p>The percentage of the sealed road network that is resurfaced</p>	<p>8% (i.e. 55km of resealing and 8.8 km of road rehabilitation). The network has 796 km of sealed road.</p> <p><i>In 2017/18, 61.5 km of road resealing completed; this is 8.5% of the sealed network.</i></p> <p><b>Note:</b> a review of the RAMM database during 2018/19 has shown that the total extent of the local road network is 1,243.0 km, of which 809.7 km is sealed and 433.3 km is unsealed.</p>	<p><b>Partly achieved</b></p> <p>50.7 km was sealed and 2.57 km of road rehabilitation was completed. This equates to 6.57% of the sealed network. This is a direct result of reduced funding from the New Zealand Transport Agency. .</p>
<p>The percentage if the unsealed road network which is remetalled during the year</p>	<p>At least 75% of [the unsealed] network remetalled each year – 12,000m<sup>3</sup>.</p> <p><i>In 2017/18, 95.5% of target was achieved. 11,462m<sup>3</sup> was placed on the network.</i></p> <p><i>Note: The percentage figure is incorrect. It should have been stated as between 25% and 30%.</i></p>	<p><b>Achieved</b></p> <p>11,462m<sup>3</sup> of metal placed during the year.</p>
<p><b>*Footpaths</b></p> <p>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)</p>	<p>At least 80% of footpath lengths in CBD areas in Bulls, Marton, Hunterville and Taihape are at grade 3 or higher</p> <p>At least 75% of sampled footpaths lengths outside CBD areas are at grade 3 or higher</p> <p>At least 90% of sampled footpaths assessed at grade 5 are included in upgrade programme during the following two years.</p> <p>Note:</p>	<p><b>Not yet available</b></p> <p>Sampling survey started in August 2019.</p> <p>Roding Logistics, the company commissioned to carry out the survey, did not complete the survey in the specified time.</p>

	<p>A five point grading system to rate footpath condition based on visual inspections</p> <p>1 Excellent 2 Good 3 Fair 4 Poor 5 Very Poor</p> <p>Footpaths will be assessed in approximately 100-metre lengths. The sample of non-CBD footpaths will include ten lengths in each of Bulls, Marton and Taihape, and four lengths in Mangaweka, Hunterville and Rātana.</p> <p>The assessments will normally be conducted in November and May.</p> <p><i>2017/18 results: 98% of combined CBD and non-CBD footpath network was rated grade 3 or better; the surveyors were unable to distinguish between CBD and non-CBD footpaths.</i></p>	
<p><b>*Road safety</b></p> <p>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</p>	<p>No change or a reduction from the previous year.</p> <p><i>In 2017/18 there was one fatal crash in the roading network and ten serious injury accidents.<sup>1</sup></i></p>	<p><b>Not achieved</b></p> <ul style="list-style-type: none"> <li>• There were 3 fatal crashes in the year ending 30 June 2019.</li> <li>• There were 10 serious injury accidents in the reporting period. In one instance only was the road a contributing factor (because of loose material on the seal).</li> </ul>

Level of Service		
Be responsive to community expectations over the roading network and requests for service		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p>Adequacy of provision and maintenance of footpaths, street-lighting and local roads (annual survey).</p> <p>Report card<sup>1</sup> qualitative statements.</p> <p>Groups targeted for consultation:</p> <ul style="list-style-type: none"> <li>• Residents where programmed renewal has taken place,</li> <li>• Community Boards/ Committees,</li> <li>• Community group database,</li> <li>• Business sector database.</li> </ul>	<p>A greater proportion (than in the benchmark) or more than 10% of the sample believe that Council's service is getting better</p> <p><i>In 2014/15 (the benchmark), 13% believed it was better than last year, 65% about the same, 21% worse than last year (2% didn't know).</i></p> <p><i>2017/18 results: 16% believed it was better than last year, 59% about the same, 20% worse than last year (4% didn't know).</i></p>	<p><b>Not achieved</b></p> <p>5.7% believed Council's service was better than last year, 61.3% about the same, 28.3% worse than last year (4.7% didn't know).</p> <p>This measure comes from the annual residents' survey, conducted March-April 2019.</p>
<p><b>*Responses to service requests</b></p> <p>The percentage of customer service requests relating to roads and</p>	<p>(a) 95% callouts during working hours responded to within 6 hours and</p>	<p><b>Partly achieved</b></p> <p>(a) There were 410 footpath and road requests during working hours of which 340 (or 83%) were responded to within time</p>

<sup>1</sup> '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.

<p>footpaths to which the territorial authority responds within the time frame specified in the long term plan</p> <p><i>Note: Council measures resolution as well as initial attendance in response to such requests.</i></p>	<p>(b) 95% callouts during after-hours responded to within 12 hours.</p> <p>(c) 85% of all callouts resolved (i.e. completed) within one month of the request.<sup>2</sup></p> <p>(d) Specific reference to callouts relating to potholes</p>	<p>(b) There were 91 footpath and road requests outside working hours, of which 75 (or 82%) were responded to within time.</p> <p>(c) Of the total 501 footpath and road requests, 373 (or 74%) were resolved within one month.</p> <p>(d) 35 requests concerned potholes: 100% of these were responded to in time and 95% were resolved within one month.</p>
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Provisional

<sup>2</sup> There is a wide range of requests meaning resolution times will range from hours to several weeks or months, depending on urgency and work programming.

## Water supply

Level of Service		
Provide a safe and compliant supply of drinking water		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p><i>*Safety of drinking water</i> The extent to which the Council's drinking water supply complies with</p> <p>(a) part 4 of the drinking water standards (bacteria compliance criteria)<sup>3</sup></p> <p>(b) part 5 of the drinking water standards (protozoa compliance criteria)<sup>4</sup></p>	<p>No incidents of non-compliance</p> <p><i>2017/18 results: There were no incidents of E.coli.</i></p> <p>No incidents of non-compliance</p> <p><i>2017/18 results: Protozoa compliance was at 95%.</i></p>	<p><b>Achieved</b></p> <p>No E.coli has been detected in any of the supplies.</p> <p><b>Partly achieved</b></p> <p>Protozoa compliance achieved at Taihape, Mangaweka and Ratana. Marton and Bulls were non-compliant due to turbidity spikes. Hunterville Urban was non-compliant, due to differential pressure issues with the cartridge filter.</p>
Compliance with resource consents	<p>No incidents of non-compliance with resource consents</p> <p><i>In 2017/18 this was not achieved. Water abstraction consents were applied with at all locations (except Ratana). Marton was non-compliant for its disposal outflow.</i></p>	<p><b>Achieved</b></p> <p>All plants were compliant.</p>

Level of Service		
Provide reliable and efficient urban water supplies		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Number of unplanned water supply disruptions affecting multiple properties	<p>No unplanned water supply disruptions affecting multiple properties.</p> <p><i>In 2017/18 there were no unplanned water supply interruptions.</i></p>	<p><b>Achieved</b></p> <p>There were no unplanned water interruptions during the reporting period.</p>
<p><i>*Maintenance of the reticulation network</i></p> <p>The percentage of real water loss from the Council's networked reticulation system<sup>5</sup></p>	Less than 40%.	<p><b>Not yet available</b></p> <p>Twelve months of data are required to complete this section. However, based on the data to date, the actual water loss will be less than 40%</p>

<sup>3</sup> Currently measured by weekly sampling and testing through Environmental Laboratory Services in Gracefield.

<sup>4</sup> Measured through Water Outlook.

<sup>5</sup> A description of the methodology used to calculate this must be included as part of the annual report document.

<p><i>*Demand management</i></p> <p>The average consumption of drinking water per day per resident within the District</p> <p>Note: This includes all water released from the urban treatment plants, <u>irrespective of whether it is used for residential, agricultural, commercial or industrial purposes.</u></p>	<p>600 litres per person per day</p> <p><i>In 2017/18, the average daily consumption of drinking water per day per resident was 577L.</i></p>	<p><b>Not yet available</b></p> <p>Twelve months of data are required to complete this section. However, based on the data collected to date and using the method specified by the Department of Internal Affairs, consumption across urban schemes averaged 581 litres/person/day. Note that this includes industrial and commercial use. This seems reasonable as November 2018 and March 2019 were quite dry months.</p> <p>It was planned to review water supply populations when 2018 Census data becomes available. However, that is timed for 23 September 2018, which may be too late for inclusion in the audited Annual Report.</p> <p><i>An analysis will be undertaken for the full year to separate out these larger uses of water (as was done last year.</i></p>
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Level of Service		
Be responsive to reported faults and complaints		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p><i>*Fault response time</i></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 time: from the time that the Council receives notification to the time that service personnel reach the site, and</p> <p>(b) resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption</p> <p>(c) attendance for non-urgent call-outs: from the time that the</p>	<p>Improved timeliness compared with the previous year.</p> <p><i>2017/18:</i></p> <p>(a) 7 minutes</p> <p>(b) 2 hours 2 minutes</p> <p>(c) 41 minutes</p> <p>(d) 2 hours 8 minutes (when recalculated as median times)</p> <p>Request for service system 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><b>Partly achieved</b></p> <p>The median times for the reporting period are:</p> <p>(a) 15 minutes</p> <p>(b) 48 minutes</p> <p>(c) 28 minutes</p> <p>(d) 49 minutes (previously 34 minutes)</p>

<p>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>		
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<p><i>*Customer satisfaction</i></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 pressure or flow  (d) continuity of supply, and  (e) The Council's response to any of these issues</p> <p>There are 4,268 connections</p>	<p>Total number of complaints is less than the previous year.</p> <p><i>In 2017/18 total complaints were 37.9 per 1,000 connections.</i></p> <p><i>In addition, there were 32 complaints about water leaks throughout the network, 43 about water leaks at the meter or toby, 28 requests to replace a toby or meter, and 14 requests to locate a meter, toby or other utility.</i></p>	<p><b>Not achieved</b></p> <p>118.32 complaints per 1000 connections</p> <p>(a) 39.60/1000  (b) 13.82/1000  (c) 0.93/1000  (d) 4.45/1000  (e) nil<sup>6</sup></p> <p>Marion water problems originating at the B and C Dams are a large proportion of all water complaints received.</p>
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Level of Service		
Maintain compliant, reliable and efficient rural water supplies		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Compliance with resource consents	<p>No incidents of non-compliance with resource consents.</p> <p><i>In 2017/18, there were no incidents of non-compliance</i></p>	<p><b>Achieved</b></p> <p>Operations at Erewhon, Omatane and Hunterville all complied with conditions of consent</p>
<p><i>Fault response time</i></p> <p>Where the Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median times are</p>	<p>Fewer requests (per 1000 connections) than previous year</p> <p>(when recalculated as median times)</p> <p>Specified standard:  (a) 24 hours  (b) 96 hours</p>	<p><b>Not achieved</b></p> <p>Information from Hunterville scheme only as this is the only scheme where servicing is directly managed by Council.</p>

<sup>6</sup> This is intended to refer to complaints about Council's response or resolution of any of the four issues specified. They are not distinguishable within the Council's request for service system but are included in (a) to (d).

<p>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>2017/18 results:</p> <p>(a) 22 minutes</p> <p>(b) 1 hour 8 minutes</p>	<p>(a) 1 hour 1 minute</p> <p>(b) 4 hours 45 minutes</p>
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Level of Service		
Ensure fire-fighting capacity in urban areas		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Random flow checks at the different supplies	98% of checked fire hydrant installations are in compliance	<p><b><i>In progress</i></b></p> <p>Programme of hydrant checks is ongoing. No issues recorded in the request for service system.</p>



## Sewerage and the treatment and disposal of sewage

Level of Service		
Provide a reliable reticulated disposal system that does not cause harm or create pollution within existing urban areas.		
Measure	Target for 2018/19	Actual July 2018 – June 2019
<p><i>*Discharge compliance</i> Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of</p> <p>(a) abatement notices (b) infringement notices (c) enforcement orders, and (d) convictions received by the Council in relation to those resource consents</p>	<p>No abatement or infringement notices, no enforcement orders and no convictions.</p> <p><i>In 2017/18, an infringement notice was received for exceedances at Marton in ammoniacal nitrogen for the December 2017 monitoring results.</i></p>	<p><b>Not achieved</b></p> <p>One abatement notice issued in August 2019 concerning discharge at Papakai into the Hautapu Stream. Immediate action verified that the pump station was working as designed. Consideration is being given to ways to increase capacity for stormwater inflow and infiltration' including relocation of the pump station.</p> <p>No other abatement or infringement notices, no enforcement orders and no convictions were received during the year.</p>
<p>Routine compliance monitoring of discharge consents</p>	<p>5 out of 7 systems comply</p> <p><i>In 2017/18 only 2/7 plants complied. 5/7 failed due to exceeding daily volume limits.</i></p>	<p><b>Not achieved</b></p> <p>Ongoing consultation with Horizons continues to occur.</p> <p>Taihape and Ratana were non-compliant due to discharge volume only. Bulls was non-compliant due to discharge volumes for 13 days, as well as for total suspended solids in effluent. Marton was non-compliant for ammonia discharge downstream of the plant.</p> <p>Huntermville exceeded its aluminum level. Mangaweka and Koitiata were compliant.</p> <p><i>The Huntermville flowmeter is reading incorrectly. Based on historical data exceedances with discharge volumes, it is likely that has continued.</i></p>
<p><i>*System and adequacy</i> The number of dry weather sewerage overflows from the Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system.</p>	<p>Fewer overflows than 0.4/1000 connections.</p> <p><i>2017/18 results: 0.47/1000</i></p> <p>There are 4,226 sewerage connections in the District.</p>	<p><b>Partly achieved</b></p> <p>There have been 3 reported dry weather overflows on 18/03/18, 14/09/2018 and 30/03/2019</p> <p>0.70/1000</p>

Level of Service		
Be responsive to reported faults and complaints.		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p><i>*Fault response time</i> Where the Council attends to sewerage overflows</p>	<p>Improved timeliness compared with the previous year.</p>	<p><b>Not achieved</b></p>

<p>resulting from a blockage or other fault in the Council's sewerage system, the following <i>median times</i> are measured</p> <p>(a) attendance time: from the time that the Council receives notification to the time that service personnel reach the site, and</p> <p>(b) resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the fault of interruption</p>	<p>(a) 31 minutes (b) 3 hours 2 minutes</p> <p>Specified standard: Attendance: (a) 0.5 hour urgent (b) 24 hours non-urgent</p> <p>Resolution: (a) 24 hours urgent (b) 96 hours non-urgent</p> <p><i>Urgent callouts are where sewage is evident</i></p> <p>Note: this mandatory measure does not distinguish between urgent and non-urgent callouts.</p>	<p>Urgent: (a) 37 minutes (b) 6 hours 54 minutes</p> <p>Non Urgent: (a) 38 minutes (b) 4 hours 23 minutes</p>
<p><i>*Customer satisfaction</i></p> <p>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 (d) the Council's response to issues with its sewerage systems<sup>7</sup></p> <p>Expressed per 1,000 connections to the Council's sewerage system.</p> <p>There are 4,226 sewerage connections in the District.</p>	<p>Fewer requests (per 1000 connections) than previous year.</p> <p><i>2017/18 results: 4.03/1000</i></p>	<p><b><i>Achieved (pro rata)</i></b></p> <p>The request for service system does not show all complaints for any one incident, so there is potential under-reporting. With that qualification, the year-to-date results are:</p> <p>(a) 0.47/1000 (b) 0/1000 (c) 2.13/1000 (d) not yet available</p> <p>i.e. a total of 3.7/1000.</p>

<sup>7</sup> These are matters relating to the Council's wastewater systems recorded in the request for service system *other than* in (a), (b) or (c) such as complaints about wastewater overflows.

## Stormwater drainage

Level of Service		
Provide a reliable collection and disposal system to each property during normal rainfall		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p><b>*System adequacy</b></p> <p>(a) The number of flooding events<sup>8</sup> that occurred in the District</p> <p>(b) For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system)</p>	<p>Fewer requests (per 1000 properties) than previous year.</p> <p><i>2017/18 results: 0.24/1000</i></p> <p>There are 4,122 properties in the District that pay the stormwater rate.</p>	<p><b>Not applicable</b></p> <p>One flooding event in August 2018. No reports of any flooding affecting properties.</p>
<p><b>*Discharge compliance</b></p> <p>Compliance with the Council's resource consents for discharge from its stormwater system measured by the number of</p> <p>(a) abatement notices</p> <p>(b) infringement notices</p> <p>(c) enforcement orders, and</p> <p>(d) convictions</p> <p>received by the Council in relation to those resource consents</p>	<p>Not yet applicable</p>	<p><b>Not applicable</b></p> <p>The Council has not been required to have resource consents for any of its stormwater discharges.</p>

Level of Service		
Be responsive to reported faults and complaints		
Measure	Target for 2018/19	Actual July 2018 - June 2019
<p><b>*Response time</b></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>	<p>Timeliness noting the severity of the incident(s)</p> <p><i>2017/18 results: there were no flooding events that met the conditions of this measure</i></p>	<p><b>Not applicable</b></p>
<p><b>*Customer satisfaction</b></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</p>	<p>Fewer requests (per 1000 connections) than previous year.</p> <p><i>2017/18 results: 1.70/1000</i></p>	<p><b>Partly achieved</b></p> <p>There were 9 call-outs during this time period, of which 100% were resolved in time.</p> <p>2.18/1000</p>

<sup>8</sup> 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

Council's stormwater system. 4,122 connections		
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Provisional

## Community and leisure assets

Level of Service		
Provide a fit for purpose range of community and leisure assets		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Progressive improvement based on the Annual Resident Survey. <sup>9</sup>	<p>(a) Libraries - more than 10% of the sample believes that Council's service is 'better than last year'.</p> <p>(b) Public swimming pools – a greater proportion (than the benchmark) or more than 10% of the sample believe that Councils service is getting better.</p> <p>(c) Sports fields and parks - a greater proportion (than the benchmark) or more than 10% of the sample believe that Councils service is getting better.</p> <p>(d) Public toilets - a greater proportion (than the benchmark) or more than 10% of the sample believe that Councils service is getting better.</p> <p>(e) Community buildings - a greater proportion (than the benchmark) or more than 10% of the sample believe that Councils service is getting better.</p> <p>(f) #Camping grounds - a greater proportion (than the benchmark) or more than 10% of the sample believe that Councils service is getting better.</p>	<p><b>Achieved</b></p> <p>(a) Libraries – 35.68% (11% in 2017/18)</p> <p>(b) Public swimming pools – 31% (17% in 2017/18)</p> <p>(c) Sports fields and parks – 19.05% (18% in 2017/18)</p> <p>(d) Public toilets – 9.4% (9% in 2017/18)</p> <p>(e) Community buildings – 18.87 (5% in 2017/1*)</p> <p>(f) Camping grounds – 7.3% (A new measure in the 2018-28 Long Term Plan, so no previous year comparisons)</p> <p>These measures come from the annual residents' survey, conducted March-April 2019.</p>

Level of Service		
#compliance with relevant standards		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Swim Centres	<p>Benchmark maintained.</p> <p><i>All swim centres to have Poolsafe accreditation.</i></p>	<p><b>In progress</b></p> <p>Following inspections of both Swim Centres (Marton and Taihape), Council has been verbally advised of provisional accreditation. Formal notification has yet to be received.</p>

<sup>9</sup> It is intended to take the sample from the electoral roll for residents. During the previous three years the sample was taken from Council's ratepayer database.

Community housing	Maintaining or improving compliance. <i>Benchmark to be defined</i>	<b>Achieved</b> To meet Healthy Homes Act – fixed heating and curtains (unless tenants wished to keep their own) have been installed in all units and all units insulated (or had insulation topped up), where practical, before 1 July 2019. Heat pumps were installed in all units by 31 March 2019.
Toilet buildings are well designed, safe and visible – Compliance with SNZ4241:1999 and CPTED <sup>10</sup> (safer design guidelines) for new or refurbished toilets	Meeting the benchmark. <i>Compliance – 95%</i>	<b>In progress</b> Code Compliance Certificates achieved for all new toilet buildings (accessible standards). All locations comply with the CPTED focus areas – physical security, surveillance, movement control, management and maintenance, and defensible space Accessible car parking has been provided at toilet facilities in town centres. This is yet to be actioned for Mangaweka Village, but is programmed for 2019/20 at the same time as the roading kerb and channel is renewed in this area.
Levels of service for parks throughout the District consistent with the New Zealand Recreation Association parks Categories and Levels of Service guideline	% compliance with Levels of Service Guideline for all parks (benchmark)	<b>In progress</b> Checklists and inspection sheets developed and in use. Marton Park being used as the test venue. One staff member has just completed a 12 month unit standard that was centred on the care of Marton Park. The unit standard was very detailed and aligned with an increased level of service for this park.

Secure high use of staffed facilities		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Number of users of libraries and nature of use	An increase in use compared with the benchmark  <i>In 2017/18:</i> <i>Bulls: 10,376 (5 days unrecorded)</i> <i>Marton: 30,319 (5 days unrecorded)</i> <i>Taihape: 24,939 (6 days unrecorded)</i>	<b>Achieved</b>  Bulls: 12,757 (67 days unrecorded) Marton: 46,557 (82 days unrecorded) Taihape: 35,660 (67 days unrecorded)

<sup>10</sup> Crime prevention through environmental design

Number of users of pools	An increase in use compared with the previous year:  <i>2017/18 season totals Marton.....19,563* Taihape.....6,746** *Swim for All participants were not included in the count at Marton. **Taihape's count was down due to the major upgrade in the filtration and heating systems.</i>	<b>Achieved</b>  Marton 21,749 Taihape 10,403
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## Rubbish and recycling

Level of Service		
Make recycling facilities available at waste transfer stations for glass, paper, metal, plastics, textiles and greenwaste. 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.		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Waste to landfill (tonnage) <sup>11</sup>	Less tonnage to landfill than previous year  <i>In 2017/18, 4,650 tonnes went to the landfill.</i>	<b>Partly achieved</b> 4,720 tonnes went to the landfill, an increase of 1.5% over last year.
Waste diverted from landfill (tonnage and percentage of total waste) <sup>12</sup>	Percentage of waste diverted from landfill 19%.  <i>In 2017/18, a total of 1,375.4 tonnes (or 22.8%) of waste was diverted.</i>	<b>Achieved</b> 1,419.5 tonnes of waste diverted i.e. 23.1% diversion  Greenwaste..... 547.1 tonnes Glass..... 368.0 Metals..... 224.4 Paper..... 203.8 Plastics.....36.1 Tyres.....34.3 e-waste.....4.9 Haz waste.....0.9

## Environmental and regulatory services

Level of Service		
Provide a legally compliant service		
Measure	Target for 2018/19	Actual July 2018 - June 2019
Timeliness of processing building consents and resource consents	Building consents – 98%  Recourse consents – 98%	<b>Not achieved</b> 79% of building consents and 75% of resource consents were issued within the prescribed times.

<sup>11</sup> Calibrated records maintained at Bonny Glen landfill.

<sup>12</sup> Records maintained at waste transfer stations

	<p><i>In 2017/18, 100% of building consents and 96% of resource consents were issued within the prescribed time</i></p> <p><i>There were 308 building consents and 55 resource consents.</i></p>	<p>There have been 373 building consents and 63 resource consents (9 land use, 6 permitted boundary and 48 subdivision) processed. This is a pro rata increase of 21% in building consents and a doubling in the number of resource consents for subdivisions.</p> <p>261 Code Compliance Certificates were issued, all on time No abatement or infringement was issued, but there were 5 Notices to Fix.</p> <p>65 inspections of potentially earthquake-prone buildings were done</p>
Possession of relevant authorisations from central government <sup>13</sup>	<p>Accreditation as a building consent authority maintained</p> <p>Functions of a registration authority and role of a recognised agency under the Food Act not subject to Ministerial Review.<sup>14</sup></p>	<p><b>Achieved</b></p> <p>Council's accreditation was confirmed for two years from February 2019.</p> <p>Functions undertaken by Whanganui District Council on behalf of Rangitikei District Council.</p>

Level of Service		
Provide regulatory compliance officers		
<p>Timeliness of response to requests for service for enforcement call-outs - animal control and environmental health</p>	<p>% timeliness of response – this will be the benchmark for subsequent years.</p> <p><i>In 2017/18, 88% were responded to in time and 78% were completed in time.</i></p> <p>For animal control, priority 1 (urgent) callouts (dog attack, threatening dog or stock on road) require response within 30 minutes and resolution within 24 hours; priority 2 (i.e. non-urgent) callouts require response within 24 hours and resolution within 96 hours.</p> <p>For environmental health, there are varying times – for noise complaints, a response is required within one hour, for food issues, it is within 24 hours.</p>	<p><b>Achieved</b></p> <p>89% of callouts responded to in time; 80% were resolved in time.</p> <p>There were 312 urgent call-outs for animal control of which 307 were responded to in time</p> <p>There were 502 non-urgent call-outs for animal control of which 470 were responded to in time</p> <p>There were 269 urgent call-outs for environmental health of which 209 were responded to in time</p> <p>There were 144 non-urgent call-outs for environmental health of which 109 were responded to in time</p> <p>Of the 819 call-outs for animal control, 710 were resolved in time</p> <p>Of the 412 call-outs for environmental health, 281 were resolved in time.</p>

<sup>13</sup> Excluding general authorisation through legislation where no further formal accreditation is specified

<sup>14</sup> Food Act 2014, s. 185. This added since the measure is an annual review of relevant documents.



## Community well-being

Level of Service		
Provide opportunities to be actively involved in partnerships that provide community and ratepayer wins		
Measure	Target for 2018/19	Actual July 2018 – June 2019
<p>Partners' view of how useful Council's initiatives and support has been (annual survey)<sup>15</sup></p> <p>The focus for the survey is those community groups within the District with whom the Council has worked. So, this excludes shared services or other contractual arrangements with other councils. It also excludes direct collaboration with central government agencies although, where these are also involved with community organisations and groups within the Rangitikei, they are invited to participate in the annual survey.</p>	<p>% satisfaction – this will be the benchmark for subsequent years.</p> <p><i>In 2017/18, 4% thought Council's service is getting better, 46% thought it about the same, 36% thought it worse and 18% did not know how to rate this.</i></p>	<p><b>Achieved</b></p> <p>In 2018/19, 40% thought Council's service was getting better, 60% thought it about the same. None thought it worse or did not know how to rate this. Survey undertaken in May 2019.</p>

Level of Service		
Identify and promote opportunities for economic growth in the District		
Measure	Target for 2018/19	Actual July 2018- June2019
<p>Rangitikei Districts GDP growth compared to the average of similar district economies.</p>	<p>Greater than 1% against last financial year compared to the mean of similar district economies.</p> <p><i>2017/18 results: 0.3% growth vs 2.8% nationally</i></p>	<p><b>Achieved</b></p> <p>The 'similar district' mean growth of GDP in 2018/19 was 1.145%, GDP growth in Rangitikei was 1.6%</p> <p>Nationally, there was 3.2% growth in GDP</p>
<p>#Rangitikei District's earnings data growth compared to the average of similar districts</p>	<p>Greater than or equal to 1% range from the last financial year compared to the mean of similar district economies.</p> <p><i>2016/17 results: Rangitikei- 2.2% vs mean of 1.4%</i></p>	<p><b>Not achieved</b></p> <p>Rangitikei's earnings data growth was 3.38% compared with the 4.02% mean for similar districts.</p>
<p>#the number of visits and unique visits to rangitikei.com</p>	<p>An increase in the number of visits and unique visits to rangitikei.com compared to the benchmark.</p> <p><i>2016/17 results: visits – 83,831; unique visits – 25,401</i></p>	<p><b>Achieved</b></p> <p>The benchmark is inflated because of work undertaken by Council staff when assuming management of the site:</p> <p>For the 2018/19 104,666 total visits</p>

<sup>15</sup> Groups which are targeted for consultation:

- Participants in Path to Well-being Theme Groups
- Public sector agency database
- Participants in other partnership programmes that involve Council

		68,033 unique (new) visits.
A greater proportion of young people living in the district are attending local schools.	An increase in the number of enrolments compared with the benchmark.  <i>2016/17 results: year 9-13 = 653</i> <i>2017/18 results: year 9-13 = 641</i>	<b>Partly achieved</b>  2018/19 result for year 9-13 is 606 students, i.e. 95% of the numbers last year.  This is taken from the Ministry of Education's enrolment data in July.

Level of Service		
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		
Measure	Target for 2018/19	Actual July 2018 – June 2019
Partners view of how useful Councils activity in youth space facilitation and advocacy has been	Very satisfied – 70%	<i>Not yet available</i>

Level of Service		
Ensure competency in discharging Civil Defense responsibilities		
Measure	Target for 2018/19	Actual July 2018 – June 2019
Timing of self-assessment when the emergency Operations Centre is activated and of continued civil defense training exercises.	(a)Self-assessment of responsiveness and recovery following activation of the Emergency Operations Centre. (b)Number of civil defense exercises undertaken	<b>In progress</b> Introductory sessions held for all staff, with request to undertake online assessment.

**TABLED DOCUMENT**

Tabled at Finance/Performance Committee

on 29 August 2019

# **ECONOMIC DEVELOPMENT STRATEGY**

## **Draft v1.0**

This document is the Economic Development Plan of the Rangitikei District Council, for the 2018-2028 Long Term Plan period

The Economic Development Plan is produced following adoption of each Long Term Plan by Council and reviewed annually following adoption of each Council Annual Plan.

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been left blank.

Draft

# Contents

- # About the Economic Development Strategy
- # Introduction & Context
- # About the Rangitikei District
- # 2016-2019 Elected Members Vision
- # Strategic Theme 1: Business Development
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- # Strategic Theme 3: Training & Education
- # Strategic Theme 4: Housing Development
- # Strategic Themes & Actions Summary

# About the Economic Development Strategy

The reinstatement of the four well-beings to the Local Government Act has highlighted the need for Rangitikei District Council (RDC) to improve its delivery of social, economic, environmental and cultural outcomes in the District. This, coupled with Council's \$200,000 annual investment in Economic Development (as part of the 2018-28 Long Term Plan [LTP] process) improves Council's ability to deliver the necessary economic and social well-being outcomes for residents.

In alignment to this investment, Council has developed the following Economic Development Strategy. This strategy sets out the scope for the activities undertaken by staff, as well as setting expectations and outcomes that the District can hold us accountable to,

This strategy is unashamedly focused on growth — being a requirement that stems from the need to revitalise both our townships and township centres. In order to do this, over the next three years Council will be focused on four key themes, these are:

1. Business Development
2. District Promotion
3. Education and Training
4. Housing Development

These areas, their desired outcomes, as well as the actions Council will take to achieve its goals have been detailed below. Overlaying these activities are four objectives — in short these are the strategic objectives and drivers that have determined Council's focus. These

are:

- Resident retention  
Activities undertaken should encourage existing residents to remain within the district.
- Resident attraction  
Activities undertaken should encourage new residents to relocate to the district.
- Visitor attraction  
Activities undertaken should encourage new visitors to the district.
- Visitor extension  
Activities undertaken should encourage existing visitors to extend their stay within the district.



By supporting economic development, Council is striving to improve the economic and social well-being of the people of the Rangitikei District.

# Introduction & Context

As part of the 2018-28 Long Term Plan process Council informed the community of its intention to engage in economic development activities and sought feedback in the form of priority ranking for five areas where Council considered it could be effective, these being:

- Promotion – to build the Districts reputation as a great place to live, work and visit.
- Expanding markets – focus on growth and prosperity.
- Facilitation – to facilitate and connect business development agencies with local businesses.
- Labour planning – to align business employment needs with education providers.
- Incentivising growth/development – to attract residential development, new businesses and expand existing business.

Council did not indicate a preferred option – only that it had committed to being in this space with a provision of \$200,000 having been included in the LTP. Following this there were a number of workshops and challenges raised, such as public transport, increasing access to health services, and increasing the community housing (pensioner) portfolio. These areas are seen to be beyond the scope of the economic development service at the present time, and may be considered at a later date.

As a small District, Council has seen the need to prioritise programmes and activities, as well as focusing in its collaborative with others – seeking opportunities to leverage resources from wherever possible.

As noted earlier, increasing the districts economic growth is important to improving the quality of life for residents in the Rangitikei. Council acknowledges the businesses within the district and how they often create employment opportunities for local residents as well as encouraging skilled workers into the district. If Council can support local businesses to increase employment for both local residents as well as bringing in additional skilled workers – the district will in-turn see continued demand and growth of residential development.

In addition to this economic development can be supported by district promotion activities, such as building a reputation that the district is a good place to live, work and visit.

Council's role in economic development aims to make a substantial contribution to the District's economic success. However, engagement with stakeholders and effective collaboration with regional partners (such as CEDA, Whanganui & Partners, and Accelerate 25) and iwi/hapū is essential for cross-border and cross-sector growth. Collaborating with our neighbours is vital to the economic future of the district. Whilst our previous focus has been for staff to support CEDA, we will continue to do this in its present form, however Council must shift our primary focus to seeking opportunities that exist with our neighbours in Whanganui, particularly from a tourism/visitor perspective.

Attracting visitors to the Rangitikei is an important part of our Economic Development Strategy. Having not had much of a focus in recent years we will now seek new

opportunities to encourage more visitors to enjoy everything Rangitikei has to offer.

### **Strategic Context**

This strategy builds on previous stakeholder workshops, the 'Towards 2019' RDC elected member led strategy, the Manawatū-Whanganui Growth Strategy, Accelerate 25 and Te Pae Tawhiti (the Manawatū-Whanganui Māori Economic Development Strategy).

### **Accelerate 25**

In July 2015, Central Government in consultation with Horizons Regional Council and district and city councils, commissioned a Regional Growth Study which identified a number of opportunities and key enablers to help realise economic prosperity in our Region. The implementation programme from this study is known as Accelerate 25 – under which the Manawatū-Whanganui Economic Action Plan was created in collaboration with business and iwi/hapū with the purpose of unlocking the potential within the Region to create opportunities through: means provided by enablers, identifying priorities to implement changes as well as the key agencies to work with.

### **Te Pae Tawhiti**

Te Pae Tawhiti is a regional strategy for Māori Economic Development in Manawatū-Whanganui for the next 20 year period. It was developed to enable Māori to pursue economic development, individually and collectively, in Manawatū-Whanganui. A key theme of Te Pae Tawhiti is its emphasis on collaboration among Māori as a grounds for growth. It articulates an overtly Māori view of economic development within the region that reflects Māori aspirations and values.

### **Provincial Growth Fund (PGF)**

The PGF offers opportunities that are reflected in the strategy as well. We have already been successful in securing funding to explore # as well as development opportunities in horticulture (in partnership with Whanganui & Partners) and have further projects being considered for submission to the fund. The PGF funding of \$1 billion per annum is available over three years from 2018 and the Rangitikei must take every opportunity to benefit, particularly as Horizons is one of the six surge regions in New Zealand identified for particular consideration. Whilst the PGF is the most significant funding opportunity available at present Council must also seek every opportunity to leverage our resources by applying to other funders as well.

### **Manatu Whakāetanga - MOU**

Council recognises that young people are our future and it is vital that we support and nurture their development. The lack of education and employment opportunities for our young people was a strong theme in the Long Term Plan workshops. We must therefore support development pathways such as the intended MOU with Ngā Wairiki Ngāti Apa who are set to establish training, education and/or employment services and programmes at Te Poho o Tuariki (known previously the Turakina Māori Girls Complex) Programmes and Services will be designed in response to identified needs, with a view to providing opportunities for young people

In order to tie all these things together, and as noted earlier, the following four key themes are set to be undertaken:

1. Business Development
2. District Promotion
3. Education and Training
4. Housing Development



# About the Rangitikei District

Covering 4,479km<sup>2</sup>, the Rangitikei District is located in the heart of the Whanganui-Manawatū Region – being located in the southwest of the North Island, following the catchment area of the Rangitikei River. Taihape and Hunterville are our rural service towns supporting the districts primary industry of agriculture. The outstanding pastoral land grows top quality stock, producing meat, wool, horticultural and dairy products. Taihape, Marton and Bulls offer a range of retail and professional services, including banking, legal, accounting, and insurance. Marton is the districts largest township and in addition to the above services – it includes the majority of the districts industrial and manufacturing businesses, as well as primarily catering for the increasingly growing housing market.

Insert stylised landscape map of the district with summary population by township statistics here

The Rangitikei District is located in the central North Island and covers a geographic area of 4,479 square kilometres. The district has two rivers running through it – being the Rangitikei River in the East, and the Whangaehu River in the West. The district has four main commercial centres situated along or near to State Highway 1. From the central northern boundary with Ruapehu District Council, these are Taihape, Hunterville, Marton, and Bulls, which is near the Manawatū District boundary and is known as the junction where State Highway 1 joins State Highway 3, leading west to Whanganui and east to Palmerston North City.

## Taihape

Taihape is located in the north of the Rangitikei District and has a population of 1,509 (2013 Census). It services a large rural community and lies on State Highway 1 and the North Island main trunk railway line. Taihape has developed into an important traveller destination, with a vibrant café scene in the CBD area and major tourist attractions.

## Mangaweka

Mangaweka is a township on State Highway 1 between Taihape and Hunterville with a population of 150 (2013 Census). The Rangitikei river runs adjacent to the township, which is popular for rafting, kayaking, fishing and swimming. The township is known for its elevated DC-3 aircraft, growing artist community and the yellow art gallery.

## Turakina

Turakina is an old Māori and Scots settlement situated west of Marton on State Highway 3 heading towards Whanganui. Celtic feeling is strong in Turakina, with the Highland Games being an annual event since 1864 with people attending from all over New Zealand.

## Hunterville

Hunterville is a small community on State Highway 1 with a population of 429. It is well known for its statue of the huntaway, a specialised herding dog that uses its voice to drive sheep. The Shemozzle (Hunterville Huntaway Festival) is the townships flag annual event – attracting 4000-5000 visitors every year.

## Marton

Marton is the hub of the Rangitikei district. Situated 35km Southeast of Whanganui and 40km north-west of Palmerston North, it is the largest settlement in the Rangitikei district with 4,950 inhabitants – roughly 33% of the District's population.

## Bulls

Bulls is the south-eastern gateway to the district at the junction of State Highways 1 and 3, having a population of 1,770. It is the second fastest growing population area in the district due to its proximity to Whanganui and Palmerston North City, as well as being located adjacent to the Ohakea Airbase across the Rangitikei River.

## Rātana

Rātana Pā is a town located in the south-west, being between Marton and Whanganui with a population of 327 (2013 Census). The Rātana Community was developed around the Rātana Church and is a site of pilgrimage for the followers of the Rātana faith. Due to the importance of the Rātana movement in New Zealand politics, leading politicians often attend annual gatherings at Rātana Pā.



## Bi-Cultural

The Rangitikei District is predominantly bi-cultural with higher proportions of those of both NZ-European (Approx 70%) and Māori descent (Approx 23%). Pacifika populations

make up for roughly 4% of the districts population.

## Māori

The development of the Māori economy is one of the most significant and exciting opportunities ahead for the Rangitikei District. Council has, and will continue, to offer our capability and capacity support to mana whenua (those iwi/hapū who have authority and have occupied land within the district over generations) as they evolve their own strategies for the future. In order to maximise the districts potential, Council must seek to collaborate with mana whenua as much as possible for everyones mutual benefit. Key in this collaborative approach is the continued development of relationships between Council and iwi/hapū.

<b>Rangitikei District TODAY</b>			
	RANGITĪKEI DISTRICT		NEW ZEALAND
	CHANGE (FROM PREVIOUS YEAR)	LEVEL	CHANGE/LEVEL
POPULATION	1.0%	15150	1.9%
BUSINESSES	-0.8%	2166	0.7%
CONSENTS FOR NEW DWELLINGS			
GROSS DOMESTIC PRODUCT \$M	1.6%	\$523M	\$3.2%
FORESTRY, FISHING, FARMING	4.6%	\$169	
UNEMPLOYMENT RATE	0.4%	4.7\$	4.6%
EMPLOYMENT GROWTH	2.1%	6439	3.0%
AVERAGE INCOME LEVEL	3.4%	\$47,619	\$60,891
PERCENTAGE OF SCHOOL LEAVERS WITH NCEA LEVEL 2			
PERCENTAGE OF SCHOOL LEAVERS WITH NCEA LEVEL 3			
PERCENTAGE OF WORKING AGE POPULATION THAT ARE HIGHLY SKILLED.			
VISITOR/TOURISM SPENDING	0.3%	\$31.4M	5.8%

#### District Highlights

2013	Number/result
Median age	41.8
Couples with Children	38.3%
Unemployed	6.1%
Median personal income	25,700
Access to internet	65.1%
Occupied dwellings (private)	5,706
Average household size	2.4

# Rangitikei District 2028



## RANGITĪKEI DISTRICT 2028 - COUNCIL ASPIRATIONS

POPULATION GROWTH	The population of the Rangitikei District will have grown by 15% to 17,422 residents.
CONSENTS FOR NEW DWELLINGS	There will be an additional 1000 dwellings across the district.
GROSS DOMESTIC PRODUCT \$M	GDP will continue to reflect prosperity in the district economy having grown by an annual average rate of 2.5% to \$1,160m or above.
FORESTRY, FISHING, FARMING PRODUCTION \$M	Reflecting the Rangitikei's strength in the primary industries, the value of agricultural output in the district will have grown at a rate higher than the national growth rate.
AVERAGE INCOME LEVEL OF WORKING POPULATION	Growth in average income in the district will equal or exceed national average income growth.
UNEMPLOYMENT RATE	The unemployment rate will be below the national average rate of unemployment.
EMPLOYMENT GROWTH	
SELF-EMPLOYMENT RATE	
PERCENTAGE OF SCHOOL LEAVERS WITH NCEA LEVEL 2	Our school leavers will achieve NCEA Level 2 at a rate equal to or higher than the national average.
PERCENTAGE OF SCHOOL LEAVERS WITH NCEA LEVEL 3	Our school leavers will achieve NCEA Level 3 at a rate equal to or higher than the national average.
VISITOR/TOURISM SPENDING	The annual expenditure growth rate will continue to increase toward the national average.

# Rangitikei District Māori



RANGITĪKEI DISTRICT



NEW ZEALAND

	CHANGE (FROM PREVIOUS YEAR)	LEVEL	CHANGE/LEVEL
POPULATION		3680	744,810
GROSS DOMESTIC PRODUCT \$M			
UNEMPLOYMENT RATE			
EMPLOYMENT GROWTH	2.6%	935	
AVERAGE INCOME LEVEL	-4.3%	42,285	\$51,939
HIGHLY SKILLED WORKING POPULATION PERCENTAGE			
PERCENTAGE OF SCHOOL LEAVERS WITH NCEA LEVEL 2	36.4%	60	
PERCENTAGE OF SCHOOL LEAVERS WITH NCEA LEVEL 3			

# 2016-2019: Elected Members Vision

At the start of the 2016-19 triennium, Council's elected members set a number of key priorities and focuses for implementation. In the Economic Development space, members sought to ensure that the maximum potential for economic growth in the district be realised, by Council focusing on:

- Supporting the district in making best use of its natural advantages (e.g. irrigation and tourism);
- Being business-friendly;
- Being an advocate to potential businesses coming to the district while nurturing existing businesses (including schools);
- Looking for opportunities for job creation;
- Developing sports facilities to a high standard;
- Securing ultra-fast broadband; and
- Looking for collaborative opportunities with Iwi.

In chasing these aspirations, improvement was sought through infrastructure investment, and improving regulatory framework and collaboration. Following the 2018-2028 LTP process, and the approval of \$200,000 annually, Council established the position of 'Strategic Advisor for Economic Development' to provide human resources for their vision. Following the feedback from consultation on the LTP, and the series of Economic Development Workshops, the vision of the elected members was reaffirmed and updated.

In partnership with the governance representatives of Te Rōpū Ahi Kā (Councils Iwi/hapū Kōmiti), Council agreed that growth should only be achieved in a way that is both right or appropriate for business, with equal consideration to the surrounding environment.

Whakatipu i ngā pakihi, ēngari me tiaki i te whenua, te awa me te taiao.

Sustainable development occurs only when we equally consider the health of the land, waterways and our native ecology.

Insert list that includes Councillor pictures here

# Strategic theme one: Business Development

**Aim: Support local businesses, help them grow and attract new businesses to the district!**

Key actions & activities that will be undertaken by staff over the first three years of the 2018 – 2028 Long Term Plan:

1. By July 2020, commence a review of the District Plan to ensure sufficient commercial and industrial zoned land is available to meet present and future demand.
2. Create a centralised business / māori business / digital learning centre with the necessary resources for facilitatory (support & networking) purposes.
3. To support township/ward based business networks, including district wide Māori Business network.
4. Work with CEDA & Whanganui and Partners through Regional Business Partnership.
5. To work with the collaborators and stakeholders of the horticultural diversification project to ensure the outcomes support the needs of the end-users.

The Rangitikei District is home to 2166 business units — seeing a -0.8% business growth in the last year. The Rangitikei does not currently have any district wide business networks such as a Chamber of Commerce or Māori Business Network. The continued provision of business development, assistance and training services to the large number of businesses in the district remains a priority. There is potential to leverage respective agencies efforts and focus resources to achieve this as an outcome for the business community.

The main economic driver in the Rangitikei are the primary industries. To grow on this Council needs to support business owners in how they can take the next step forward, making their business one that thrives in the district, and competes at the national level. Providing opportunities for farmers and other interested parties to learn about investment in prosperity-generating land use options is intended over the first three years of the 2018 – 2028 LTP.

## **Business, Innovation and Learning Centre**

To improve business productivity and digital capability in the Rangitikei, Council aims to provide support and connection across the business and Māori business sector.

Marton is the hub and central location of the Rangitikei with the largest population of 4950, with more businesses than any other town in the district. Council would like to work with partners to provide a central, physical location for learning, innovation and business support — a provision aimed towards the entirety of the district. The consultation process was made clear that the Rangitikei has a desire to be innovative and that ICT is an enabler for economic growth. The centre will provide for regular networking BA5 (business after 5pm) functions as well as business awards programmes — building a business community, focused on addressing their needs, and celebrating successes.

A digital/business hub would provide the opportunity to build a better innovation and business community through providing a shared space for local digital businesses to hot desk and be better connected with

other local businesses.

### **Noted Benefits Include**

:

- Encouraging Start Ups
- Helping businesses grow through business planning, access to ICT training and business mentoring.
- Enabling networking opportunities and subsequently collaboration possibilities for businesses district wide.
- Raising the digital literacy of the community.
- Providing a space for corporates and businesses to present digital products and services.
- Strengthen relationships with other Economic Development Agencies (EDA's) eg. CEDA who deliver the Regional Partnership Programme to hot desk and provide mentoring/training.
- A space for businesses to hold larger business meetings, conferences etc. which is not currently available.
- Allow for the creation of a Rangitikei Māori Business Network.
- Provide targeted workshops and training opportunities based on the needs of the businesses eg. IRD, social media etc.

### **Rangitikei/Whanganui Land Optimisation Project**

The aim of the project is to identify products and markets which will assist farmers in the region to gain a competitive advantage and make informed decisions regarding improving returns from their land with an emphasis on class one and two soils. This project is an outcome of the land use optimisation section of the Regional Growth Study by Accelerate 25 and enabled through the Provincial Growth Fund – undertaking research into suitable polyculture and diversification, looking for growers/farmers to expand their existing horticulture and agricultural enterprises. The people involved in these industries have some knowledge of growing, processing, and marketing their products. Gaps in current knowledge will be investigated using resources from external organisations such as Crown Research Institute funding through central and local government.



## **Tūtaenui/Huntermville Stockwater Scheme**

This is a provincial growth fund enabled project to develop a detailed Business Plan into the establishment of a rural water supply scheme (irrigation/stock water) in both the Tūtaenui/Huntermville areas of the Rangitikei. The goal is to support the doubling the districts agricultural exports. The Business Plan will result in an investment ready scheme for which the next stage is user commitment, investment and then construction.

## **Regional Partner Network**

CEDA deliver the Regional Business Partner Programme for the Manawatu-Whanganui region. This initiative supports the growth of businesses in the Rangitikei by providing a business advisor to engage with local businesses. CEDA work with Callaghan Innovation, New Zealand Trade and Enterprise and Business Mentors NZ to provide tools, resources, training and mentoring opportunities, funding information and connections to assist with business development and growth.

## **Provincial Growth Fund**

As noted earlier, the Manawatu-Whanganui Region has been identified as one of the national surge regions. To date, Council have been successful in securing funding towards land optimisation, stock water and infrastructure projects with further projects being considered for submission to the fund. While the PGF is the most significant funding opportunity available at present we must also seek every opportunity to leverage our resources by applying to other funders as well.

## **Zoning of Commercial & Industrial Land**

Insert here.

# Strategic theme

## two:

# District Promotion

Key actions & activities that will be undertaken by staff over the first three years of the 2018 - 2028 Long Term Plan:

1. Improve digital platforms/s and business offerings to attract target visitors.
2. Improve the promotional support of existing township events, and draw-card businesses.
3. Identification & attendance at national events to promote the Rangitikei District to target visitors.
4. To work with the collaborators and stakeholders for inclusion on the NZ Coastal Arts Trail.
5. To complete the district wide/town signage programme by 31 December 2019.
6. To facilitate placemaking planning and public art activities.
7. To collaborate with Iwi and various communities

One of the key messages from the Long Term Plan workshops was the lack of a clear identity for the Rangitikei District. Building a strong district identity will take time and it is something Council seeks to collaborate on, allowing everyone to be a part of building a shared Rangitikei District identity.

The Rangitikei District is not recognised nationally or internationally as a primary tourism destination, however is endowed with many outstanding geographic features. As a result, many travellers simply pass through the district on their way to other destinations. Without dedicated district marketing activities there is little reason to believe this will change. Rangitikei District has no regional or district tourism organisation which is why Council needs to perform district marketing activities.

Bringing visitors to the Rangitikei District directly supports local businesses, with the potential that some of these visitors may become future residents. The current annual visitor spending in the Rangitikei District is \$31.4 million according to Tourism New Zealand. Accelerate 25 has also identified tourism as a key opportunity to unlock the Rangitikei District. The beauty of the Rangitikei river gorge and the associated farm stays, agri-tourism, rafting, hunting and trekking opportunities in our district are a forgotten treasure. Highly active marketing, strong consistent messaging and the managed expansion of infrastructure and services will support tourism and visitor growth. The emphasis would be on the quality of the experience and the physical and cultural protection of our natural assets. Current tourism operators are isolated, therefore integrated marketing packages become essential in promoting the district on a larger scale. More visitors staying longer will produce more employment opportunities.

Collaborative promotional activities with surrounding districts, with higher tourism profiles like Whanganui and Ruapehu will allow the Rangitikei to increase its share of the rapidly growing market in adventure and nature based tourism. District collaboration with Whanganui around arts events and trails including the Artist Open Studios and NZ Coastal Arts Trail will also create a higher profile for the district.

to ensure input into promotional material, placemaking and public art

Iwi have indicated that cultural tourism is something to look to in the future although is currently not a focus.

## **Events**

The Rangitikei hosts a number of unique, long running and well attended events which reflect the strong identities of our townships. These include the Turakina Highland Games, Marton Country Music Festival, Marton Harvest Fair & Market Day, The Hunterville Shemozzle, The Mudder as well as Taihape's Gumboot Day. A key objective over the years ahead is to grow existing events in the district as well as seeking opportunities to develop new ones. Events held within the district provide dual outcomes of being able to be promoted to potential visitors as well as providing activities for local residents.

Council currently supports events through the events sponsorship scheme as well as making additional contributions on a case-by-case basis on request. The key criteria in order to consider providing support is that the event intends on attracting visitors to the district and has a plan to become sustainable.

Successful events provide local businesses the opportunity to increase patronage, either by participating directly in the event or attracting passing visitors. Marketview research on transactions over the course of our events is more often than not positive for all retail businesses.

## **Rangitikei.com Website**

A reinvigoration of Council operated promotional website Rangitikei.com is planned to provide a more user friendly and fit for purpose digital promotional platform.

(insert additional stakeholder information here)

## **Attendance at Regional/National Events**

External events will be identified for Council to have a presence at each year to promote the Rangitikei.

(insert additional information here)

# Strategic theme three: Training and Education

**Aim:** To increase opportunities for Rangitikei based training and education pathways for students to connect from education of employment.

Key actions & activities that will be undertaken by staff over the first three years of the 2018 – 2028 Long Term Plan:

1. To commit and support the expected actions set in the 'Manatu Whakāetanga' MOU agreement with Te Rūnanga o Ngā Wairiki - Ngāti Apa.
2. To collaborate and support the Rangitikei-Whanganui Skills and Talent Working Group.
3. To collaborate with Whanganui & Partners on a Work Demand Study
4. To facilitate and support 100% SWEET®, education providers and employers in employment pathways.

Council recognises that young people are our future and it is vital that we support development pathways!

The districts NEET's (Not in Education, Employment or Training) rate is 21.2% which is well above the national rate of 11.7%. It therefore becomes important to invest in training and education to ensure future prosperity. This will also meet the skills needs of employers in the district and provide potential students with an opportunity to stay within the district for further education. It will also provide an opportunity to connect local workers with local jobs, preventing businesses from having to recruit from outside of the district. This direction is also supported by Accelerate 25, who identified skills and training as a key enabler for the district.

## Manatu Whakāetanga – MOU

The Memorandum of Understanding between Te Runanga o Nga Wairiki - Ngati Apa and the Rangitikei District Council is the basis for an ongoing collaborative, and dynamic relationship for the benefit of the district. The purpose of the MOU is to describe how the parties shall work in partnership to establish collaborative initiatives including training, education, employment services and programmes at Te Poho o Tuariki (previously the Turakina Māori Girls Complex). Programmes and Services will be designed in response to identified needs, with a view to providing opportunities for people living in southern Rangitikei for self improvement and development leading to employment, knowledge, self-determination and greater access to economic opportunities. As part of this agreement, Council will consider ways and means for influencing central government, local employers and other stakeholders to support their efforts, and will otherwise directly support the process for developing education, training and/or employment programmes and services delivered from Te Poho o Tuariki.

## Rangitikei/Whanganui Skills and Training Working Group

Having a good understanding of the local labour market, including the identification of demand is a desirable outcome for the district. Council will support this process by engaging with local industry sectors and employers seeking immediate and future employment opportunities.

(insert additional information here)

## **100% SWEET**

100% SWEET are a service provider covering the Rangitikei and Whanganui districts – being focused on ensuring that 100% of School leavers in the district end up in Education, Employment and/or Training. 100% SWEET currently implement the Work Ready Passport at Rangitikei College and Ngatawa Diocese School.

Council work with 100% SWEET to facilitate the connection of school leavers with meaningful education, employment and training linkages. This requires Council to work closely with businesses, tertiary providers, secondary schools and secondary school teachers.

(insert additional information here)

# Strategic theme four:

## Housing Development

Key actions & activities that will be undertaken by staff over the first three years of the 2018 – 2028 Long Term Plan:

1. By December 2019 Identify projected housing/papakainga demand to 2030.
2. By July 2020 commence a review of the District Plan to ensure sufficient residential zoned land is available to meet demand and policies/rules effectly enable the development of papakainga housing.
3. By July 2020 review the effectiveness and efficiency of development policies.
4. By December 2019 engage with Central Government to explore, and if possible, secure a partnership to develop community housing/papakainga

The Rangitikei has more recently experienced an increase in population that has led to a strong increase in house prices and a noticeable increase in owner occupier purchases. This in-turn, this has as placed significant stresses on the districts rental housing market.

(insert details of sales and data of market pressures)

In order to reduce consenting friction to those who seek to develop and alleviate the districts housing shortage – Council will review the District Plan to ensure sufficient land is available for development. The townships that will likely see rezoning occuring during this process are Bulls, Marton, Hunterville, Mangaweka and Taihape.

In addition to rezoning, Council must ensure that it has appropriate policies and processes in place that enable development, whilst similtaneously meeting all its legislative requirements.

(insert demand vs needs for pensioner/papakainga pressures).

(insert timing of district plan review and considerations).

# Strategic Themes & Actions Summary

In alignment with the strategic theme sections above, the following is a summary of the actions and desired outcomes that Council seeks over the 2018 – 2028 Long Term Plan.

Strategic Theme & Outcome Sought	Opportunities	Objectives	Actions	Enablers	Dependencies
<p>Business Development</p> <p>Business Sector Growth</p>	<ul style="list-style-type: none"> <li>An abundance of low cost urban and rural land.</li> <li>Provincial Growth Fund (PGF) investment in regional economic development.</li> <li>Trade &amp; Enterprise funded/co-funded business support and mentoring programmes.</li> <li>PGF approved research projects for horticultural/floricultural diversification of primary sector land (PGF).</li> </ul>	<p>A. To ensure there are suitably<sup>1</sup> zoned commercial and industrial areas for future business development.</p> <p>B. To collaborate &amp; support networking/workshop opportunities, including Māori networks, that support business growth, diversification &amp; collaboration.</p> <p>C. To capture &amp; support infrastructure opportunities that supports business growth &amp; investment.</p> <p>D. To create awareness, facilitate and connect local businesses, including Māori businesses with the appropriate resource provider.</p>	<ol style="list-style-type: none"> <li>By July 2020, commence a review of the District Plan to ensure sufficient commercial and industrial zoned land is available to meet present and future demand.</li> <li>Create a centralised business/māori business/digital/learning centre with the necessary resources for facilitatory (support &amp; networking) purposes.</li> <li>To support township/ward based business networks, including district wide Māori Business network.</li> <li>Work with CEDA &amp; Whanganui and Partners through Regional Business Partnership.</li> <li>To work with the collaborators and stakeholders of the horticultural/floricultural diversification project to ensure the outcomes support the needs of the end-users.</li> </ol>	<p>Government Funding</p> <p>CEDA &amp; Whanganui and Partners</p> <p>Annual Plan/Long Term Plan commitment</p>	<p>Government Funding</p>
<p>District Promotion</p> <p>Improved district profile</p>	<ul style="list-style-type: none"> <li>Present 'neutral' district reputation.</li> <li>Strong township identity.</li> <li>Existing township based annual events.</li> <li>Diverse range of existing attractions.</li> </ul>	<p>A. To increase the number of visitors and total spend within the district.</p> <p>B. To create a district profile that primarily attracts those considered as 'young families'; with secondary target</p>	<ol style="list-style-type: none"> <li>Improved digital platform/s and business offerings to attract target visitors.</li> <li>Improve the promotional support of existing township events, and draw-card businesses.</li> </ol>	<p>Annual Plan/Long Term Plan commitment</p> <p>Community Partnerships</p>	<p>Annual Plan/Long Term Plan commitment.</p>

<sup>1</sup>'Suitably' definition: in a way that is right or appropriate for business, with equal consideration to the surrounding environment – *Whakatipu i ngā pakihī, ēngari me tiaki i te whenua, te awa me te taiao*

	<ul style="list-style-type: none"> <li>Diversity of geography and recreation amenities.</li> <li>Strong cultural identity and diversity of communities.</li> </ul>	<p>market being considered as 'empty nesters'.</p> <p>C. To increase the quality and frequency of promotional media.</p> <p>D. To increase the appeal of our township centres and open spaces.</p>	<ol style="list-style-type: none"> <li>Identification &amp; attendance at national events to promote the Rangitikei District to target visitors.</li> <li>To work with the collaborators and stakeholders for inclusion on the NZ Coastal Arts Trail.</li> <li>To complete the district wide/town signage programme by 31 December 2019.</li> <li>To facilitate placemaking planning and public art activities.<sup>2</sup></li> <li>To collaborate with Iwi and various communities to ensure input into promotional material, placemaking and public art activities.</li> </ol>		
<p>Training &amp; Education</p> <p>Increased opportunities for Rangitikei based Training and Education.</p>	<ul style="list-style-type: none"> <li>The development and mandate of Te Poho o Tuariki, for the provision of training within the district.</li> <li>The existing Rangitikei-Whanganui Skills and Talent Working Group.</li> <li>The existing network and collaboration with 100% SWEET®.</li> </ul>	<p>A. To ensure training providers provide courses that meet the future business and industry demands.</p> <p>B. Residents, including Māori, have access to a wider range of job opportunities within the District.</p> <p>C. More school leavers enrol in training opportunities within the district.</p> <p>D. More school leavers moving in to employment opportunities within the district.</p>	<ol style="list-style-type: none"> <li>To commit and support the expected actions set in the 'Manatu Whakāetanga' MOU agreement with Te Rūnanga o Ngā Wairiki - Ngāti Apa.</li> <li>To collaborate and support the Rangitikei-Whanganui Skills and Talent Working Group.</li> <li>To collaborate with Whanganui &amp; Partners on a Work Demand Study</li> <li>To facilitate and support 100% SWEET®, education providers and employers in employment pathways.</li> </ol>	<p>Partnerships with Iwi/hapū.</p> <p>Partnerships with training providers</p>	
Housing Development	<ul style="list-style-type: none"> <li>An abundance of low-cost land suitable for residential development</li> <li>Spare infrastructure capacity in most towns</li> </ul>	A. Ensure there are suitable areas in Bulls, Marton, Hunterville, Mangaweka and Taihape available for	<ol style="list-style-type: none"> <li>By December 2019 Identify projected housing/papakai nga demand to 2030</li> </ol>	<p>Partnerships with developers and Iwi/hapū.</p> <p>Annual Plan/</p>	<p>Infrastructure programmes align with growth areas</p>

<sup>2</sup> The 'Economic Development Strategy' consultation process has highlighted the need for the development of a 'Community Wellbeing Strategy', which would include considerations such as public art; known to support the economic appeal of a township.



<p>Growth in house numbers</p>	<ul style="list-style-type: none"> <li>Government priority for more housing</li> </ul>	<p>future residential development</p> <p>B. Maintain appropriate policies to enable development</p> <p>C. Ensure a community/papakainga housing strategy in place and is well communicated</p>	<ol style="list-style-type: none"> <li>By July 2020 commence a review of the District Plan to ensure sufficient residential zoned land is available to meet demand and policies/rules effectly enable the development of papakainga housing.</li> <li>By July 2020 review the effectiveness and efficiency of development policies</li> <li>By December 2019 engage with Central Government to explore, and if possible, secure a partnership to develop community housing/papakainga.</li> </ol>	<p>Long Term Plan commitment</p> <p>Government funding</p>	
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