

Westland District Council

Draft Long Term Plan 2025 - 2034



Cautionary Note

The forecast financial statements in the Council Plan 2025-2034 outline how Council will be funded for the next 10 years and how that money will be spent. They are based on estimates of costs into the future. It is likely that changes will be needed as events alter and actual quotes for work are obtained. The information in the forecast financial statements is prepared to meet the requirements of the Local Government Act 2002 and may not be appropriate for purposes other than those described below.

Statement of Responsibility

The forecast financial statements are prepared on the basis of best-estimate assumptions as to future events which Council expects to take place as at 30 June 2025. Actual results are likely to vary from the information presented and the variations may be material.

Authorisation for issue

This document was authorised for issue by the Council on XX June 2025

Purpose of preparation

The Local Government Act 2002 requires Council to have a Long-Term Plan at all times. The Westland District Long-Term Plan (LTP) was adopted on XX June 2025.

This is the Westland District Council's Long-Term Plan, as prescribed by the Local Government Act 2002, section 93.

Cover images:

Front: Paddleboarders on Lake Mapourika, Roady NZ

Back: Jackson Bay, West Coast, New Zealand, Tourism West Coast

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Introduction

Message from the Mayor



Our district is built on strong communities, a rich natural environment, and a resilient economy. As we look ahead, this Long-Term Plan (LTP) sets out how we will invest in the infrastructure, services, and opportunities that matter most—while ensuring we remain financially responsible and prepared for future challenges.

Reliable roads, safe drinking water, and well-maintained wastewater and stormwater systems are the backbone of our communities. This plan prioritises investment in these essential services to support growth, improve resilience, and maintain the standard of living our residents expect. With increasing cost pressures, we are focused on delivering these services in a way that is both effective and affordable.

Westland's economy has always relied on tourism, agriculture, and small business. While these remain vital, we also need to ensure we are creating long-term opportunities and unlocking new areas for business growth. Supporting innovation and sustainable development will be key to ensuring our economy can weather future challenges.

We need to plan wisely to ensure our infrastructure, environment, and communities can sustain future growth. That means making smart investment decisions and managing our resources responsibly.

While challenges exist, Westland is well-positioned for the future. Our tourism sector is thriving, local businesses continue to innovate, and our communities remain engaged and resilient. This plan ensures we make the right long-term decisions—investing where it's needed most while keeping affordability front of mind.

The success of this plan depends on our community to help us create a district that is well-prepared, forward-thinking, and thriving for generations to come.

Ngā mihi,

A handwritten signature in black ink that reads "Helen Lash".

Helen Lash

Westland District Mayor 2022 - 2025

Message from the Chief Executive



Welcome to the Westland District Council’s Long-Term Plan (LTP) 2025-2034 — our plan for the next nine years, setting out what we need to do, how we will do it, and how we will fund it.

Developing this plan has required tough decisions and maintaining a clear focus on priorities. Like many other councils across New Zealand, Westland is navigating a challenging financial environment: Inflation, rising interest rates, and increasing infrastructure costs. At the same time, we must continue to deliver services, maintain infrastructure, and meet increasing regulatory requirements. The challenge is balancing growth and investment with affordability, ensuring we make smart, long-term decisions.

The future of local government is also changing. Reforms to local government are still uncertain, but they will likely impact how we deliver services in the years ahead. While we cannot predict all these changes, we remain focused on ensuring Westland is well positioned to adapt and respond.

Westland is a unique district, with diverse communities, each with its own needs and challenges. Whether it’s maintaining essential services in our townships, supporting industry, or preparing for the impacts of climate change, this plan ensures we focus on what matters most. Our roads, water, and community facilities need continued investment, but we must balance this with affordability for ratepayers.

This LTP reflects a balanced approach, investing in what is essential while keeping an eye on the future. Some projects will need to be staged over time, but our goal is to ensure that Westland remains a place where people and businesses can continue to thrive.

Westland’s future continues to be built on collaboration between council, businesses, and residents.

Ngā mihi,

A handwritten signature in blue ink, appearing to read 'Barbara Phillips', written over a white rectangular area.

Barbara Phillips

Chief Executive, Westland District Council

Overview

Westland District Mayor, Councillors & Rūnanga Representatives



Mayor Helen Lash

mayor@westlanddc.govt.nz

Northern Ward



Cr. Reilly Burden

cr.burden@westlanddc.govt.nz



Cr. Donna Baird

cr.baird@westlanddc.govt.nz



Cr. Steven Gillett

cr.gillett@westlanddc.govt.nz



Cr. Jane Neale

cr.neale@westlanddc.govt.nz



Cr. Patrick Phelps

cr.phelps@westlanddc.govt.nz



Cr. Paul Davidson

cr.davidson@westlanddc.govt.nz

Southern Ward

Iwi Representatives



Deputy Mayor
Ashley Cassin
cr.cassin@westlanddc.govt.nz



Paul Madgwick
cr.madgwick@westlanddc.govt.nz



Cr. Brian Manera
cr.manera@westlanddc.govt.nz



Francois Tumahai
cr.tumahai@westlanddc.govt.nz

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Council's Executive Team

Barbara Phillips

Chief Executive

Telephone: 03 756 9010

Email: ce@westlanddc.govt.nz

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Group Manager Corporate Services and Risk and Assurance

Telephone: 03 756 9081

Email: lesley.crichton@westlanddc.govt.nz

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Community Services Manager

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Executive Assistant

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Acting Group Manager District Assets

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HR Advisor

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Council Committees and Appointments

Council Committees and Subcommittees

Risk and Assurance Committee	Rachael Dean (Independent Chair), Her Worship the Mayor, Cr Donna Baird, Cr Jane Neale, Cr Patrick Phelps, Kw Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae)
Chief Executive’s Review Committee	Her Worship the Mayor (Chair), Deputy Mayor Ashley Cassin, Cr Steven Gillett, Cr Jane Neale
Council Controlled Organisation Oversight Committee <i>(Subcommittee of the Council)</i>	Stephen Reindler (Independent Chair), Her Worship the Mayor, Deputy Mayor Ashley Cassin, Reilly Burden, Kw Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Kw Paul Madgwick (Chair of Te Rūnanga o Makaawhio)
Consenting and Compliance Committee <i>(Subcommittee of the Council)</i>	Her Worship the Mayor (Chair), Deputy Mayor Ashley Cassin, Cr Reilly Burden, Cr Patrick Phelps, Kw Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Kw Paul Madgwick (Chair of Te Rūnanga o Makaawhio)
Hokitika Wastewater Treatment Plant Oversight Subcommittee <i>(Subcommittee of the Council)</i>	Her Worship the Mayor (Chair), Deputy Mayor Ashley Cassin, Cr Reilly Burden, Cr Patrick Phelps, Ema Weepu (Te Rūnanga o Ngāti Waewae), James Mason Russell (Te Rūnanga o Ngāti Waewae), Pauline Adams (Te Rūnanga o Ngati Maahaki), Steve McLaren (Te Rūnanga o Ngati Maahaki)
Tenders Subcommittee <i>(Subcommittee of the Risk and Assurance Committee)</i>	Cr Steven Gillett (Chair), Her Worship the Mayor, Cr Brian Manera, Cr Patrick Phelps, Kw Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Kw Paul Madgwick (Chair of Te Rūnanga o Makaawhio)

Other Council Organisations

<p>Hokitika Rating District Joint Committee</p> <p><i>(This is a Joint Committee with the West Coast Regional Council established to oversee the management of the Hokitika Seawall).</i></p>	<p>Her Worship the Mayor, Deputy Mayor Ashley Cassin, Cr Patrick Phelps</p>
<p>Franz Josef/Waiarau Rating District Joint Committee</p>	<p>Her Worship the Mayor, Deputy Mayor Ashley Cassin, Cr Brian Manera</p>
<p>West Coast Regional Transport Committee</p> <p><i>(This Joint Committee is a Committee of Council that is required under section 105 of the Land Transport Management Act.</i></p> <p><i>Council is required to appoint one elected member as representative on this Committee.)</i></p>	<p>Cr Reilly Burden, Cr Davidson (<i>alternate</i>)</p>
<p>Membership of Civil Defence Emergency Management Groups - West Coast Emergency Management Group</p> <p><i>(Section 13 of the Civil Defence and Emergency Management Act 2002 states that “Each local authority that is a member of a Group with other local authorities must be represented on the Group by 1, and only 1, person, being the mayor or chairperson of that local authority or an elected person from that local authority who has delegated authority to act for the mayor or chairperson.”)</i></p>	<p>Her Worship the Mayor</p>
<p>District Licencing Committee (DLC)</p> <p><i>(The DLC is responsible for considering and determining all applications and renewals for Licenses and Managers Certificate. The DLC is also responsible for the consideration and determination of Temporary Authorities and Special Licenses made under the Act.)</i></p>	<p>Murray Clearwater (Commissioner)</p> <p>Committee Members:</p> <ul style="list-style-type: none"> • Jim McDermott • Jacqui Low • Miriama Johnson • Alan Stobie

Elected Member Liaison Roles with Community Associations

Organisation	Appointment
Destination Hokitika	Her Worship the Mayor, Cr Steven Gillett
Fox Glacier Community Association	Deputy Mayor Ashley Cassin, Cr Brian Manera
Franz Inc	Deputy Mayor Ashley Cassin, Cr Brian Manera
Franz Josef / Waiau Community Forum	Deputy Mayor Ashley Cassin, Cr Brian Manera
Glacier Country Tourism Group	Deputy Mayor Ashley Cassin
Haast Community	Deputy Mayor Ashley Cassin, Cr Brian Manera
Hari Hari Community Association	Deputy Mayor Ashley Cassin, Cr Brian Manera
Heritage Hokitika	Her Worship the Mayor, Cr Steven Gillett
Heritage West Coast	Her Worship the Mayor, Cr Steven Gillett
Kokatahi/Kowhitirangi Community Association	Cr Reilly Burden, Cr Jane Neale, Cr Patrick Phelps
Kumara Residents Association	Cr Reilly Burden, Cr Jane Neale, Cr Patrick Phelps
Ōkārito Community Association	Deputy Mayor Ashley Cassin, Cr Brian Manera
Otira Community Association	Cr Reilly Burden, Cr Jane Neale, Cr Patrick Phelps
Ross Community Society	Cr Reilly Burden, Cr Jane Neale, Cr Patrick Phelps
Safe Community Coalition	Cr Paul Davidson, Cr Brian Manera, Cr Jane Neale
Whataroa Community Association	Deputy Mayor Ashley Cassin, Cr Brian Manera

Other Appointments

Group	Appointment
Creative Communities Local Assessment Committee	Cr Reilly Burden, Cr Jane Neale <i>Independent Members</i> Delwyn Alexander, Mary-anne Bell, Paul Kerridge, Emma Kay, Nikki-Leigh Wilson-Beazley, Sophie Roberts, Phoebe Wilson, Tallulah Ngahuia Martin-Taylor
Destination Management Plan – Reference Group	Her Worship the Mayor
Development West Coast – Appointment Panel	Her Worship the Mayor, Cr Steven Gillet (Delegate)
Future Franz <i>(The purpose of the Working Group is to work in a collaborative manner to plan for the future of the Franz Josef/Waiau area in regards to the challenges it faces.)</i>	Her Worship the Mayor (Chair), Deputy Mayor Ashley Cassin
Sport NZ Rural Travel Fund – Allocation Committee	Deputy Mayor Ashley Cassin
Te Tai o Poutini District Plan	Her Worship the Mayor (Chair), Deputy Mayor Ashley Cassin
West Coast Road Safety Coordinating Committee	Cr Paul Davidson, Cr Jane Neale

Relationship with Poutini Ngāi Tahu

Commitment to Consultation and Engagement with Māori, particularly Mana Whenua

Council welcomes and encourages Māori contribution to its decision-making processes. In doing so, it has special regard to the views of mana whenua of the Westland District; that is, with Poutini Ngāi Tahu (Te Rūnanga o Makaawhio and Te Rūnanga o Ngāti Waewae).

At the 26 July 2018 Ordinary Council Meeting, an invitation was extended to the Chairs of Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio to attend and participate in Council Meetings and the Business of Council, in acknowledgement of, and to further strengthen, Council's partnership with Mana Whenua of Westland.

The Chairs of Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio are full members of Council Committees and participate without voting rights in Council Meetings.

On the 22 November 2018, Council approved the Manatu Whakaaetanga Partnership Agreement with Te Rūnanga O Ngāti Waewae and Te Rūnanga O Makaawhio (Poutini Ngāi Tahu) for three years until 2021. The agreement was signed by Mayor Bruce Smith on behalf of Council and Francois Tumahai on 22 August 2019 and by Paul Madgwick on behalf of Te Rūnanga o Makaawhio on 28 May 2020 and subsequently updated and renewed for the period 18 April 2024 to 18 April 2027. The renewed agreement was received by the Council at their meeting on 27 June 2024.

We will strive to both welcome and actively seek Poutini Ngāi Tahu involvement in our consultation processes. Council is committed to maintaining communication and its good working relationship with Poutini Ngāi Tahu, so that the relationship remains fluid and evolves in accordance with these organisations' preferences.

The Resource Management Act 1991

Council currently has an ongoing commitment to consultation with respect to all of its planning processes, including those under the Resource Management Act and its community planning. It is important to the Council that its processes of consultation are appropriate to the needs of mana whenua in the Westland District. The consultation carried out under the Resource Management Act recognises the specific interests within the Westland District area of Poutini Ngāi Tahu: Te Rūnanga o Makaawhio; Te Rūnanga o Ngāti Waewae. In respect of the Resource Management Act, Council also gives regard to the Statutory Acknowledgements in accordance with the Ngāi Tahu Claims Settlement Act 1988. Council recognises the role and importance of the Makaawhio Marae, Te Tauraka Waka a Māui, at Mahitahi/Bruce Bay, and the Ngāti Waewae Marae, at Arahura.

Te Rūnanga o Ngāti Waewae:

Arahura Marae

Postal Address: PO Box 37, Hokitika.

Phone: 03 755 6451 and 03 755 6452

Email: admin@ngatiwaewae.org.nz

Te Rūnanga o Makaawhio:

Makaawhio (Bruce Bay) Marae

Postal address: PO Box 225,

125 Revell Street, Hokitika

Phone: 03 755 7885

Email: makaawhio.admin@ngaitahu.iwi.nz

Westland District: History & Major Towns

Westland's history is one of determination, adventure, and connection to the land. Nestled between the Southern Alps and the Tasman Sea, the district has been home to Māori for centuries, drawn to its rich natural resources—particularly pounamu (greenstone), which remains a symbol of strength and heritage. The arrival of European settlers in the 1860s sparked a gold rush that transformed the region, establishing Hokitika as a bustling port town almost overnight.

Today, Westland's economy continues to evolve, blending heritage industries from farming and forestry to modern tourism, conservation, and knowledge-based enterprises. Despite its small population, the district is a vital contributor to New Zealand's economy and a place of deep cultural significance.

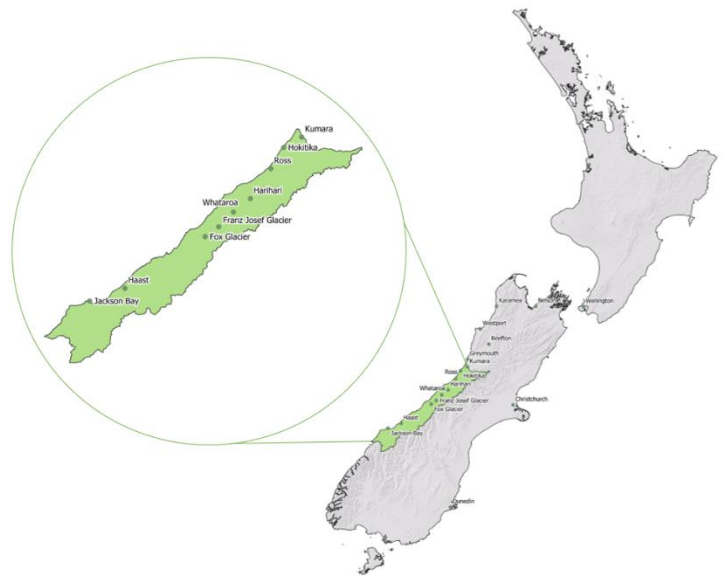
Hokitika, the district's main town, is a vibrant hub of history, arts, and industry. Once a gold mining frontier town, it now thrives on tourism, dairy processing, and its reputation as New Zealand's pounamu capital.

Surrounded by natural wonders—including Lake Kaniere, Hokitika Gorge, and scenic coastal trails—Hokitika offers residents and visitors a high quality of life, blending small-town charm with world-class scenery.

Beyond Hokitika, Westland's landscape is dotted with communities that tell the district's story:

- Ōtira: A small settlement on the western side of Arthur's Pass, originally established for Ōtira Tunnel construction workers and later housed railway staff before being sold in 1999; now home to a few dozen residents, it serves as a base for tramping and mountaineering.
- Kumara: Once a gold rush hotspot, Kumara is now a gateway to adventure, with the West Coast Wilderness Trail drawing cyclists and nature lovers.
- Arahura: A small settlement, affiliated with Te Rūnanga o Ngāti Waewae, and the nearby Arahura River supports a population of rare blue ducks (Whio),
- Ross: Known for its rich gold-mining past, Ross remains a centre for prospecting, tourism, and access to the stunning Totara Valley.
- HariHari: A farming township, once a forestry hub and is known for Australian aviator Guy Menzies' first solo trans-Tasman flight landing there in 1931.
- Franz Josef and Fox Glacier: These world-renowned glacier towns bring thousands of visitors each year, offering helicopter flights, eco-tourism experiences, and breathtaking alpine landscapes.
- Whataroa and Ōkārito: Home to the rare kōtuku (white heron) breeding grounds, these settlements highlight Westland's unique ecology and conservation efforts.
- Bruce Bay: A small coastal settlement near the mouth of the Mahitahi River. In 2005, Te Rūnanga o Makaawhio opened their new Marae at Bruce Bay.
- Haast and Jackson Bay: The gateway to the UNESCO World Heritage-listed Te Wāhipounamu, Haast is a place of rugged beauty, remote wilderness, and a strong fishing industry.

Each town and settlement in Westland has its own unique character, bound together by a shared spirit of innovation, self-reliance, and deep respect for the environment.



Why a Long Term Plan?

The Westland District Council's Long-Term Plan (LTP) sets the direction for the district over the next 9 years, ensuring our communities, businesses, and environment can thrive. Reviewed every three years, with Annual Plans in between, the LTP provides a roadmap for investment in infrastructure, services, and community projects while addressing key challenges such as climate change, economic resilience, and sustainable growth.

The Planning Cycle



More than just a budget, the LTP is a strategic vision that guides decision-making on how Council allocates funding from rates, income, and debt to maintain essential services and deliver future-focused initiatives. To plan effectively, Council considers the current state of infrastructure, alongside social, economic, and environmental factors, ensuring a balanced and responsible approach.

Council's progress and financial performance are reported annually in the Annual Report, ensuring transparency and accountability. By reviewing the LTP regularly, Council can adapt to changing circumstances while maintaining a clear strategic direction for the district's future.

To review and plan for activities managed by Council

The LTP outlines Westland District Council's key activities, their current status, associated assets, and future management plans.

To outline the intended outcomes of each activity

This plan outlines Council's performance goals for each activity and the rationale for continued funding.

To identify how our activities achieve our vision

The backbone of decision-making within the Long Term Plan is the alignment of actions against the Council's long-term vision and community outcomes. Proposed actions are assessed on compatibility with Council's vision statement and community outcomes.

To provide for long-term, integrated decision-making and co-ordination of Council resources

The 30-year Infrastructure Strategy and the Financial Strategy form the foundation of Council's long-term planning. They outline asset conditions, performance, lifespan, and decision-making for maintenance, upgrades, and replacements. The Financial Strategy ensures sustainable funding for capital projects and operational costs, adhering to financial prudence regulations and affordability benchmarks. Both strategies guide collaboration with partners and stakeholders to deliver community services and address current and future needs.

To provide transparency and accountability to our community

Council's performance is monitored through regular assessments, including an annual review in the Annual Report and internal three-monthly evaluations. Performance measures help track progress and ensure accountability. These publicly available documents keep the community informed about Council's achievements and goals.

Intended Levels of Service

This plan continues the investment in upgrading the three water services, a focus that began with the 2018 Long Term Plan. Council aims to maintain current service levels across infrastructure and other activities, though some services will cost more to deliver due to rising expenses, such as road maintenance, compliance with New Zealand Drinking Water Standards, and environmental obligations like the Emissions Trading Scheme and Waste Levy.

To improve performance and meet key performance indicators, additional funding is allocated to wastewater services, including developing an environmentally and culturally acceptable solution for Hokitika's wastewater disposal.

Although minimal population growth is expected, substantial capital investment is required to renew aging infrastructure and expand capacity. Many district assets are reaching or exceeding their economic lifespan and will need replacement to maintain service levels.

Strengthening resilience to natural hazards remains a priority, with planned infrastructure improvements such as installing seismic valves at reservoirs and generators at critical water infrastructure sites.

Community engagement summary

TBC – this will be updated for the final draft following the consultation period.

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Council's Strategic Direction

Council Vision

By investing in our people, caring for the environment, respecting the Mana Whenua cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here.

Our aspirations, values and role

Active leadership

Council works with integrity and honesty building the respect and confidence of the community.

Togetherness

Building strong relationships and partnerships with stakeholders, encouraging citizens to play an active role within their communities for success.

Future proofing

Safeguarding our unique natural environment and cultural heritage to support communities' resilience in the face of social, economic, and environmental challenges.

Community Wellbeing Outcomes

Sustainable environment

Goals

Reduce the human impact on the environment, while enhancing and protecting the unique natural environment of the Westland District.

This community outcome seeks to improve environmental outcomes and support the community to embrace a culture of sustainability.

Focus areas

Support sustainable waste management practises.

We will develop, lead, and promote sustainable waste management practises.

Care for the environment

We will plan proactively for climate change, promoting and supporting low-carbon, low-energy practises.

Encourage biodiversity.

We will support strategies, plans and policies to enhance and protect and celebrate the district's flora, fauna, and ecosystems.

Diverse economy**Goals**

Enable a prosperous economy that supports and celebrates local businesses success, encouraging both traditional and innovative businesses so that our community thrives.

This community outcome seeks to support a thriving community and economy for the security of future generations.

Focus areas**Collaboration**

We will collaborate with other stakeholders to achieve common outcomes and realise external funding opportunities.

Sustainable growth

We will ensure that development is sustainable, meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Innovation

We will support innovation and new opportunities for diversity within and from traditional Westland industries.

Embracing our culture**Goals**

Enabling a rich cultural life for our citizens where people feel welcomed and have civic engagement.

This community outcome seeks to ensure that all voices are enabled and heard, power is more evenly distributed, and the community can share its strengths.

Focus areas**Enabling community**

We will support initiatives that involve caring for community members at all life stages to reduce isolation and promote inclusion.

Partnership

We will ensure that engagement with iwi promotes partnership, participation, and protection.

Open to innovation

We will support the community to enable community ownership of new initiatives and opportunities.

Community pride and participation

We will actively encourage the community to take part in opportunities for democratic participation and education, and grow community pride through sharing and documenting of local history.

Live and play**Goals**

Westland is a place where communities are safe and healthy; a unique and enjoyable place to live with affordable, accessible social and cultural facilities.

This community outcome seeks to ensure that we provide the infrastructure and opportunities that support our communities and enhance people's health and wellbeing.

Focus areas**Healthy and safe**

We will support community projects that enhance community safety, health and wellbeing for all.

Active lifestyles

We will support opportunities for walking and cycling, connecting our communities safely.

Community spaces

We will develop and maintain community spaces that encourage active participation, reduce social isolation, and enhance wellbeing.

Resilient infrastructure**Goals**

Investing in the future with careful, considered planning of projects which support the growth, development and wellbeing of our communities and environment.

This community outcome seeks to ensure that communities are less vulnerable to natural hazards and climate change and critical transitions are considered for longevity.

Focus areas**Responsive planning**

We will ensure that we will plan our infrastructure to reduce communities' vulnerability to natural hazards and climate change.

Forward focus

Our investment in infrastructure will meet the future needs of the community in an affordable manner.

Data driven decision making

Our decisions will use good quality data and good practice to enable high quality decision making.

Communities first

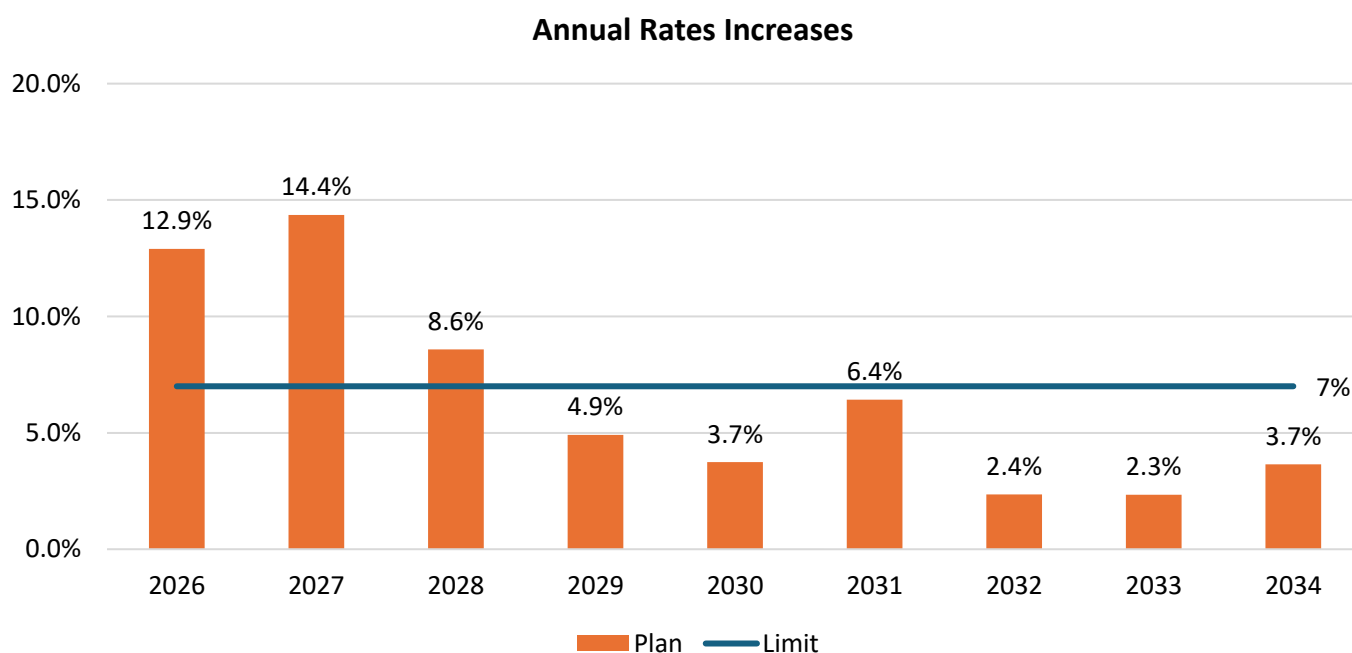
We will engage with our communities to develop infrastructure solutions that meet the communities needs now and into the future.

What's our Financial Strategy?

Westland District Council's financial strategy is a crucial document that guides the council in making informed decisions about funding and expenditure. It's designed to ensure that the council manages its finances responsibly and transparently. By providing a clear framework for evaluating proposals, the strategy enables the council to prioritize projects and initiatives that align with the community's needs and the district's long-term goals.

Council's goals for this long term plan are: resilience, sustainability and affordability.

The financial strategy provides a practical roadmap for achieving these goals through sound financial principles that are both prudent and sustainable.



The limit on rates increases has been increased to 7% from 5%. This is to reflect the ongoing costs of regulation on Local Water Done Well and the increase in tourism.

How We Approach Funding

We have taken a risk management approach to managing infrastructure, taking into consideration known and anticipated regulatory developments.

This means that Council can plan better for capital works both in the short and long term by balancing risk and performance. We:

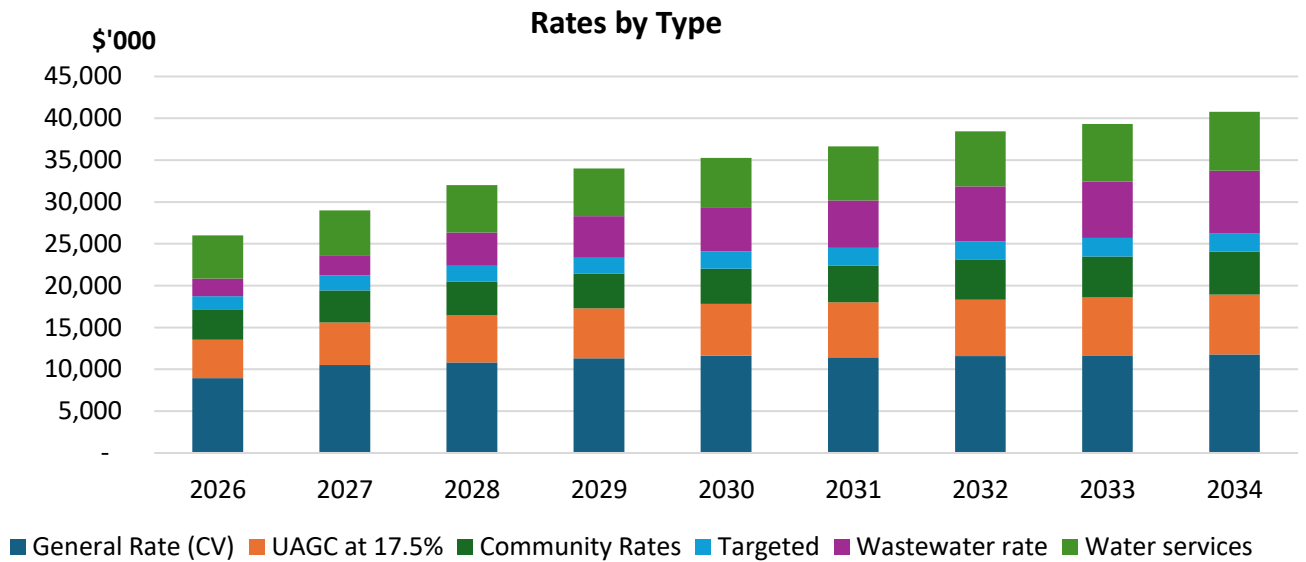
- Will strengthen the resilience of infrastructure assets when undertaking capital and renewals work and continue to improve sustainable practices.
- May include some level of service increases within the renewals program to further strengthen the resilience of our infrastructure.
- Collaborate regionally where practicable. There are opportunities to collaborate with neighbouring councils through land transport and regional waste management.
- Will make the most of any opportunities for Government funding, subsidies and any other incentives to reduce the financial burden on our ratepayers especially those on lower fixed incomes.

The policies of national governing bodies are a major determinant of the affordable levels of service that can be provided, for example the Funding Assistance Rate administered by Waka Kotahi.

Operating expenditure

Rates

Westland District Council employs a diversified approach to funding its operating expenditure, ensuring a stable and reliable revenue stream. The council's primary source of funding is rates, which are collected from property owners within the district. The rating system is designed to be fair and equitable, taking into account factors such as property value and land use.



More information about our rates is available in the full Financial Strategy on pp 132 - 145 and the Funding Impact Statement on pp 153 - 164.

Other revenue sources

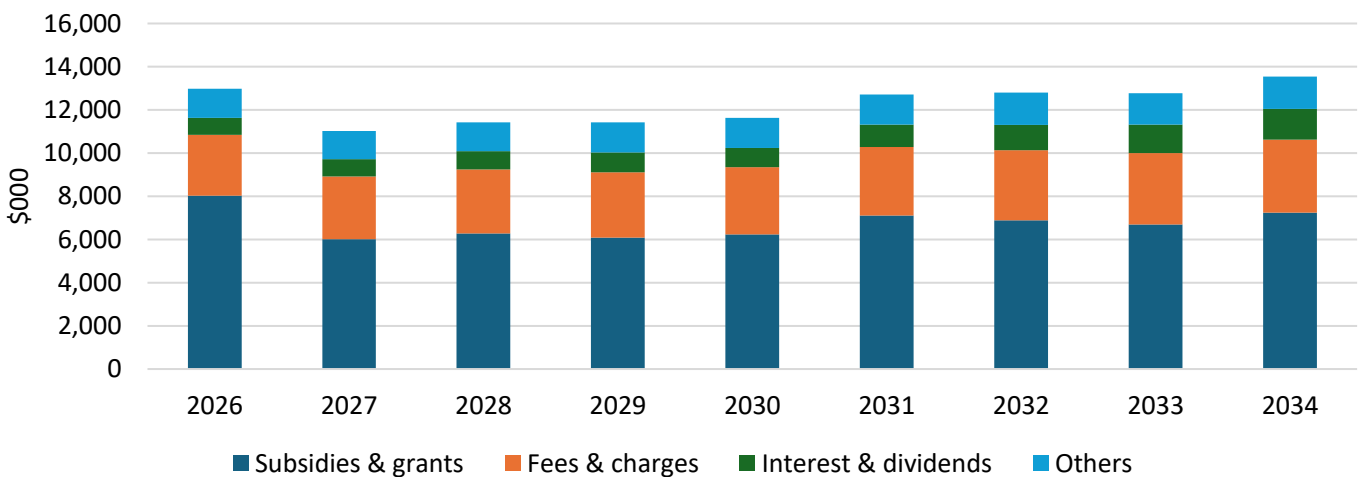
Council will use other revenue sources where appropriate. These include:

Subsidies and Grants: These funds help to support essential services and projects, reducing the burden on ratepayers.

Fees and charges: Revenue generated for specific services, such as licencing fees, ensures those who directly benefit from these services contribute to their cost.

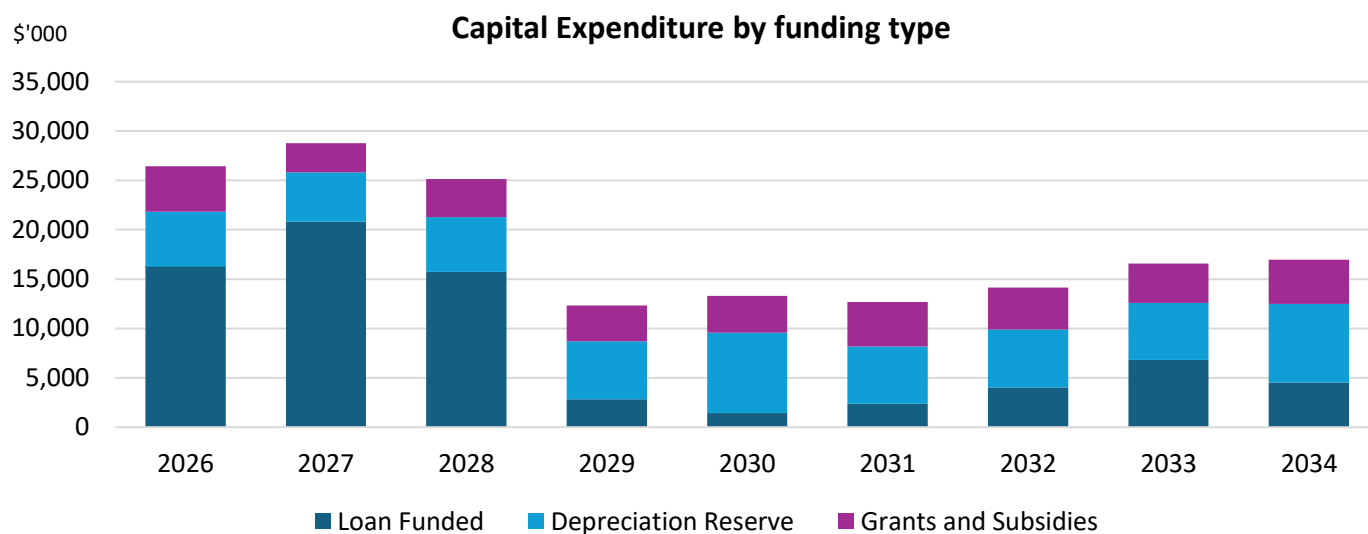
Interest and dividends: Interest is received from investments.

Other revenue



Capital expenditure

For capital projects, the council strives to distribute the costs of long-term assets fairly across generations (intergenerational equity), ensuring that future residents also contribute to their upkeep. Over the first three years of the plan, there will be increases to debt to meet legislative requirements, after that debt levels are expected to decrease.



For more information on funding capital expenditure see the full Financial Strategy on pp 134 – 147.

Funding sources

Funding of capital expenditure comes from the same sources as outlined in operating expenditure, with an emphasis on seeking external grants and subsidies before considering other funding sources.

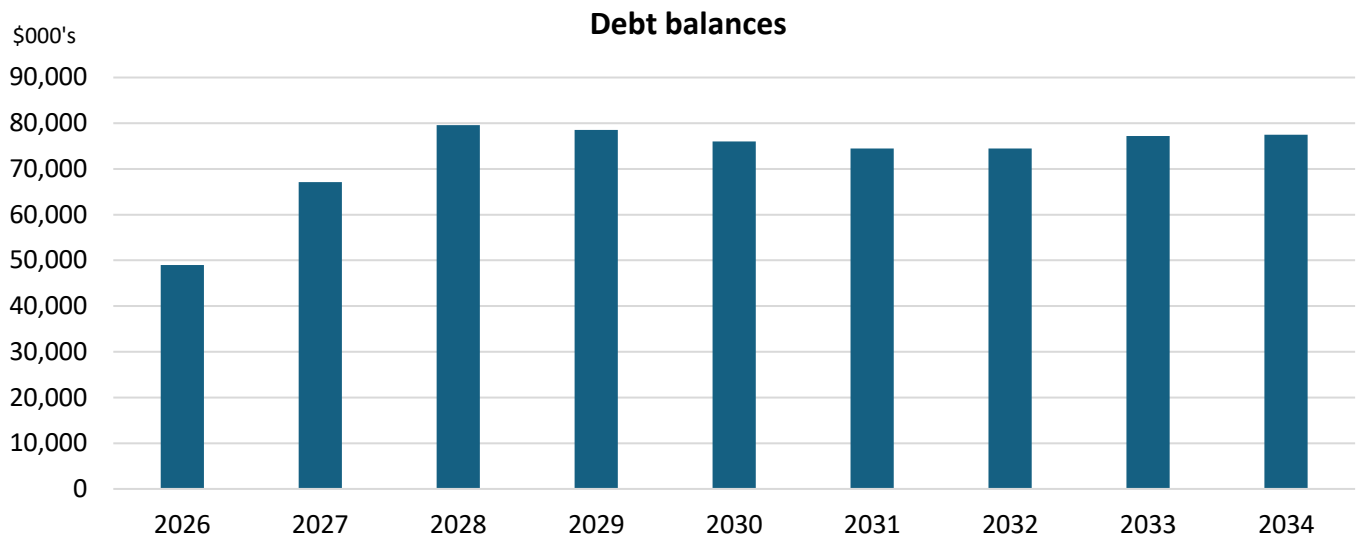
Debt

Council assumes that debt and external borrowing will be used to finance major projects, providing it is sustainable and aligned with the Council's long-term goals.

Each tranche of debt generally is to be repaid over a period of 20 years; however, this may be longer for certain assets. An extended repayment period will be determined by asset life and cost on a case-by-case basis. Interest is paid in the year it is applied and not accumulated with the principal. This supports the Council's strategy that funding is intergenerational, guaranteeing equitable financing across generations of users.

Through the life of this plan, internal borrowing has not been considered.

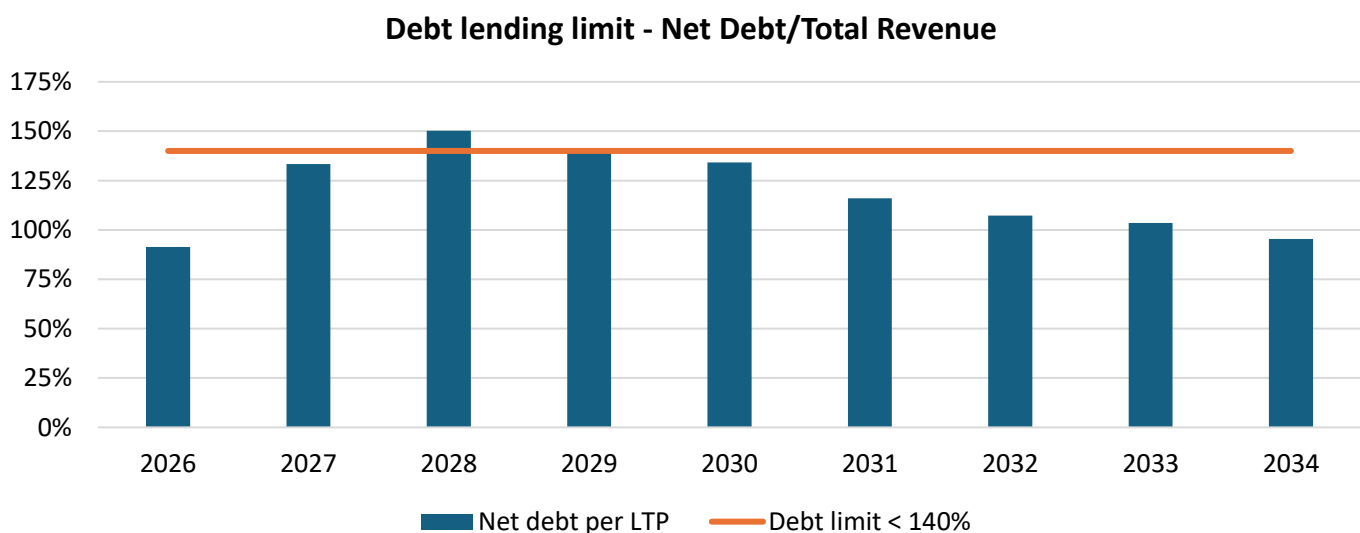
Council was accepted as a guarantor borrower in the Local Government Funding Agency (LGFA) in November 2020 and can access a greater level of borrowings from the agency with further savings to the cost of borrowing.



Debt is forecast to increase until 2028, mainly due to the impacts of building the Hokitika Wastewater Treatment Plant. Debt will then even out aligning with the Council’s Infrastructure capital plan where upgrades will be carried out towards the start of the plan and renewals expenditure later in the plan.

The Council is a guarantor borrower with the LGFA, which gives Council a limit of up to 175% of net debt to revenue. It is proposed to maintain a borrowing limit of 80% of the Local Government Funding Agency Net debt to operating revenue covenant of < 175%. The limit of 80% of this covenant is 140%, meaning that the Council will borrow no more than \$140 for every \$100 we have in revenue. This will provide a tool to monitor debt limits and provide early warning signs of potential covenant breaches. This also provides flexibility for council where debt is increasing.

Council remains within the policy limit of 140% of the Local Government Funding Agency limit of < 175% of Net Debt/Total Revenue throughout most the life of the plan. The limit is breached in 2027/2028 and 2028/2029 mainly due to funding the Hokitika Wastewater Treatment Plant.



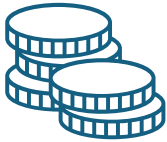
For more information on debt and borrowing limits see the full Financial Strategy on pp 132 – 145.

Managing our infrastructure

Infrastructure is a critical part of what we deliver to the community. Our infrastructure strategy highlights the significant infrastructure issues and challenges we anticipate in the management of our infrastructure over the next 30 years. It identifies options for management, and the associated implications of those options.

Our 6 Key Challenges

We have six key challenges that are driving our infrastructure decisions. These are:



Rates Affordability

Westland district has a small ratepayer base to spread the financial load of meeting the minimum infrastructure requirements. Funding major infrastructure replacements has significant capital implications for Council.



Renewal of Ageing Infrastructure

Our infrastructure is ageing, and the district is approaching an important period to ensure that its infrastructure assets continue to meet the needs of the community in the future. We also have a history of deferring renewals. This leads to a spike in necessary renewals across all our activities.



Responding to Legislative Reform

There are continuing financial pressures brought about by shifting government policy. There has been significant disruption this year with the legislative changes that are proposed and underway. These are in Transport, 3Waters and the Solid Waste activity.



Resilience of Infrastructure

Infrastructure resilience is tested in Westland as it is exposed to a variety of natural hazards coupled with climate change. Earthquakes are potentially the most devastating natural hazard to Westland District as the alpine fault line runs through our District. Climate change is expected to increase the frequency and severity of the natural hazard disasters and stress our infrastructure.



Providing for Tourism


Tourism exerts significant strain on Councils infrastructure. Particularly in South Westland's townships providing for tourist numbers greater than the residents' populations. Council has been successful in the part and managed to win Tourism Infrastructure Fund funding for some tourism-based infrastructure upgrades, however we now must maintain this infrastructure.



Collaboration across the West Coast Region


Central government is continuing to push us to collaborate with other West Coast Councils. Although this can be an efficient solution. This causes delays and more staff time is required when working towards an agreeable solution.

The strategy includes the following core infrastructure activities:




Wilderness Trail
\$10.5m

Off-Road Cycle Trail	44 km
On-Road Cycle Trail	52 km
Drainage assets	383
Bridges & Retaining walls	38



Water Supply
\$81.4m

Pipelines	134 km
Reservoirs	45
Treatment Plants	9
Pump Stations	3



Stormwater
\$47.9m

Pipelines	46 km
Sumps	859
Pump Stations	6



Buildings and Facilities
\$38.23m

Art & Culture Buildings	15
Sports & Rec Buildings	14
Community Halls	11
Public Toilets	14
Emergency Facilities	4
Swimming Pools	2



Wastewater
\$51.0m

Pipelines	56 km
Pump Stations	10
Oxidation Ponds	6
Wastewater Schemes	4



Parks, Rec & Cemeteries
\$12.0m

Walkways	7.8 km
Open Cemeteries	10
Closed Cemeteries	2
Playgrounds	5
Sportsgrounds	8
Skatepark	1



Land Transport
\$431.4m

Road	708 km
Bridges	279
Streetlights	634
Footpath	104 km
Culverts	23 km



Solid Waste
\$5.5m

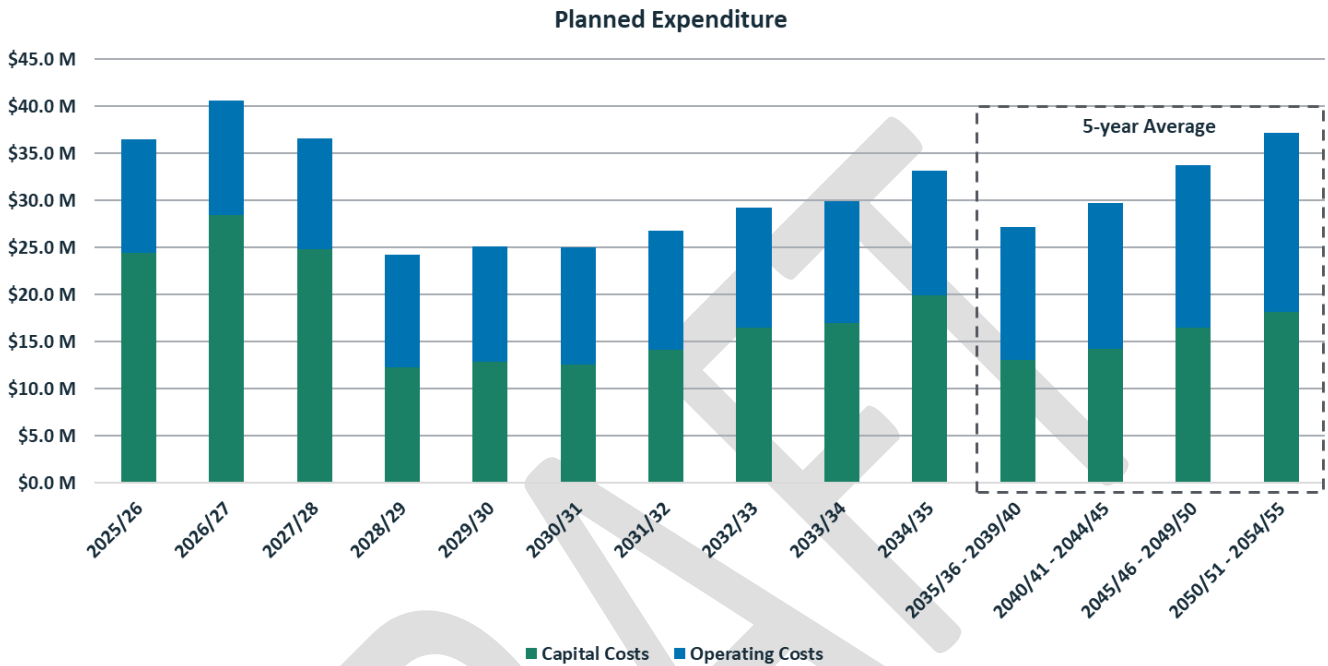
Kerbside Collection Properties	3,082
Transfer stations	5
Open Landfills	2
Closed Landfills	9

Our Priorities for 2025 - 2055

Our priority is the renewal of core infrastructure. Responding to ageing infrastructure alongside our deferred renewals has contributed to a spike for expenditure across all of our infrastructure activities. Alongside renewals, responding to government reform and addressing increasing community expectations are high priorities.

The infrastructure strategy includes more detail on our approach, the challenges we face and the potential future solutions. Over the next 30 years we intend to spend \$690million on projects.

This graph gives an overview of the planned expenditure over the next 30 years.





See the Infrastructure Strategy on our website for more information: <https://www.westlanddc.govt.nz/your-council/plans-policies-and-bylaws/infrastructure-strategy-and-amps/>

Summary of major projects

A summary of some of the major projects we have planned over the next 9 years. See the Council Activities section from p 39 for more details.

Major projects	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Land Transport: Structures components replacements	\$16.7m								
Land Transport: Sealed road resurfacing	\$19.1m								
Drinking Water: Blue Spur membranes replacement		\$2.6m							
Drinking Water: Ross membranes replacement								\$756k	
Drinking Water: Hokitika water mains replacement				\$2.5m					
Stormwater: Hokitika mains replacement				\$3.2m				\$600k	
Wastewater: Reticulation Franz Fox Glacier					\$700k			\$1.65m	
Wastewater: Mains replacement Hokitika				\$9.3m					
Wastewater: Upgrade Pump Stations Hokitika	\$566				\$437k				
Solid Waste: Emissions trading carbon credits	\$2.8m								
Solid Waste: Hannah's Clearing landfill	\$8m								
Council HQ: Earthquake strengthening & refurbishment	\$4.6m								
Jackson Bay Wharf: Upgrade		\$3.9m							
Ross swimming pool: Structural works	\$300k								
Drinking Water: Blue spur reservoir replacement				\$45k			\$1.48m		
Drinking Water: Franz Josef watermains/points replacement	\$120k			\$152k		\$432k			
Stormwater: Livingstone St pump upgrade	\$1.3m								
Wastewater: Treatment Plant Treatment and Disposal Hokitika	\$27.9m								
Wastewater: WWTP renewal Franz Josef		\$845k						\$9m	
Township Maintenance: Hokitika CBD developments	\$724k								
Hokitika Pool: Heating, roofing & flooring	\$1.2m								
Hokitika Pool: Toddler's pool						\$1.3m			
West Coast Wilderness Trail: Mahinapua boardwalk and bridges				\$800k					
West Coast Wilderness Trail: Totara Bridge route diversion	\$1.4m								

 Maintaining existing assets
 Meeting changing expectations

Note: The diagram on these pages shows selected projects, their full cost and expected years of delivery. External risks associated with the work programme such as consenting, stakeholder engagement or design issues and construction sector capacity may impact those key projects and therefore, the timing for delivery may expand beyond the planned timeframe.

Local Water Done Well

In September 2024, the first substantive piece of legislation supporting the Local Water Done Well policy was enacted. The Local Water Done Well legislation is aimed at:

addressing New Zealand's water infrastructure challenges and places emphasis on achieving financial sustainability, appropriate regulation of water services, and ensuring flexibility for communities and councils in determining how their water services will be delivered.

Following the introduction of the Water Service Preliminary Arrangement Act 2024, there is a requirement to consult on future delivery arrangements for water services. This provides us with an opportunity to revisit our current arrangements and consider what option would be preferable as a means of providing sustainable and efficient water service delivery, addressing current challenges and planning for future improvements.

The Water Service Preliminary Arrangement Act 2024 requires us to consult the community on maintaining services in-house, and at least one other model including a Council Controlled Organisation (CCO), or a joint local government arrangement.

Council will be asking you to give your thoughts on what proposal you support for the delivery of water services (water supply, wastewater and stormwater).

The key challenge for us is affordability. We need to create a resilient, sustainable and reliable water services network and provide certainty for our communities on the provision on water services.

We will be consulting on different service delivery options as maintaining the current 'status-quo' for delivering water services is not an option due to new legislation and increased compliance. Councils preferred option is to establish an internal business unit, therefore this plan has been modelled on this approach.

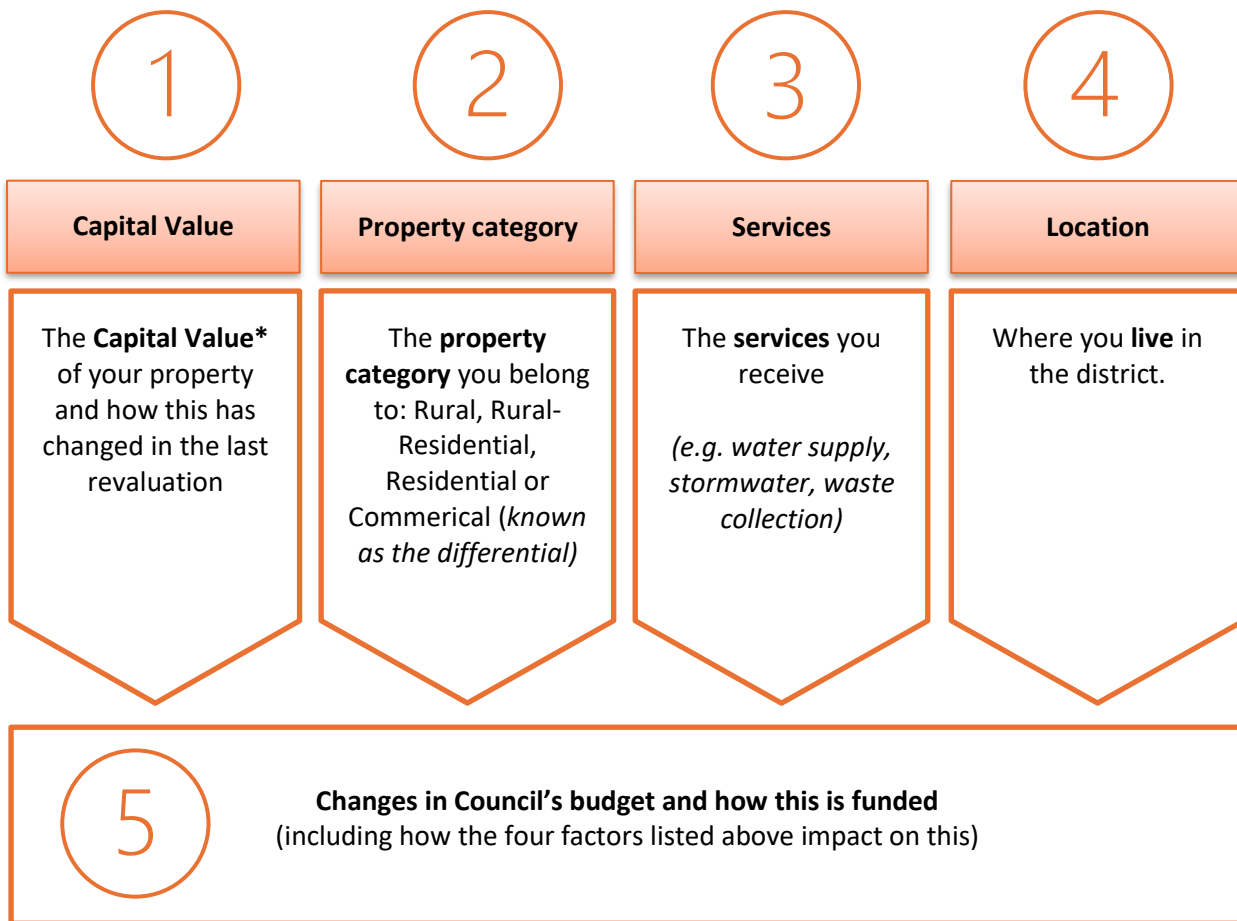
The statutory environment of Local Waters Done Well is dynamic, and the third bill is currently at the select committee. This means that the legislation is likely to change, and our Local Water Done Well Consultation Document will include alternative delivery options, which will be in addition to our current preferred option.

More information will be available in our Local Water Done Well Consultation Document when this is adopted by the Council.

Council's Rating System

As set out in the Financial and Infrastructure Strategies, this LTP represents a step change, with increases to both our debt limit and rates increase limit from previous LTPs. This will help ensure that Westland District can grow and develop, and be prepared for the challenges of the future. As a result of these strategies, and our major projects, Council's Long Term Plan is based on an overall average increase of **12.9%** in the amount of money Council collects in rates in Year 1 (2025/2026) with an average annual increase of 5.8% in the eight years after that. This does not mean that every property will get the same increase. Some properties will have a greater increase, others will have a lesser increase.

Rates of each property rates are calculated based on the following five factors:

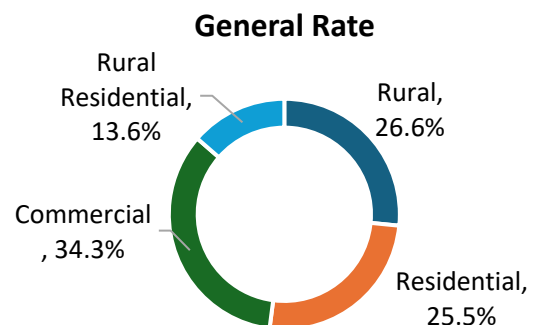


What changes are proposed for 2025/2026 rates?

The proposed rates increase for the 2025/2026 year is mainly driven by meeting the increased compliance requirements under Local Water Done Well. Meeting the costs of maintaining our levels of service also impacts on the rates increase.

What are Differentials and how do they impact?

Differentials are used to fairly allocate the overall General Rate to different property categories. Council's policy is to ensure each broad property category (e.g. residential) pays about the same overall proportion of the General Rate every time a property revaluation occurs. The Council believes the current split of the General rate 'pie, outlined below, is fair.

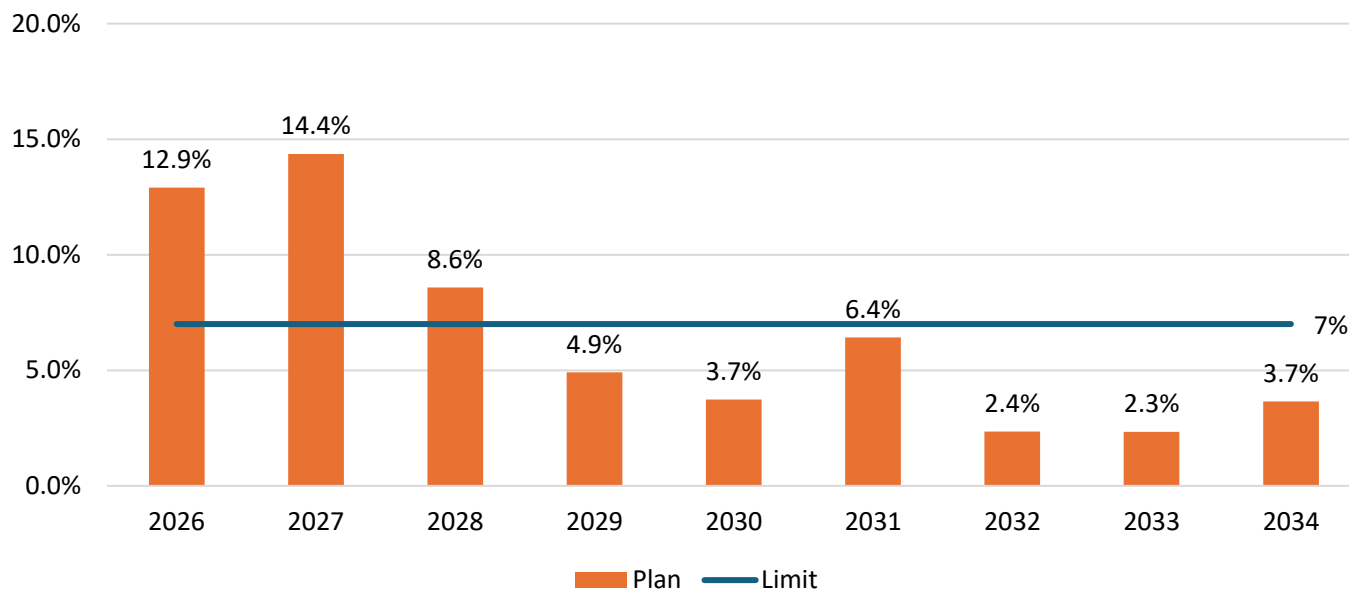


Every three years, district properties are revalued by Quotable Value NZ. Depending on the overall results of the District revaluation this can affect how much a property will pay towards the General Rate.

Limit on rates increases

We have lifted our internal benchmark from 5% to 7%. We have acknowledged that the first three years of this plan will exceed our limit of 7% mainly because of high value core projects, and the associated loan costs, being undertaken in these years. However, in future years the benchmark will be met. Leaving the benchmark at 5% with changing regulation means the benchmark would have been breached multiple times over the life of the plan. A higher limit is more realistic to meet the required and expected level of services across the district. In the long term, we believe that a benchmark of 7% will be more sustainable.

Annual Rates Increases



Debt Lending Limit

Debt under this Long Term Plan is projected to increase early in the plan to support significant level of service enhancements, and then remain at a steady level over the life of the plan as the Council undertakes critical renewals. Much of the enhancement to the levels of service are to meet the requirements of Local Water Done Well, with the expectation that Councils will increase their investment into infrastructure and face increasing regulation of the water activities. The largest impact on debt in the first three years is the construction of the Hokitika Wastewater Treatment Plant, which will improve resilience of the asset and provide environmental improvements into the future.

Under the Council’s Financial Strategy, debt can be used for capital assets and to support operating costs. However, over the life of this plan, the Council only intends to use debt for capital assets, which means that the community will receive ongoing and long-term benefit from the provision of debt.

The debt lending limit rule helps manage how much money the council can borrow compared to the total amount of money it brings in (its revenue). Under the Local Government Funding Agency rules, the council’s debt can never be more than 175% of its revenue.

- **175%** means that if the Council earns \$100 in revenue, it can borrow up to \$175.
- In this plan, we’ve set ourselves a limit of **140%** (80% of the 175%), which means that for every \$100 in revenue, we aim to borrow no more than \$140.

This limit helps us keep track of debt levels and gives us an early warning if we’re getting too close to breaking the rules. It also gives the council more flexibility when borrowing is increasing.

More information about Councils rating system and policies is outlined in the full Financial Strategy on pp 132 – 145

Challenges we face

Challenge	How we'll address it:
Small Rating Base and High Infrastructure Costs	
<p>With a vast geography, a small population, and 87% of the district managed as non-rateable DOC land, Westland District faces significant funding challenges. Council must maintain roads, three waters infrastructure, and community facilities for both residents and high visitor numbers without a direct way to recover costs from tourists. A limited ratepayer base means essential services must be funded with careful prioritisation and external support.</p>	<ul style="list-style-type: none"> • Advocacy for Fair Funding: Continue working with central government to secure funding for infrastructure that supports tourism and economic growth. • Exploring Alternative Revenue Streams: Investigate visitor levies, central government contributions, and co-investment opportunities to ease pressure on ratepayers. • Strategic Infrastructure Investment: Prioritise spending on essential services and ensure cost-effective maintenance of roads, three waters, and community facilities.
Aging Infrastructure	
<p>Many of Westland's roads, water networks, and community facilities are nearing or exceeding their design life. Without significant investment, service levels will decline, increasing the risk of failures and costly emergency repairs.</p>	<ul style="list-style-type: none"> • Prioritised Infrastructure Investment: Focus upgrades on essential services, including roads, three waters (drinking water, wastewater, stormwater), and key community facilities. • Proactive Asset Management: Strengthen long-term planning to ensure timely renewals and maintenance. • Sustainable Funding Strategies: Secure external funding, explore co-investment opportunities, and manage debt responsibly. • Community Involvement: Engage residents in infrastructure planning to align projects with local needs.
Economic Vulnerability	
<p>Westland's economy is heavily reliant on a small number of industries, particularly tourism. This makes the region susceptible to external shocks such as global travel disruptions, economic downturns, and policy changes. A more diverse economic base is needed to ensure long-term stability and job security.</p>	<ul style="list-style-type: none"> • Sustainable Tourism Development: Expand tourism offerings that highlight Westland's natural and cultural heritage while improving resilience to market fluctuations. • Industry Diversification: Support growth in agribusiness, digital industries, and conservation-led enterprises to create stable employment opportunities. • Small Business and Innovation Support: Provide resources and mentorship to local businesses to help them expand and adapt to changing economic conditions. • Investment Attraction: Strengthen partnerships with regional and central government to secure funding and attract private sector investment into Westland.

Challenge	How we'll address it:
Environmental Risks and climate resilience	
<p>Climate change, coastal erosion, flooding, and biodiversity loss pose increasing risks to infrastructure, ecosystems, and communities. Balancing development with environmental sustainability is critical.</p>	<ul style="list-style-type: none"> • Resilient Infrastructure Investment: Strengthen flood protection, erosion control, and storm resilience measures to safeguard communities and assets. • Improved Water Management: Upgrade wastewater and stormwater systems to enhance water quality and reduce environmental impact. • Conservation and Biodiversity Protection: Work with iwi, DOC, and environmental organisations to protect Westland's ecosystems and maintain biodiversity. • Emergency Preparedness: Develop and implement comprehensive disaster response plans to mitigate risks from extreme weather events.
Financial Constraints and rising costs	
<p>Rising inflation, interest rates, and operational costs are putting increasing pressure on Council's budget. Maintaining essential services and funding infrastructure projects without placing an excessive burden on ratepayers will be a growing challenge over the next decade.</p>	<ul style="list-style-type: none"> • Prudent Debt and Financial Management: Maintain responsible borrowing practices while ensuring critical infrastructure is funded. • Revenue Diversification: Explore new funding sources, including public-private partnerships, central government grants, and alternative revenue streams. • Operational Efficiencies: Identify cost-saving opportunities within Council operations to reduce waste and improve service delivery. • Long-Term Financial Planning: Implement strategic budgeting and investment planning to manage rising costs without compromising essential services.
Regulatory and Government Reforms	
<p>Ongoing national reforms in water management, environmental regulations, and local government structures require Council to adapt while ensuring Westland's interests are protected. Changes such as the Resource Management Act (RMA) reform, and potential shifts in local government responsibilities could impact funding, service delivery, and decision-making at the local level.</p>	<ul style="list-style-type: none"> • Strong Advocacy: Represent Westland's interests in national reforms to ensure fair funding, service continuity, and local decision-making. • Regulatory Readiness: Adapt planning and compliance frameworks to align with new legislation while minimising disruption to residents and businesses. • Community and Iwi Engagement: Work closely with local communities and mana whenua to ensure reforms reflect local priorities. • Strategic Adaptation: Develop policies that maintain Westland's ability to govern effectively despite legislative and structural changes.

DRAFT

Council activities

Groups of activities

This section is an overview of the services Council provides, organised within Groups of Activities. Each Group of Activities includes the following information:

Purpose

What the activity involves, services covered/assets.

Why we do it

Outlines why the Council provides the service, including the legislative requirements and the contribution to Council's community outcomes.

Our priorities

Summaries the priorities for the activity.

Consideration of climate resilience

Summarises climate resilience strategies for the activity.

Capital programme

The capital projects for the next 9 years

How do we measure success?

Includes levels of service and how we measure them.

How we fund this activity

Summarises how we expect to pay for this activity and the expected costs for year 1.

Statement of Service Performance and Funding Impact Statement

Provides details on the expected costs and funding of the service.

Council's services are organised into 9 groups of activities:

Land Transport*	Planning and Regulatory	Resource Management Consents and Compliance Animal Control Emergency Management
Drinking Water*	Community Services	Community Development and Assistance Community Halls Township Development
Stormwater*	Facilities, and Leisure Services	Cemeteries Hokitika Museum Land and Buildings Parks and Reserves Swimming Pools West Coast Wilderness Trail Westland District Library
Wastewater*	Leadership	Democracy Corporate Services
Solid Waste		

*These groups of activities are defined as mandatory under Schedule 10 of the Local Government Act 2002

Effects of the services we provide on the wellbeing of the community

Council's activities are provided with the aim of maintaining or improving community wellbeing. The positive contributions to wellbeing are outlined in the description of each Activity. Some activities can also cause negative effects that need to be managed or mitigated. These potential significant negative effects, and actions that are taken to mitigate these effects are outlined in the *Policies and Supporting Information* section of this document on pp 197 - 265. Where an activity is not listed, the Council has not found any significant negative effects on the community.

Land Transport

Purpose

Through the Land Transport Activity, we provide roading and transport infrastructure and services which are necessary for the vital economic and social linkages across our District. Council is responsible for all local roads within Westland, while NZ Transport Agency Waka Kotahi (NZTA) are responsible for all state highways. The State Highways 6 and 73 are the lifelines of Westland, where most, if not all, of our district is accessed and interconnected with our local roads. The two integrated networks enable residents, businesses and visitors to live, play and explore. We provide a range of important local services and infrastructure including:

- Roads for the movement of people and goods,
- Footpaths to facilitate active transport and recreation,
- Street Lighting to ensure a safe and accessible network during nighttime,
- Roundabouts to safely and efficiently control use and reduce congestion at key intersections,
- Road signs to assist users in making safe driving choices,
- Planning for future sustainable transport travel needs in coordination with our neighbours.

We have developed an integrated approach to road management on the West Coast and will continue to collaborate with Grey and Buller District Councils to ensure the best delivery of transportation programmes across the region. Our current collaboration includes:

- Asset Management,
- Data collection,
- Common contract models,
- Shared/combined contracts,
- Shared industry knowledge and,
- Development of the West Coast Transport Programme Business Case (for NZTA funding).

Council is defined as a road controlling authority under the Local Government Act 2002 with a statutory obligation to provide an effective and efficient transport system that is aligned with the purpose and objectives of the Land Transport Management Act. The activity is influenced by a mix of policy, legislation and national and regional strategies. We work within this framework to develop, maintain and renew assets within the roading network.

As at 30 June 2024, Council's land transport network was worth \$431 million. The network consists of approximately 693 kilometres of roads covering the whole of the Westland District including the 48.6 km Haast-Jackson Bay Road which is classified as a Special Purpose Road (SPR). The assets that make up this activity include:

- 390km of sealed roads,
- 304km of unsealed roads,
- 104km of footpaths,
- 23km of culverts with 1.3km of large culverts (area greater than 3.4m²)
- 269 bridges
- 634 streetlights

Why we do it

Quality roading and footpaths infrastructure are critical for our community. These networks are the pathway for transporting products to local and international markets and play an essential role in supporting the local regional and national economies. They are also the conduits for the community to carry out their business, leisure and social activities in a safe and reliable way that is fit for purpose and meets expectation and needs. The networks allow visitors to travel through and around the district and for our residents to visit other locations. Our transportation networks enhance our communities as great places to live, work and play and provide opportunities for active transport such as cycling and walking

This activity contributes to Council’s Vision “By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here”, by:

- Investing in required infrastructure to support growth and resilience.
- Providing a safe roading network
- Footpaths and cycleways that are linked, pleasant and safe to use.

Land Transport Group’s contribution to community wellbeing outcomes

This activity has a particular contribution to the following community wellbeing outcomes:

Community Outcome	<i>Sustainable environment</i>	<i>Diverse economy</i>	<i>Embracing our culture</i>	<i>Live and play</i>	<i>Resilient infrastructure</i>
Contribution	Care for the environment	Collaboration	Partnership	Healthy and safe	Responsive planning
		Sustainable growth	Open to innovation	Active Lifestyles	Forward focus
				Community spaces	Data driven decision-making
					Communities first

Our priorities

- **Road safety:** This continues to be a key focus for investment planning through addressing condition issues and improving signage, line markings and layouts on key routes, intersections and on multi-modal network segments. Council’s speed management plan supports the vision of Road to Zero to support a safer transport experience for road users.
- **Affordability:** The programme of work will be prioritised to focus on the most important assets and activities and reduce large up-front costs in years 1 – 3. This will allow Council to maintain the current level of service in the most affordable way.
- **Risk and Resilience:** Seek to improve maturity to assess and manage risk to undertake more comprehensive assessment and analysis of risk to inform decision-making, enable monitoring and reporting, and ensure risks are managed and prioritised consistently.
This improvement process is underway, with a regional assessment of critical assets underway which has developed an assessment framework and identified critical routes. This is a precursor to further work to identify critical assets on these routes, and in other locations, ahead of conducting a detailed risk and resilience (including climate change) assessment. The outcome of this work is to agree risk management / mitigation strategies and climate change mitigation and adaptation actions.
- **Investment programme:** We plan a programme of investment to achieve desired asset condition and level of service targets, road safety outcomes, network resilience and economic productivity.
This will address the backlog of maintenance and renewals on bridges across the region and provide for condition-based renewal of end-of-life bridges. Continued uplift in maintenance and renewals avoids a further increasing backlog and reduces the likelihood of more structures requiring early replacement.
- **Completing Reseals of Roads:** A portion of local roads is resealed each year to ensure that Council can provide a good quality road surface for users. Resealing of roads also requires rehabilitation of pavement.
- **Painting the Arawhata Bridge:** The Arawhata Bridge structure requires painting in order to reduce the risk of corrosion of the structure. This work requires an extensive amount of scaffolding to be erected.
- **Economic wellbeing:**
 - by supporting the local economy through transportation of produce to markets.
 - by allowing tourists to visit and travel around the district.

- **Social and Cultural wellbeing:** of the district by connection communities to enable business, leisure and social activities.
- **Social wellbeing:** because footpaths and cycleways promote active transport, enhancing our communities' physical and mental health.

Consideration of climate resilience

- Resilience to landslides.
- Stormwater design and maintenance.
- Impact on road network access, and potential for visitors and staff to require evacuation by air or boat.
- Other infrastructure impacts, e.g. wastewater overflows, water quality, property flooding.

Within the AMP 2024 – 2034 a criticality framework has been developed and applied to identify critical routes and assets across the region. This project is a precursor to further work to identify exposure to natural hazard and climate change related risks, and determine a strategy for each Council's response (e.g. management, mitigation, adaptation) at a route and/or asset level. This is a core piece of work to enable better planning and investment in response to identified risks.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide safe and well-maintained roading and footpaths, at a reasonable cost to the community.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
The transportation network is safe for all users in Westland District.	Road safety: 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.*	Not achieved 1 fatality and 4 serious injury crashes recorded in the 2023/2024 year.	0 fatalities and serious crash injuries.
The surface condition of roads is of good quality.	Road Condition: The average quality of ride on a sealed local road network, measured by smooth travel exposure.*	Not Measured NZTA data collection for Westland Roads will be carried out in January 2025.	Primary Collector >= 93% Secondary Collector >= 93% Access >= 90% Low Volume >= 89%
The surface condition of roads is maintained to a high standard.	Road maintenance: % of the sealed local road network that is resurfaced.*	Not achieved 2.3% of sealed local road network resurfaced. The programme was affected by funding reprioritisation and rising bitumen prices	≥6.5%

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Footpaths are maintained to a high standard.	Footpaths: % footpaths within a territorial authority district that fall within the Our goal or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).*	Achieved Footpath condition ratings are now: Rated between 1-4: 94.5% Rated Between 1-3: 76% Rated 5: 5.5% . There is still no agreed standard for footpaths.	90%
Road and footpath issues are attended to promptly by contractors and/or staff.	Customer service requests: Customer service requests relating to roads and footpaths to which the territorial authority responds.*	Not achieved 43% of Transportation related service requests were responded to within 3 days (96/223 requests).	100% within 3 days
	Proportion of residents rating the roads and footpaths good or very good.	New Measure to be implemented 2026/2027 <i>Baseline to be established</i>	≥70%
	Why this is important: Most of these measures have been developed by the Department of Internal Affairs - Te Tari Taiwhenua (DIA) and all councils must report on these. They reflect a range of information about our asset condition and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.		

*These performance measures are mandatory under s 261B of the Local Government Act 2002

How we fund this activity

This activity is funded by general rates, UAGC and the NZTA subsidy.

For the 2025/2026 year this activity will make up **27.7%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	NZTA subsidy
\$3,285,008	\$-	\$7,484,426

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Prospective Land Transport Statement of Service Performance

Prospective Land Transport Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	3,285	3,376	3,698	4,048	4,121	4,432	4,477	4,544	4,839
NZTA Subsidy	7,484	5,903	6,168	5,968	6,118	6,648	6,413	6,563	7,111
Total revenue	10,769	9,279	9,866	10,016	10,239	11,080	10,890	11,106	11,950
Expenditure									
Transportation	8,407	8,363	8,045	8,152	8,281	8,649	8,748	8,871	9,219
Total expenditure	8,407	8,363	8,045	8,152	8,281	8,649	8,748	8,871	9,219
Surplus/(Deficit)	2,362	916	1,821	1,864	1,958	2,431	2,142	2,236	2,731
Capital Expenditure									
Road Drain Culverts (3032)	258	263	419	391	401	452	421	431	485
Road Sealed Surface (3057)	283	288	679	634	650	733	682	699	785
Roading Bridges & Structures (3033)	1,206	1,228	1,993	1,861	1,909	2,153	2,004	2,052	2,307
Road Traffic Services (3034)	161	164	223	209	214	241	225	230	259
Road Sealed Surface SPR (3070)	150	212	-	-	-	-	-	-	-
Unsealed Road Metalling (3030)	217	221	254	238	244	275	256	262	294
Road Sealed Surface (3031)	1,667	1,697	2,201	2,055	2,109	2,378	2,213	2,266	2,548
Road Drain Culverts SPR (3071)	100	100	-	-	-	-	-	-	-
Road Sealed Surface SPR (3074)	600	-	-	-	-	-	-	-	-
Roading Bridges & Structures SPR (3072)	1,000	-	-	-	-	-	-	-	-
Road Traffic Services SPR (3073)	30	30	-	-	-	-	-	-	-
Hokitika Gorge Bridge - New Build	10	10	10	10	-	-	-	-	-
Bridge & Structures EOL Renewals	250	250	288	269	276	311	290	297	334
Total Capital Expenditure	5,932	4,462	6,067	5,666	5,802	6,543	6,090	6,237	7,011

Prospective Land Transport Funding Impact Statement

Prospective Group Level Funding Impact Statement

	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Land Transport										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	3,059	3,285	3,376	3,698	4,048	4,121	4,432	4,477	4,544	4,839
Subsidies and grants for operating purposes	3,455	3,018	2,931	2,291	2,348	2,405	2,460	2,515	2,571	2,624
Total Operating Funding (A)	6,514	6,303	6,307	5,989	6,396	6,526	6,892	6,992	7,115	7,463
Applications of Operating Funding										
Payments to staff and suppliers	4,527	4,315	4,217	3,613	3,702	3,793	3,879	3,966	4,054	4,137
Finance Costs	39	26	26	25	24	22	20	18	16	14
Internal charges and overheads applied	653	692	741	739	757	798	792	807	844	837
Total Applications of Operating Funding (B)	5,219	5,033	4,984	4,377	4,483	4,613	4,691	4,791	4,914	4,988
Surplus/(Deficit) of Operating Funding (A - B)	1,295	1,270	1,323	1,612	1,913	1,913	2,201	2,201	2,201	2,475
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Subsidies and grants for capital expenditure	7,468	4,467	2,972	3,877	3,620	3,714	4,187	3,898	3,992	4,487
Increase (decrease) in debt	(49)	(49)	(49)	(49)	(49)	(49)	(49)	(49)	(49)	(49)
Total Sources of Capital Funding (C)	7,419	4,418	2,923	3,828	3,571	3,665	4,138	3,849	3,943	4,438
Application of Capital Funding										
Capital Expenditure:										
- to replace existing assets	9,241	5,932	4,462	6,067	5,666	5,802	6,543	6,090	6,237	7,011
Increase (decrease) in reserves	(527)	(244)	(216)	(627)	(182)	(224)	(204)	(40)	(93)	(98)
Total Applications of Capital Funding (D)	8,714	5,688	4,246	5,440	5,484	5,578	6,339	6,050	6,144	6,913
Surplus/(Deficit) of Capital Funding (C - D)	(1,295)	(1,270)	(1,323)	(1,612)	(1,913)	(1,913)	(2,201)	(2,201)	(2,201)	(2,475)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	3,690	3,374	3,379	3,669	3,669	3,669	3,957	3,957	3,957	4,231
Less: Unfunded Depreciation	(2,394)	(2,105)	(2,105)	(2,105)	(1,805)	(1,805)	(1,805)	(1,805)	(1,805)	(1,805)
Net funding transferred to renewals reserves	1,295	1,269	1,274	1,564	1,864	1,864	2,152	2,152	2,152	2,426

Drinking Water

Purpose

The Drinking Water Activity ensures availability of clean and safe to drink water households. The security of our District's water supplies is vital to ensure our communities have access to reliable, clean and safe water to serve their day-to-day needs.

We ensure the quality and availability of council-supplied drinking water to the community through:

- Operations, repair and maintenance of the water supply network,
- Ensuring the supplies are safe and meet community health needs,
- Monitoring drinking water quality and,
- Upgrading and extending supplies where necessary.

While we source, own, control and manage the water supplies, the daily operation and maintenance of the systems are contracted out.

Council is responsible for providing safe and reliable drinking water to Council reticulated consumers as per the Water Services Act 2021. We report against the Drinking Water Quality Assurance Rules (DWQAR) and Network Environmental Performance Measures. None of the Council's water supplies are for populations less than 100, therefore, the Council does not report on 4.4 T1 Treatment Rules and 4.5 D1.1 Distribution System Rule.

We operate nine community drinking water supplies across our district, which services 2,840 homes and businesses. We have over 134 kilometres of reticulated drinking water infrastructure that service the nine communities of Kumara, Arahura, Hokitika (incl Kaniere), Ross, Harihari, Whataroa, Franz Josef, Fox Glacier and Haast.

Why we do it

Provision of potable water is essential for life and directly contributes to the wellbeing of residents and economic prosperity. Community-wide benefits to protect public health provided through having safe drinking water available in areas that are serviced.

Under the Health Act 1956, we are obligated to improve, promote and protect public health within the district. The provision of safe and reliable water supply services, which meets applicable legislation and standards, promotes public health.

This activity contributes to Council's vision "By investing in our people, caring for the environment, respecting the Mana Whenua cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here" by:

- Complying with the Drinking Water Quality Assurance Rules.
- Maintaining water supply infrastructure to ensure a reliable water supply.
- Managing water use in a sustainable way to minimize adverse impacts on the environment.
- Providing water for firefighting in urban areas.
- Investing in required infrastructure.

Water Supply Group's contribution to community wellbeing outcomes

This activity has a particular contribution to the following community wellbeing outcomes:

<i>Community Outcome</i>	<i>Sustainable Environment</i>	<i>Resilient Infrastructure</i>
<i>Contribution</i>	Care for the environment	Responsive planning
	Encourage biodiversity	Forward focus
		Data driven decision-making
		Communities first

Our priorities

- **Compliance with Drinking Water Standards:** The new regulator, Taumata Arowai, is in place, however, there are signals that further rules and scrutiny will be introduced over the coming years.
- **Responding to Local Water Done Well:** Council will be consulting on different service delivery options as maintaining the current 'status-quo' for delivering water services is not an option due to new legislation and increased compliance.
- **Prioritising renewals of ageing infrastructure:** Assets are reaching the end of their life at the same time, which is requiring high investment levels, prioritising these renewals ensures the distribution of investment.
- **Strengthening our critical assets:** Focus on strengthening our critical assets and building community resilience to reduce supply disruptions.
- **Adequately resourcing the activity:** Provide additional resources for the 3 Waters activity to ensure appropriate delivery of services and capital projects.
- **Replacement of membranes units at Blue Spur:** Membrane filtration is a primary form of treatment at the Blue Spur Water Treatment Plant (WTP). The membranes need to be replaced every 10 years to ensure they continue to operate as required. The replacement of all 206 membranes units is scheduled across two financial years (2026/27 and 2027/28).
- **Upgrade of the Blue Spur chlorination building:** Following an inspection by WorkSafe in early 2025, it was deemed that the existing layout of the chlorination gas storage was not up to standard following years of compliance. The 3Waters staff secured an exemption to allow for continued supply of chlorine gas to ensure the Council's largest treatment plant could continue to operate.
The project, scheduled for 2025/26, will see construction of a new chlorine gas building which will be separate to the existing treatment buildings. The new building will meet all regulation and compliance requirements.
- **Reticulation replacements across all schemes:** In response to Council's ageing infrastructure, Council plans regular replacements to the reticulation of supplies in an aim to reduce the 'bow wave' of renewals. These replacements are spread throughout the 9-year LTP period and includes replacement of mains pipes, valves and fire hydrants. Pipes constructed of Asbestos Cement (AC) and PVC are prioritised for these replacements.
- **Hokitika Main Feed Line Replacement:** The Hokitika Main Feed Line is the main pipe on Hau Hau Road that feeds Hokitika from the Water Treatment Plant at Blue Spur. It is considered a critical asset for the Hokitika supply. The current pipeline is constructed of steel and will be replaced with polyethene pipe which increases the resilience of the pipe to earthquakes.
- **Social and economic wellbeing:** of the community by provide residents with the availability of clean and safe drinking water.
- **Environmental wellbeing:** of the community by responsibly source drinking water, complying with resource consent conditions and reducing water loss from the reticulation system.

Consideration of climate resilience

The way in which we construct and renew assets should recognise that there is opportunity to improve resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Deliver safe drinking water efficiently and effectively to urban households.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
<p>Water is safe to drink and complies with the Drinking Water Standards of NZ.</p>	<p>Safety of drinking water: The extent to which the local authority’s drinking water supply complies with the following parts of the drinking water quality assurance rules:*</p> <ul style="list-style-type: none"> a) 4.4 T1 Treatment Rules; b) 4.5 D1.1 Distribution System Rule; c) 4.7.1 T2 Treatment Monitoring Rules; d) 4.7.2 T2 Filtration Rules; e) 4.7.3 T2 UV Rules; f) 4.7.4 T2 Chlorine Rules; g) 4.8 D2.1 Distribution System Rule; h) 4.10.1 T3 Bacterial Rules; i) 4.10.2 T3 Protozoal Rules; and j) 4.11.5 D3.29 Microbiological Monitoring Rule. 	<p>This version of the KPI is part of the Non-Financial Performance Measures Rules (NFPMR) and came into force on 21 August 2024.</p> <p>Council did not report on this version of the NFPMR, instead reporting on the previous version of the rules.</p> <p>a) Not applicable</p> <p>Compliance with the DWQAR’s 2022:</p> <p>Treatment Plants: 6 out of the 9 supplies are compliant with bacterial compliance. The Level 3 supplies (Hokitika, Franz Josef and Fox Glacier) require continuous monitoring in certain parameters to meet bacterial compliance which was not fully recorded in the 2023/2024 year due to the compliance data tool not being fully functional until March 2024. Level 2 supplies require monthly E-Coli samples to be taken at the treatment plant.</p> <p>Distribution Zone: 8 out the 9 supplies complied with bacterial compliance for the 2023/2024 year.</p> <p>Fox Glacier had a permanent boil water notice issued in November 2022, which was lifted on 30 November 2023</p>	<p>Compliance with T2 and D2, and T3 and D3 measures.</p> <ul style="list-style-type: none"> a) Not applicable b) Not applicable c) 100% d) 100% e) 100% f) 100% g) 100% h) 100% i) 100% j) 100%

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
		<p>when the new treatment plant became fully operational.</p> <p>Harihari and Franz Josef were issued with precautionary boil in 2023. No E-Coli was detected.</p> <p>Not achieved</p> <p>b) Not applicable</p> <p>0 out of the 9 supplies are compliant with protozoal compliance criteria.</p> <p>Council has implemented a data compliance tool to report on compliance or non-compliance with Protozoal criteria. However, this tool was not functional until March 2024. Due to lack of resources and time constraints the 3 Waters Team have been unable to utilise the tool to analyse historical data to prove compliance for the financial year. Note that this compliance criteria under the DWQAR is reported on for calendar year.</p>	
<p>Water systems faults or issues are attended to promptly by contractors and/or staff.</p>	<p>Fault response times:</p> <p>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:*</p> <p>a) % attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (2 hours) , and</p> <p>b) % resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption. (12 hours)</p> <p>c) % attendance for non-urgent call-outs: from the time that the local authority receives notification to the</p>	<p>a) – d) Not achieved</p> <p>a) 73% (11/15)</p> <p>b) 93% (14/15)</p> <p>c) 68% (148/218)</p> <p>d) 89% (194/218)</p>	<p>a) 95%</p> <p>b) 100%</p> <p>c) 100%</p> <p>d) 100%</p>

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
	<p>time that service personnel reach the site (24 hours) , and</p> <p>d) % resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (72 hours).</p>		
<p>The water supply network is managed to minimise the leakage or loss from the system.</p>	<p>Maintenance of the reticulation network:</p> <p>The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this). *</p>	<p>Not measured</p> <p>Monitored in a number of ways including; telemetry, water meters, repair program, mains replacements and pressure management. This is in context with the Benchloss NZ Manual.</p>	<p>Council does not intend to measure this as it will impose an unreasonable cost.</p>
<p>There is enough water supplied to meet customer needs.</p>	<p>Demand management:</p> <p>The average consumption of drinking water per day per resident within the territorial authority district is < 500l/day.*</p>	<p>Not measured.</p> <p>Council does not have the equipment to measure average consumption hence a new three yearly measurement has not been performed since 2016/2017.</p> <p><i>Most recent measurement was 2016/2017: Winter 253l per head, Summer 480l per head</i></p>	<p>The average water consumption per person per day is < 500l/day.</p>
<p>The water supply network is managed to give a good quality service.</p>	<p>Customer satisfaction:</p> <p>The total number of complaints received by the local authority about any of the following:*</p> <ul style="list-style-type: none"> a) Drinking water clarity b) Drinking water taste c) Drinking water odour d) Drinking water pressure or flow e) Continuity of supply, and f) The local authority's response to any of these issues. <p>Expressed per 1000 connections to the local authority's networked reticulation system.</p>	<p>Not achieved</p> <ul style="list-style-type: none"> a) 2 b) 1 c) 2 d) 7 e) 15 f) 8 <p>Total number of complaints = 35</p> <p>Complaints per 1000 connections = 12 (2860 connections)</p> <p>The total number of complaints is high due to reports of toby faults and leaks affecting water supply.</p>	<p>Expressed per 1000 connections to the local authority's networked reticulation system:</p> <p>25 complaints per 1000 connections</p>

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Residents are satisfied with the water supply provided.	Proportion of residents rating the water supply good or very good.	New Measure to be implemented 2026/2027 <i>Baseline to be established</i>	≥70%
<p>Why this is important:</p> <p>Most of these measures have been developed by the Department of Internal Affairs - Te Tari Taiwhenua (DIA) and all councils must report on these. They reflect a range of information about our asset condition and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.</p>			

*These performance measures are mandatory under s 261B of the Local Government Act 2002

How we fund this activity

This activity is funded through general rates, UAGC, targeted rates and other revenue.

For the 2025/2026 year this activity will make up **14%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$229,463	\$5,180,843	\$32,608

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Prospective Drinking Water Statement of Service Performance

Prospective Drinking Water Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	5,410	5,602	5,885	5,965	6,162	6,741	6,828	7,179	7,314
Interest and dividends	1	0	0	0	0	0	0	-	-
Recoveries	32	33	34	35	36	36	37	38	39
Total revenue	5,443	5,635	5,919	6,000	6,198	6,778	6,865	7,217	7,353
Expenditure									
General	1,543	1,636	1,634	1,667	1,743	1,729	1,755	1,819	1,804
Hokitika/Kaniere	2,014	2,078	2,264	2,289	2,376	2,544	2,570	2,750	2,920
Arahura	172	174	182	183	184	190	191	191	195
Kumara	204	206	212	214	223	228	230	232	238
Ross	242	245	261	264	271	289	292	294	309
Harihari	230	233	243	246	249	266	269	272	284
Whataroa	175	178	186	189	192	200	203	205	212
Franz Josef	343	355	380	385	389	413	423	427	446
Fox Glacier	318	323	339	343	347	364	367	376	390
Haast	199	202	215	218	221	234	237	239	253
Hannahs Clearing	3	3	3	3	3	3	4	4	4
Total expenditure	5,442	5,635	5,919	6,000	6,198	6,461	6,540	6,809	7,056
Surplus/(Deficit)	1	-	-	-	-	317	326	408	297
Capital Expenditure									
New water service requests	5	5	5	6	6	6	6	6	6
Arahura SCADA system replacement	55	-	-	-	-	-	-	-	-
Arahura Water SupplyA Components	6	-	11	-	12	-	12	-	13
Arahura Watermains & Fitting Upgrade	-	-	-	-	-	-	-	13	-
Arahura WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Fox Security fencing and cameras	-	-	-	-	-	-	43	-	-
Fox Glacier Replacement Of Membranes	-	-	-	-	-	-	-	-	193
Fox Glacier Water Meters Replacement	-	74	-	-	-	-	-	-	-
Fox Glacier Water Supply Components	6	-	11	-	12	-	12	-	77
Fox Glacier Watermains/Points Replacement	-	32	-	-	116	-	-	-	-
Fox Raw Water - WTP Reservoir Upgrade	-	-	-	-	58	-	-	-	-
Fox SCADA system replacement	10	47	-	-	-	-	-	-	-
Fox WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-

Prospective Drinking Water Statement of Service Performance

	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Haast SCADA system replacement	10	47	-	-	-	-	-	-	-
Haast Security fencing	-	-	-	-	-	-	-	25	-
Haast Water Supply Components	6	-	11	-	12	-	12	-	13
Haast Watermain/Points Replacement	220	-	-	-	-	-	18	-	-
Haast WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Hari Hari SCADA system replacement	10	47	-	-	-	-	-	-	-
Hari Hari Security fencing	-	-	-	-	23	-	-	-	-
Hari Hari Water mains replacement	-	-	239	-	-	-	-	-	-
Hari Hari Water Supply Components	-	-	11	-	12	-	12	-	13
Hari Hari WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Blue Spur Chlorination Building Renewal	500	-	-	-	-	-	-	-	-
Blue Spur Membranes replacement	-	1,460	1,171	-	-	-	-	-	-
Blue Spur Res reconfigure to stop Cl2 short cutting	-	-	-	-	35	-	-	-	193
Blue Spur Reservoir Replacement	-	-	-	45	-	-	1,478	-	-
Hokitika - Whitcombe Terrace Booster	-	-	-	34	-	-	-	126	-
Hokitika Water Mains Replacement	-	-	-	1,249	1,292	-	-	-	-
Hokitika Water Meters Replacement	-	-	-	-	198	-	-	-	-
Hokitika Water Supply Components	55	-	11	-	12	-	12	-	13
Hokitika WS reticulation renewals	-	-	-	-	-	300	-	315	-
Hokitika WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Hokitika/Blue Spur SCADA system replacement	55	-	-	-	-	-	-	-	-
Kaniere Booster pump for Fire Hydrants	-	-	-	34	-	-	-	126	-
Kumara SCADA system replacement	55	-	-	-	-	-	-	-	-
Kumara Security fencing	-	-	-	62	-	-	-	-	-
Kumara Water Supply Components	6	-	11	-	12	-	12	-	13
Kumara Watermains & Fittings Upgrade	-	-	119	135	-	-	43	-	-
Kumara WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Ross - WTP Reservoir renewal	-	-	-	11	-	-	-	-	-
Ross SCADA system replacement	55	-	-	-	-	-	-	-	-
Ross Security fencing	-	-	-	34	-	-	-	-	-
Ross Water Supply Components	60	-	11	-	12	-	12	-	13
Ross Watermain & Fittings Upgrades	85	-	-	-	-	-	-	-	406
Ross WTP Replacement of Membrane	-	-	-	-	-	-	-	756	-
Ross WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Whataroa SCADA system replacement	10	47	-	-	-	-	-	-	-
Whataroa Water Supply Components	6	-	11	-	12	-	12	-	13
Whataroa Watermains & Fittings Upgrade	-	-	-	-	-	-	-	-	64
Whataroa WTP SCADA / Telemetry Upgrades	-	-	-	-	-	8	-	-	-
Total Capital Expenditure	1,470	1,822	1,632	1,761	1,834	851	1,699	1,367	1,043

Prospective Drinking Water Funding Impact Statement

Prospective Group Level Funding Impact Statement

	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Water Supply										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	137	229	236	243	249	255	261	267	272	278
Targeted Rates	4,850	5,181	5,366	5,642	5,716	5,907	6,480	6,561	6,907	7,036
Interest and dividends from investments	1	1	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	32	32	33	34	35	36	36	37	38	39
Total Operating Funding (A)	5,020	5,443	5,635	5,919	6,000	6,198	6,777	6,865	7,217	7,353
Applications of Operating Funding										
Payments to staff and suppliers	1,996	2,237	2,341	2,418	2,479	2,594	2,652	2,711	2,768	2,826
Finance Costs	221	162	157	148	135	136	123	112	179	176
Internal charges and overheads applied	1,196	1,268	1,358	1,354	1,387	1,463	1,452	1,480	1,546	1,535
Total Applications of Operating Funding (B)	3,413	3,667	3,856	3,920	4,001	4,193	4,227	4,303	4,493	4,537
Surplus/(Deficit) of Operating Funding (A - B)	1,607	1,776	1,779	1,999	1,999	2,005	2,550	2,562	2,724	2,816
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	1,218	-(327)	(401)	(358)	(136)	(303)	(269)	1,201	(125)	(98)
Total Sources of Capital Funding (C)	1,218	(327)	(401)	(358)	(136)	(303)	(269)	1,201	(125)	(98)
Application of Capital Funding										
Capital Expenditure:										
- to meet additional demand	800	-	-	-	-	-	-	-	-	-
- to improve the level of service	767	89	5	5	214	64	48	1,527	283	200
- to replace existing assets	646	1,381	1,817	1,627	1,547	1,770	803	172	1,084	843
Increase (decrease) in reserves	611	(21)	(444)	9	102	(132)	1,430	2,064	1,232	1,675
Total Applications of Capital Funding (D)	2,824	1,449	1,378	1,641	1,863	1,702	2,281	3,763	2,599	2,718
Surplus/(Deficit) of Capital Funding (C - D)	(1,607)	(1,776)	(1,779)	(1,999)	(1,999)	(2,005)	(2,550)	(2,562)	(2,724)	(2,816)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	1,630	1,775	1,779	1,999	1,999	2,005	2,233	2,236	2,316	2,519
Less: Unfunded Depreciation	(24)	-	-	-	-	-	-	-	-	-
Net funding transferred to renewals reserves	1,606	1,775	1,779	1,999	1,999	2,005	2,233	2,236	2,316	2,519

Stormwater

Purpose

The stormwater networks and systems ensure property, and the environment are protected from flooding and that roads and footpaths continue to be accessible during rain events. This includes the disposal of excess rainfall runoff from urban and rural areas by means of drainage systems including open channels, reticulated pipe networks and other structures.

We ensure the provision of wastewater to the community through:

- Operating and maintaining stormwater schemes, including collection and disposal of stormwater,
- Ensuring the networks are safe and efficiently dispose of rainfall runoff.

Council is responsible for providing safe stormwater reticulation and disposal as per the Water Services Act 2021.

While we own, control and manage the stormwater schemes, the daily operation and maintenance of the systems are contracted out.

We provide urban stormwater collection in Hokitika. The remaining townships have small systems which is predominately roadside drainage. The stormwater networks have approximately 46 kilometres of pipelines with 629 sumps. The Additionally, the Hokitika scheme has six pump stations.

Why we do it

Stormwater schemes underpin the safety of our communities, people and property via collection and redirection of rainwater. These systems ensure rainfall is quickly and efficiently removed and prevent ongoing economic damage because of extreme weather events.

With the topography of the district and the increasing frequency and intensity of rainfall events predicted due to climate change, stormwater management and treatment is becoming increasingly important.

We have a responsibility under the Health Act 1956 and the Resource Management Act 1991 to deliver stormwater services.

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Minimise the impact of heavy rainfall and intensity of flooding to protect people and property.
- Collective provision of stormwater services on behalf of the community
- Investing in required infrastructure.

Stormwater Group's contribution to community wellbeing outcomes

This activity has a particular contribution to the following community wellbeing outcomes:

Community Outcome	<i>Sustainable Environment</i>	<i>Resilient Infrastructure</i>
Contribution	Care for the environment	Responsive planning
	Encourage biodiversity	Forward focus
		Data driven decision-making
		Communities first

Our priorities

- **The effect of climate change on system capacity:** Climate change is expected to bring higher intensity short duration rainfall which will challenge the stormwater systems capacity. Upgrade to the stormwater system are designed to allow for an increase in rainfall intensity.
- **Responding to Local Water Done Well:** Council will be consulting on different service delivery options as maintaining the current 'status-quo' for delivering water services is not an option due to new legislation and increased compliance.
- **Prioritising renewals of ageing infrastructure:** Assets are reaching the end of their life at the same time, which is requiring high investment levels, prioritising these renewals ensures the distribution of investment.
- **Strengthening our critical assets** Focus on strengthening our critical assets and building community resilience to reduce supply disruptions.
- **Adequately resourcing the activity:** Provide additional resources for the 3 Waters activity to ensure appropriate delivery of services and capital projects.
- **Economic wellbeing:** of the district because business assets and activities are provided with protection against flooding or ponding of stormwater. This helps to maintain economic prosperity and promotes district development.
- **Social wellbeing:** of our residents by protecting public health.
- **Environmental wellbeing:** of the district by helping to protect the environment.

Consideration of climate resilience

The way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Deliver urban stormwater systems efficiently and effectively to protect public health and private property.

Our goal	Measure	Current performance (2023/2024 Report)	Performance targets 2025 – 2034
The stormwater network is managed to give a good quality service	System adequacy: * a) The number of flooding events that occur in a territorial authority district. No more than 2. b) For each flooding event, the number of habitable floors affected. 10 per 1000 properties connected to the territorial authority's stormwater system.	There were no flooding events in 2023/2024. Not measured a) 0 – flooding events affecting habitable floors within the Council reticulated stormwater system. Not Measured b) Total habitable floors = 0 Per 1000 connections = 0 (569 connections)	a) .No more than 2. b) 10 per 1000 properties connected to the territorial authority's stormwater system.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Flooding events are attended to promptly by contractors and/or staff.	Response times:* The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site. (within 2 hours)	Not measured There were no reported flooding events for the 2023/2024 year.	95%
The stormwater network is managed to give a good quality service	Customer Satisfaction:* The number of complaints received by a territorial authority about the performance of its storm water system, expressed per 1000 properties connected to the territorial authority's storm water system.	Not achieved Total number of complaints = 17 Complaints per 1000 = 30 (569 connections) A 'complaint' is a service request regarding any of: ponding, complaints, and reported flood events.	10 per 1000 Stormwater connections
Residents are satisfied with the stormwater network provided.	Customer Satisfaction: Proportion of residents rating the stormwater system good or very good.	New Measure to be implemented 2026/2027 <i>Baseline to be established</i>	≥70%
The stormwater network is managed in accordance with resource consent conditions.	Discharge compliance:* Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: <ul style="list-style-type: none"> a) Abatement notices b) Infringement notices c) Enforcement orders; and d) convictions 	Achieved a) 0 b) 0 c) 0 d) 0 100% compliance.	100%
Why this is important: These measures have been developed by the Department of Internal Affairs - Te Tari Taiwhenua (DIA) and all councils must report on these. They reflect a range of information about our asset condition and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.			

*These performance measures are mandatory under s 261B of the Local Government Act 2002

How we fund this activity

This activity is funded through general rates/UAGC and targeted rates.

For the 2025/2026 year this activity will make up **3.1%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$102,766	\$1,097,263	\$-

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

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Prospective Stormwater Statement of Service Performance

Prospective Stormwater Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	1,200	1,325	1,446	1,475	1,533	1,606	1,999	2,010	2,107
Total revenue	1,200	1,325	1,446	1,475	1,533	1,606	1,999	2,010	2,107
Expenditure									
Stormwater	1,202	1,327	1,449	1,478	1,536	1,609	1,648	1,659	1,732
Total expenditure	1,202	1,327	1,449	1,478	1,536	1,609	1,648	1,659	1,732
Surplus/(Deficit)	(2)	(2)	(2)	(2)	(2)	(3)	351	351	375
Capital Expenditure									
Hokitika - Tancred St Pump Upgrade	-	-	-	-	-	-	-	69	-
Hokitika - Sewell St Pump Upgrade	260	-	-	-	23	-	-	-	341
Hokitika - Rolleston St Pump Upgrade	-	-	60	-	-	-	234	-	-
Hokitika - Hoffman St Pump Upgrade	-	57	-	-	-	228	-	-	-
Hokitika - Livingstone St Pump Upgrade/SW retic with pump upgrade	1,325	-	-	-	-	-	-	-	-
Hokitika - New stormwater service request	5	5	5	6	6	6	6	6	6
Hokitika - Stormwater Mains replacement	-	1,043	542	787	233	600	-	630	-
Hokitika - Component replacements, incl. Telemetry on Pump Stations	57	79	-	-	-	-	-	-	-
Hokitika - Jollie St Pump Upgrade	25	-	41	-	-	-	-	-	-
Hokitika - Pump Station Component Upgrades (c/fwd)	257	-	-	-	-	-	-	-	-
Hokitika - Stormwater Catchment Management Plan (c/fwd)	85	-	-	-	-	-	-	-	-
Hokitika - River Outfall Flap Gates	-	-	-	135	140	-	-	-	-
Hokitika - Stormwater Sump Replacements	-	-	163	-	175	150	-	-	-
Total Capital Expenditure	2,014	1,185	811	928	576	983	240	706	348

Prospective Stormwater Funding Impact Statement

Prospective Group Level Funding Impact Statement

	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Stormwater										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	-	103	106	109	112	114	117	119	122	124
Targeted Rates	1,095	1,097	1,220	1,337	1,364	1,419	1,489	1,880	1,888	1,983
Total Operating Funding (A)	1,095	1,200	1,326	1,446	1,476	1,533	1,606	1,999	2,010	2,107
Applications of Operating Funding										
Payments to staff and suppliers	186	312	324	338	346	360	369	388	397	405
Finance Costs	117	102	167	201	214	240	237	250	237	249
Internal charges and overheads applied	270	286	306	305	313	330	327	334	349	346
Total Applications of Operating Funding (B)	573	700	797	844	873	930	933	972	983	1,000
Surplus/(Deficit) of Operating Funding (A - B)	522	500	529	602	603	603	673	1,027	1,027	1,107
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	589	1,369	536	136	302	(142)	125	(347)	125	(371)
Total Sources of Capital Funding (C)	589	1,369	536	136	302	(142)	125	(347)	125	(371)
Application of Capital Funding										
Capital Expenditure:										
- to improve the level of service	720	882	5	5	6	6	6	6	6	6
- to replace existing assets	630	1,131	1,180	806	922	570	977	234	699	341
Increase (decrease) in reserves	(238)	(144)	(120)	(73)	(23)	(115)	(185)	440	447	389
Total Applications of Capital Funding (D)	1,112	1,869	1,065	738	905	461	798	680	1,152	736
Surplus/(Deficit) of Capital Funding (C - D)	(522)	(500)	(529)	(602)	(603)	(603)	(673)	(1,027)	(1,027)	(1,107)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	522	502	531	605	605	605	676	676	676	732
Less: Unfunded Depreciation	-	-	-	-	-	-	-	-	-	-
Net funding transferred to renewals reserves	522	502	531	605	605	605	676	676	676	732

Wastewater

Purpose

The wastewater activity ensures the safe disposal of wastewater for households. The removal of wastewater is vital to ensure the health of the population, and the natural environment is protected.

We ensure the provision of wastewater to the community through:

- Operating and maintaining wastewater schemes, including collection, treatment and disposal of wastewater,
- Ensuring the wastewater system is safe and meeting the community health needs,
- Monitor discharge water quality and,
- Upgrading and extending schemes, where necessary.

Council is responsible for providing safe wastewater reticulation, treatment and disposal as per the Water Services Act 2021. Council aims to comply with its current consent conditions and report on the Network Performance Measures when applicable.

While we own, control and manage the wastewater schemes, the daily operation and maintenance of the systems are contracted out.

Provision of wastewater schemes to protect the health and safety of the community and environment. Removal and mitigation of the adverse impacts of wastewater on the environment benefits current and future generations. It safeguards our waterways and the environment from direct discharges and helps protect their life-supporting capacity. Safe treatment and disposal of sewage are of vital importance to the protection of the quality of life and public health of district residents.

The provision of sewer services is a core service under the Local Government Act 2002. We also have a responsibility under the Health Act 1956 to improve, promote and protect public health within the district.

We manage wastewater collection, treatment and disposal services for 2,122 households and businesses. We have approximately 56km of reticulated wastewater infrastructure that services the four communities of Hokitika (incl Kanieri), Franz Josef, Fox Glacier and Haast. The remainder of the district is self-sufficient in terms of waste disposal, where septic tank contents is disposed into the wastewater treatment plants by septic contractors.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Working with Mana Whenua and the community to explore alternative and land based methods of discharge.
- Investing in required infrastructure.
- Providing safe and efficient wastewater systems.
- Adhering to resource consent conditions to help safeguard the environment and water quality, including regular monitoring and reporting.
- Public wastewater collection and treatment reduces the spread of disease and improves public health.

Wastewater Group's contribution to community wellbeing outcomes

This activity has a particular contribution to the following community wellbeing outcomes:

<i>Community Outcome</i>	<i>Sustainable Environment</i>	<i>Embracing our culture</i>	<i>Resilient Infrastructure</i>
Contribution	Care for the environment	Partnership	Responsive planning
	Encourage biodiversity	Open to innovation	Forward focus
			Data driven decision-making
			Communities first

Our priorities

- **Consents for our Wastewater Treatment Plants are expiring:** Consents for discharges from all four of our wastewater treatment plants are due to expire within the planning period or just outside. The Hokitika consent expires in 2026 and Council is currently in the consultation stage for the construction of the new plant. The Franz Josef consent expires in 2034 and we plan to undertake feasibility studies and construct a new plant within the 9-year LTP period.
- **The impact of Trade Waste on our treatment capacity:** Trade waste is commercial and industrial liquid waste. It has a big impact on our wastewater treatment capacity and needs to be monitored with implementation of a bylaw and fair charging policy.
- **Responding to Local Water Done Well:** Council will be consulting on different service delivery options as maintaining the current 'status-quo' for delivering water services is not an option due to new legislation and increased compliance.
- **Prioritising renewals of ageing infrastructure:** Assets are reaching the end of their life at the same time, which is requiring high investment levels, prioritising these renewals ensures the distribution of investment.
- **Strengthening our critical assets:** Focus on strengthening our critical assets and building community resilience to reduce supply disruptions.
- **Adequately resourcing the activity:** Provide additional resources for the 3 Waters activity to ensure appropriate delivery of services and capital projects.
- **Hokitika Wastewater Treatment Plant Upgrade:** The Hokitika Wastewater Treatment Plant discharge consent will expire in April 2026. The upgrade project has been underway for many years as Council through the Oversight Subcommittee. Council is committed to developing a fit-for-purpose resilient wastewater treatment solution that is sensitive to cultural and environmental concerns and meets the needs of the community. Various options have been presented to Council and a preferred option is being considered prior to design, consenting, construction and commissioning.
- **Franz Josef Wastewater Treatment Plant Upgrade:** The ponds are located adjacent to the flood prone Waiho River which breached the ponds in March 2016 and destroyed them. The treatment plant was subsequently upgraded and was granted a 15-year resource consent which expires in 2034. A stopbank was constructed followed by a further extension in 2023 as floodwaters threaten again.

Due to the location of the current treatment plant and the treatment method used, the Council anticipates that it is unlikely to be re-consented. This means that the Council will need to relocate the treatment plant and design and build a plant with a new treatment method, such as mechanical treatment. Council intends to complete a feasibility study in 2027/28 to determine the suitable options.

- **Reticulation replacements across all schemes:** In response to Councils ageing infrastructure, Council plans regular replacements to the reticulation of supplies in an aim to reduce the 'bow wave' of renewals. These replacements are spread throughout the 9-year LTP period and includes CCTV of the pipes which allows for prioritisation of the pipe and manhole replacements.
- **Social wellbeing:** of the community as the provision of wastewater service protects public health.
- **Environmental wellbeing:** of the district by ensuring the treatment of waste before it is discharged.

Consideration of climate resilience

The way in which we construct and renew assets should recognise that there is opportunity to improve resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Deliver safe and acceptable systems for the collection, transfer and disposal of wastewater.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
The wastewater network is managed to give a good quality service	<p>System and adequacy:*</p> <p>The number of dry weather sewerage overflows from the territorial authority's sewerage system.</p>	<p>Achieved</p> <p>10 dry weather overflows reported.</p> <p>Complaints per 1000 connections = 4.5 (2218 connections)</p>	10 per 1000 Wastewater connections
The wastewater network is managed in accordance with resource consent conditions	<p>Discharge compliance:*</p> <p>Compliance with the territorial authority'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.</p> <p>Received by the territorial authority in relation those resource consents.</p>	<p>Achieved</p> <p>a) 0 b) 0 c) 0 d) 0</p> <p>100% compliance achieved.</p>	100%

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
<p>Wastewater systems faults or issues are attended promptly by contractors and/or staff.</p>	<p>Fault response times:*</p> <p>Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:</p> <p>a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site (2 hours); and</p> <p>b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (4 hours).</p>	<p>Not achieved</p> <p>a) 50% (5/10)</p> <p>Not achieved</p> <p>b) 50% (5/10)</p>	<p>a) 95%</p> <p>b) 90%.</p>
<p>The wastewater network is managed to give a good quality service.</p>	<p>Customer satisfaction:*</p> <p>The total number of complaints received by the territorial authority about any of the following:</p> <p>a) sewage odour</p> <p>b) sewerage system faults</p> <p>c) sewerage system blockages, and</p> <p>d) the territorial authority's response to issues with its sewerage system,</p> <p>10 per 1000 connections</p>	<p>Not achieved</p> <p>a) 3</p> <p>b) 10</p> <p>c) 16</p> <p>d) 1</p> <p>Total number of complaints = 30</p> <p>Complaints per 1000 connections = 13.5 (2218 connections)</p>	<p>10 per 1000 Wastewater connections</p>
<p>Residents are satisfied with the wastewater network provided.</p>	<p>Customer Satisfaction:</p> <p>Proportion of residents rating the wastewater system good or very good.</p>	<p>New Measure to be implemented 2026/2027</p> <p><i>Baseline to be established</i></p>	<p>70% of users are satisfied</p>
<p>Why this is important:</p> <p>Most of these measures have been developed by the Department of Internal Affairs - Te Tari Taiwhenua (DIA) and all councils must report on these. They reflect a range of information about our asset condition and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.</p>			

*These performance measures are mandatory under s 261B of the Local Government Act 2002

How we fund this activity

This activity is funded through general rates/UAGC, targeted rates and other revenue.

For the 2025/2026 year this activity will make up 6% of Council's yearly expenditure

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$99,301	\$2,108,161	\$111,914

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 – 164 and the Revenue and Financing Policy on pp 203 - 226.

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Prospective Wastewater Statement of Service Performance

Prospective Wastewater Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	2,207	2,531	4,092	5,053	5,379	6,687	6,701	6,864	7,584
Fees and Charges	111	114	118	120	123	126	129	132	134
Interest and dividends	1	-	-	-	-	-	-	-	-
Total revenue	2,319	2,645	4,209	5,174	5,502	6,813	6,830	6,996	7,719
Expenditure									
General	482	506	505	512	531	525	529	543	536
Hokitika	837	956	2,014	2,559	2,612	8,263	3,804	3,799	3,928
Arahura	2	2	2	2	2	2	2	2	2
Kaniere	108	108	109	109	109	110	110	110	111
Franz Josef	530	538	579	620	623	665	708	786	1,104
Fox Glacier	195	198	201	202	315	207	209	210	221
Haast	164	171	180	182	185	249	195	197	203
Total expenditure	2,318	2,478	3,589	4,187	4,378	10,020	5,557	5,648	6,105
Surplus/(Deficit)	1	167	621	987	1,124	(3,208)	1,273	1,348	1,613
Capital Expenditure									
New wastewater installations	10	10	11	11	12	12	12	13	13
Campervan and Stock Effluent Dump Stations	90	-	-	-	-	-	-	-	129
Fox Glacier Wastewater Mains Replacement	-	-	-	-	733	-	776	63	811
Fox Glacier WWTP Components replacement	-	10	-	-	-	-	-	25	-
Fox Glacier WWTP renewal	-	31	54	-	-	-	-	-	644
Fox WWTP pump station SCADA system	10	47	-	-	-	-	-	-	-
Franz Aerator replacement	-	-	-	-	70	-	-	-	-
Franz Josef I&I follow up programme (c/fwd)	50	-	-	-	-	-	-	-	-
Franz Josef Wastewater Reticulation	-	-	-	-	-	791	-	895	-
Franz Josef WWTP Components replacement	-	37	-	-	29	-	-	-	-
Franz Josef WWTP renewal	-	31	814	-	-	-	1,478	4,410	3,000
Franz Upgrade Pump Stations - Pumps and Components	-	-	-	-	-	-	148	-	-
Franz WWTP pump station SCADA system	85	-	-	-	-	-	-	-	-
Haast WWTP pump station SCADA system	25	65	-	-	-	-	-	-	-
Haast Aerator replacement	-	-	-	-	-	-	75	-	-
Haast Wastewater Mains Replacement	-	-	-	-	-	-	-	63	-
Haast WWTP Components replacement	-	26	-	-	-	24	-	25	-
Haast WWTP upgrades	50	31	-	-	-	-	-	-	644
Fitzherbert St Pump Station Building	-	-	-	-	-	-	-	31	-
Hokitika I&I follow up programme (c/fwd)	50	-	-	-	-	-	-	-	-

Hokitika Upgrade Pump Stations - Pumps and Components	420	146	-	-	437	-	-	-	-
Hokitika Wastewater Mains Replacement	-	-	-	1,417	1,467	1,391	1,429	1,461	2,202
Hokitika WWTP Components replacement	-	-	-	-	-	12	-	-	-
Hokitika WWTP pump station SCADA system	83	190	-	-	-	-	-	-	-
Hokitika WWTP Treatment and Disposal	2,365	13,550	11,147	281	582	-	-	-	-
Total Capital Expenditure	3,238	14,176	12,026	1,710	3,330	2,231	3,917	6,986	7,442

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Prospective Wastewater Funding Impact Statement

Prospective Group Level Funding Impact Statement										
	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Wastewater										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	61	99	102	105	108	110	113	115	118	120
Targeted Rates	2,026	2,108	2,429	3,986	4,946	5,268	6,574	6,586	6,746	7,464
Fees and charges	110	111	114	118	120	123	126	129	132	134
Interest and dividends from investments	1	1	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	16	-	-	-	-	-	-	-	-	-
Total Operating Funding (A)	1,665	2,319	2,645	4,209	5,174	5,501	6,813	6,830	6,996	7,718
Applications of Operating Funding										
Payments to staff and suppliers	669	809	837	1,222	1,254	1,396	1,373	1,347	1,375	1,404
Finance Costs	213	160	266	889	1,446	1,475	1,466	1,483	1,529	1,776
Internal charges and overheads applied	306	324	347	346	355	374	371	378	395	392
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total Applications of Operating Funding (B)	1,188	1,293	1,450	2,457	3,055	3,245	3,210	3,208	3,299	3,572
Surplus/(Deficit) of Operating Funding (A - B)	1,025	1,026	1,195	1,752	2,119	2,256	3,603	3,622	3,697	4,146
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	2,956	2,229	13,248	11,140	(945)	(649)	(450)	217	3,969	2,044
Total Sources of Capital Funding (C)	(74)	2,229	13,248	11,140	(945)	(649)	(450)	217	3,969	2,044
Application of Capital Funding										
Capital Expenditure:										
- to improve the level of service	3,190	2,626	13,775	11,972	292	594	12	1,490	4,422	3,657
- to replace existing assets	538	611	402	54	1,417	2,736	2,219	2,427	2,564	3,786
Increase (decrease) in reserves	254	18	266	866	(535)	(1,723)	922	(78)	680	(1,253)
Total Applications of Capital Funding (D)	3,982	3,255	14,443	12,892	1,174	1,607	3,153	3,839	7,666	6,190
Surplus/(Deficit) of Capital Funding (C - D)	(1,025)	(1,026)	(1,195)	(1,752)	(2,119)	(2,256)	(3,603)	(3,622)	(3,697)	(4,146)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	1,009	1,026	1,028	1,131	1,132	1,132	2,349	2,349	2,349	2,533
Less: Unfunded Depreciation	-	-	-	-	-	-	-	-	-	-
Net funding transferred to renewals reserves	1,009	1,026	1,028	1,131	1,132	1,132	2,349	2,349	2,349	2,533

Solid Waste

Purpose

The Solid Waste activity is responsible for promoting effective and efficient waste management. Our role in the district waste management involves providing collection services and facilities for transferring and transporting waste to landfill or other processing facilities.

We also manage the following waste reduction and recovery services:

- Management of the districts closed landfills,
- Management of discarded litter and the collection of illegally dumped waste,
- Communication, advocacy, education and enforcement.

Our landfill waste is predominantly trucked to Butlers Landfill which is located south of Hokitika. The landfill has a leachate management system which collects, stores and treated leachate ready for disposal and a stormwater management system which collects stormwater and ensures only clean water flows into water. The Haast landfill is due to close in 2025.

Solid waste and recyclables are collected kerbside from approximately 3,080 properties in Kumara, Ross, Hokitika and Kanieri townships, and the main roads in between, on alternate weeks. Contractors also provide transfer stations, landfill, composting and recycling operations.

Council has obligations under legislation including the Waste Minimisation Act 2008, Local Government Act 2002, Resource Management Act 1991, Hazardous Substances and New Organisms Act 1996. Obligations also exist from various resource and land use consents granted for our facilities (including landfills) by the West Coast Regional Council and the Westland District Council.

Why we do it

The management of solid waste is a core service under the Local Government Act 2002. We have a statutory obligation to promote effective and efficient waste management.

It is important to manage solid waste well, given the health implications if the service was unsatisfactory and waste was not promptly collected, handled, and disposed of. Damage to the environment could easily occur if waste accumulated and was left to rot and become a source of disease. There is also a danger that groundwater and drinking water from shallow wells could be polluted. The activity must be managed in a sustainable manner for today's communities and future generations.

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Encouraging waste minimisation and better waste management practices to reduce the amount of waste going to landfill, which results in a reduction in greenhouse gas emissions, composting of green waste, which eventually goes back onto the land to improve soil structure), and reusing waste materials which can lower the demand for raw materials.
- Managing the activity to minimise the impact on the receiving environment.
- Providing waste minimisation education and promoting reductions in quantities of waste to landfill and encourage the community to take ownership and personal responsibility for the waste they produce.
- Liaising with key stakeholders to work with local commercial businesses to identify avenues for waste minimisation.
- Working collaboratively with Buller District Council and Grey District Council on waste minimisation and management plans.
- Ensuring solid waste assets are adequately maintained to maximise their service capacity and long-term integrity.
- Understanding and considering community needs in all significant decisions where practicable, being mindful to minimise the cost of waste minimisation to Council, the public and the ratepayer.

Solid Waste Group's contribution to community wellbeing outcomes

This activity has a particular contribution to the following community wellbeing outcomes:

<i>Community Outcome</i>	<i>Sustainable Environment</i>	<i>Diverse economy</i>	<i>Embracing our culture</i>	<i>Live and play</i>	<i>Resilient Infrastructure</i>
Contribution	Support sustainable waste management practises.	Collaboration	Partnership	Healthy and safe	Responsive planning
	Care for the environment	Sustainable growth	Open to innovation		Forward focus
		Innovation			Data driven decision-making
					Communities first

Our priorities

- **Responding to Legislative Change:** Managing the increase in the waste levy and introduction of kerbside glass collection in July 2025.
- **Managing our high risk closed landfills:** Prioritisation of the most at risk landfills and apply for funding to remediate the landfills. The Hannahs Clearing landfill is the first one to be identified.
- **Hannahs Clearing Landfill Remediation:** Council has the opportunity to apply for the Contaminated Landfill Fund which would subsidise the remediation of high-risk landfills by 75%. The Hannahs Clearing Landfill has been selected as the first high risk landfill for the community to consider for remediation. The landfill is located on the coast between Haast and Jackson Bay. Though the landfill is capped with rock protection, there are concerns it may not be secure in the event of a natural disaster. The landfill waste would be extracted and disposed of at Butlers Landfill, with additional provision to construct a new landfill cell at Butlers to account for the reduction in available capacity.
- **Haast Landfill capping and closure:** The Haast Landfill is not lined and does not have any leachate collection. The Landfill is due to be closed in late 2025 as it reaches full capacity and will then be monitored as a closed landfill. The site will be developed into a transfer station and all waste will be diverted to Butlers Landfill.
- **Implementation of glass kerbside recycling:** Council plans to introduce kerbside glass recycling for households currently receiving kerbside collection in July 2025. This requires Council to purchase glass bins for distribution to the community. There is external funding available for this project which will be applied for.
- **Economic and Environmental wellbeing:** of the district by providing the appropriate disposal of solid waste.
- **Environmental wellbeing:** by providing waste reduction and recycling education.

Consideration of climate resilience

The way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide solid waste solutions across the district, from rubbish bins in public areas, to urban and rural transfer stations.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Solid waste activities are managed in accordance with resource consent conditions.	<p>Legislative compliance:</p> <p>Compliance with the territorial authority's resource consents for management of solid waste as measured by the number of:</p> <ul style="list-style-type: none"> a) abatement notices b) infringement notices c) enforcement orders, and d) convictions. <p>Received by the territorial authority in relation those resource consents.</p>	<p>Achieved</p> <p>100% consents in place and monitored.</p>	<p>a) – d) 100%</p> <p>0 notices, orders or convictions</p>
Waste collection is managed to give a good quality service	<p>Customer satisfaction:</p> <p>Completed kerbside collections as a percentage of bins in service.</p>	<p>New Measure</p> <p><i>Baseline to be established</i></p>	<p>≥90%</p>
	<p>Customer satisfaction:</p> <p>Proportion of residents rating the kerbside collection good or very good.</p>	<p>New Measure to be implemented 2026/2027</p> <p><i>Baseline to be established</i></p>	<p>70% of users are satisfied</p>
	<p>Why this is important:</p> <p>We have resource consents that specify certain conditions that we must meet when delivering solid waste services. Meeting our resource consent conditions minimises the impact of this service on our environment.</p>		
The quantity of solid waste disposed of is static or decreasing	<p>Environmental impact:</p> <p>Total kilograms of residual waste per capita</p>	<p>New Measure</p> <p><i>Baseline to be established</i></p>	<p>Remains static or decreases year on year.</p>
	<p>Environmental impact:</p> <p>Kilograms of household kerbside residual waste per capita decreases year on year.</p>	<p>New Measure</p> <p><i>Baseline to be established</i></p>	<p>Decreases year on year.</p>

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
	Environmental impact: Reduce incidents of recycling bin contamination.	Achieved 0.3% contamination*. Effective continuing education with the community. *Contaminated bins are recorded at the point of disposal, not point of collection.	15% or lower contamination per year.
	Why this is important: We aim to reduce the amount of waste going to landfill through our efforts to encourage and enable reduction, reuse or recycling. The less recycling material that is contaminated, the greater the amount that can be sent for recycling.		

How we fund this activity

This activity is funded through general rates/UAGC, targeted rates and other revenue.

For the 2025/2026 year this activity will make up **9.2%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$1,592,023	\$950,000	\$1,045,950

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

STATEMENT OF ANY VARIATION BETWEEN THIS PLAN AND COUNCIL'S EXISTING 'ASSESSMENT OF WATER AND SANITARY SERVICES' AND ITS 'WASTE MANAGEMENT PLAN'

There are no significant variations between the proposals outlined in the Long-Term Plan and the Council's:

- a) Assessment of Water and other Sanitary Services (as prepared under section 125 of the Local Government Act 2002);
- b) Waste Management Plans (as adopted under section 43 of the Waste Minimisation Act 2008); and
- c) Westland District Council Water Supply Bylaw 2016.

These documents can be obtained from the Council offices.

Prospective Solid Waste Statement of Service Performance

Prospective Solid Waste Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	2,542	3,436	3,443	3,577	3,714	3,752	3,828	3,832	3,849
Fees and Charges	1,037	1,074	1,104	1,132	1,159	1,185	1,211	1,237	1,263
Other Revenue	9	9	9	9	10	10	10	11	11
Total revenue	3,588	4,518	4,556	4,718	4,883	4,947	5,050	5,079	5,122
Expenditure									
Collections	950	979	1,006	1,031	1,056	1,080	1,104	1,127	1,151
Transfer station	2,792	3,339	3,416	3,557	3,684	3,714	3,777	3,851	3,898
Total expenditure	3,742	4,317	4,422	4,588	4,740	4,794	4,881	4,978	5,048
Surplus/(Deficit)	(154)	201	134	130	143	152	169	101	74
Capital Expenditure									
Misc plant & equipment for waste minimisation	155	57	58	169	61	63	64	66	67
Emissions Trading - carbon credits	280	289	297	305	312	320	327	334	341
Butlers - intermediate capping	30	31	32	87	33	34	35	60	37
Butlers - pump & infrastructure renewal	10	5	-	22	-	23	-	24	-
Haast - landfill capping	150	-	-	-	-	-	-	-	-
Haast - transfer station development	50	-	-	-	-	11	-	12	-
Hannahs Clearing - landfill transfer	8,000	-	-	-	-	-	-	-	-
Hari Hari - landfill protection	-	21	-	-	-	-	-	-	-
Hokitika - refuse general upgrade	20	5	11	54	11	-	23	-	24
Total Capital Expenditure	8,695	407	398	637	418	451	450	496	470

Prospective Solid Waste Funding Impact Statement

Prospective Group Level Funding Impact Statement

	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Solid Waste										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	1,282	1,592	2,457	2,437	2,546	2,659	2,672	2,725	2,705	2,698
Targeted Rates	825	950	978	1,006	1,031	1,056	1,080	1,104	1,127	1,151
Fees and charges	1,031	1,037	1,074	1,104	1,132	1,159	1,185	1,211	1,237	1,263
Local authorities fuel tax, fines, infringement fees, and other receipts	9	9	9	9	9	10	10	10	11	11
Total Operating Funding (A)	3,147	3,588	4,518	4,556	4,718	4,884	4,947	5,050	5,080	5,123
Applications of Operating Funding										
Payments to staff and suppliers	2,420	2,743	2,835	2,922	3,067	3,152	3,211	3,282	3,351	3,422
Finance Costs	154	127	496	508	509	527	518	514	508	503
Internal charges and overheads applied	522	553	592	591	605	638	633	645	674	669
Total Applications of Operating Funding (B)	3,096	3,423	3,923	4,021	4,181	4,317	4,362	4,441	4,533	4,594
Surplus/(Deficit) of Operating Funding (A - B)	51	165	595	535	537	567	585	609	547	529
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	284	8,336	(352)	(341)	(171)	(344)	(339)	(364)	(257)	(263)
Total Sources of Capital Funding (C)	284	8,336	(352)	(341)	(171)	(344)	(339)	(364)	(257)	(263)
Application of Capital Funding										
Capital Expenditure:										
- to improve the level of service	151	205	57	58	169	61	74	64	78	67
- to replace existing assets	370	8,490	351	339	468	357	377	386	418	402
Increase (decrease) in reserves	(187)	(194)	(165)	(203)	(271)	(195)	(205)	(205)	(206)	(203)
Total Applications of Capital Funding (D)	335	8,501	243	194	366	223	246	245	290	266
Surplus/(Deficit) of Capital Funding (C - D)	(51)	(165)	(595)	(535)	(537)	(567)	(585)	(609)	(547)	(529)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	306	319	394	402	408	425	433	440	446	455
Less: Unfunded Depreciation	(271)	(262)	(319)	(320)	(320)	(320)	(320)	(320)	(320)	(320)
Net funding transferred to renewals reserves	34	57	75	82	88	105	113	120	126	135

Planning and Regulatory

We provide planning and regulatory services to manage the natural and physical resources of the district, and to promote and protect the health and safety of our communities.

We have combined the following activities into the Planning and Regulatory group as they align to provide good-quality local public services and perform regulatory functions:

Planning and Regulatory	Resource Management Consents and Compliance Animal Control Emergency Management
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Planning and Regulatory Group's contribution to community wellbeing outcomes

These activities have a particular contribution to the following community wellbeing outcomes:

Community Outcome	<i>Sustainable Environment</i>	<i>Diverse economy</i>	<i>Embracing our culture</i>	<i>Live and play</i>	<i>Resilient Infrastructure</i>
Contribution	Support sustainable waste management practises	Collaboration	Partnership	Healthy and safe	Responsive planning
	Care for the environment	Sustainable growth	Open to innovation	Active lifestyles	Forward focus
	Encourage biodiversity	Innovation	Community pride and participation		Data driven decision-making
					Communities first

Resource Management

Purpose

Council is responsible for promoting the sustainable management of the natural and physical resources within the district through our statutory functions under the RMA and any replacement legislation. This includes developing, and administering the Westland District Plan, the operative components of the Te Tai o Poutini Plan and related policies, such as the RMA Compliance and Enforcement Policy, and processing applications for resource consents under the District Plan.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Encouraging economic growth and development through strategic planning.
- Ensuring that the district's built and natural environment is safe to live, work and play in.
- Ensuring that building and land developments are managed in a safe and sustainable way and land is used appropriately through enforcing planning legislation.
- Minimising or managing the potential negative effect of activities that may occur in the district (eg overhanging trees).
- Ensuring that the natural and built environment is managed sustainably

Our priorities

- **Adequate resourcing:** skilled and knowledgeable staff are retained to ensure that we can undertake our statutory functions, undertake strategy development of each township, and respond to changing legislation and government policies.
- **Te Tai o Poutini Plan:** continuing the collaborative approach between the four West Coast Council with an expectation of a more consistent approach to planning methods across the region.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a heavy user of transportation for inspections and compliance activities. Council has invested in hybrid vehicles, and where appropriate the staff involved in this activity utilise these vehicles.

How do we measure success?

What we do: Deliver sound policy and regulation to protect the environment.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Resource consents processed in accordance with relevant legislation	% of resource consents processed within statutory time frames	<p>Not achieved</p> <p>97.69% of resource consents were processed within statutory time frames. 130 consents processed.</p> <p>3 resource consents were not issued within the statutory timeframes due to required consent allocation and staff resourcing issues.</p>	100%
<p>Why this is important:</p> <p>We know that it is important to our customers that we process their consents in a timely manner. We also want to meet our statutory obligations.</p>			

How we fund this activity

This activity is funded through general rates/UAGC and other revenue

For the 2025/2026 year this activity will make up **3.6%** of Council's yearly expenditure

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$1,146,127	\$-	\$265,000

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Consents and Compliance

Purpose

Building Control

Council is responsible for administering and implementing the Building Act 2004. Under the Building Act, Council must maintain accreditation as a Building Consent Authority (BCA). As a BCA it is responsible for processing and granting building consents, inspecting and certifying building work, and issuing Code Compliance Certificates.

As a Territorial Authority under the Local Government Act, the Building Control activity is responsible for Certificates of Public Use, processing Project Information Memorandums, enforcing the Earthquake Prone Building legislation, compliance schedules and the Building Warrant of Fitness regime and providing advice on building related matters and enforcing numerous other provisions under the Building Act.

Environmental services

Council's role in environmental services is monitoring, inspecting, processing and taking enforcement action under the Food Act 2014, the Sale and Supply of Liquor Act 2012 and the Health Act 1956, and associated Regulations. We have a statutory requirement to undertake these activities based on health and safety, community, and environmental standards. We provide advice and information to the public on these matters. We also manage noise control activities.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Ensuring buildings are built to a high standard, are safe and fit-for-purpose and sustainable.
- Investigating and prosecuting non-compliant activities.
- Ensuring negative effect of activities that may occur in the district are minimised or managed (eg noise, responsible alcohol provision)
- Ensuring commercial food premises practise a high standard of hygiene.
- Making new and existing businesses aware of their obligations under the acts.
- Ensuring activities are run in an environmentally responsible way.

Our priorities

- **Adequate resourcing:** skilled and knowledgeable staff are retained to ensure that we can undertake our statutory functions.
- **User-pays service:** services funded by the user and not by the ratepayer.
- **Minimising risk:** ensuring that buildings within the district are compliant with the Building Act.
- **Proactive response to changing legislative environment**
- **Maintain accreditation standards as a Building Control Authority**

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a heavy user of transportation for inspections and compliance activities. Council has invested in hybrid vehicles, and where appropriate the staff involved in this activity utilise these vehicles.

How do we measure success?

What we do: Deliver fair, appropriate and customer-friendly inspections and compliance services that support community health and safety.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Timely processing of Building Consents.	% of building consents processed within 20 working days as per the requirements of the Building Act	Not achieved Consents issued = 231 94.8% issued within the 20 day statutory timeframe.	100%
Timely processing of Code Compliance Certificates.	% of Code Compliance Certificates processed within 20 working days as per the requirements of the Building Act	New Measure <i>Required by the Building Act. Baseline to be established.</i>	100%
	Why this is important: We know that it is important to our customers that we process their consents in a timely manner. We also want to meet our statutory obligations.		
Encourage compliance with health standards by undertaking inspections so that all food, liquor, and other licensed premises comply with the relevant legislation.	% licensed and registered premises are inspected prior to renewal of licence.	Food Premises Not achieved 70% (64/92 – based on currently registered businesses).	100%
		Liquor Premises Not achieved 90% (44/49 – based on currently registered businesses). Processing of consents was impacted by staffing levels.	100%
	Why this is important: We know that it is important to our customers that they can renew their licences in a timely manner. We also want to meet our statutory obligations and ensure that hospitality businesses are safe for patrons.		

How we fund this activity

This activity is funded through general rates/UAGC and other revenue.

For the 2025/20256year this activity will make up **7.7%** of Council’s yearly expenditure

Paid for from		
General rates	Targeted rates	Other revenue
\$1,740,472	\$-	\$1,427,837

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

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Animal Control

Purpose

Council has a statutory duty under the Dog Control Act 1996 minimise nuisance to the community from roaming dogs and stock control by maintaining policies and by-laws around the management and control of dogs. We support the safety of the public through dog registration, education and enforcement activities, and provide a dog pound.

Why we do it

This activity contributes to Council’s Vision “By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here”, by:

- Protecting people and the environment from the effects of wandering dogs and stock.
- Providing education to dog owners and the public.

Our priorities

- **Purpose built animal control facility:** As part of the racecourse recreation development Council will explore investing in a facility that could incorporate a public dog exercise area.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a heavy user of transportation for inspections and compliance activities. Council has invested in hybrid vehicles, however there is no dedicated low emissions vehicle for animal control. It is Council’s policy to purchase low-emissions vehicles where possible.

How do we measure success?

What we do: Deliver fair, appropriate and customer-friendly inspections and compliance services that support animal owners and community health and safety.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Keep the public safe from dogs and wandering stock	% of known dogs registered, or infringed, for failure to register by 1 September each year.	Achieved 99.2% - 2198/2216 known dogs registered	100%
	Response times to Priority 1 callouts:	Achieved 100% - 11 / 11 of response times to priority 1 callouts in 30 minutes or less	30 minutes or less (excluding travel time)
	<p>Why this is important:</p> <p>Dogs that are registered are more likely to be managed responsibly by their owner. Registered dogs can be reunited with owners more quickly if they are found wandering and this can reduce the overall cost to the owner of pound and compliance fees.</p> <p>The faster that staff can respond to a priority 1 callout, the greater the likelihood of apprehending the offending dog and dealing with the matter appropriately.</p>		

How we fund this activity

This activity is funded through general rates/UAGC and other revenue.

For the 2025/2026 year this activity will make up **1.5%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$363,144	\$-	\$216,167

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

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Emergency Management

Purpose

Council provides leadership, advice, planning and resources to enable the community to prepare for, respond to and recover from emergency events. This includes working with partner agencies across the region. We also work with local communities to build greater resilience through local community response plans. We carry out legislative functions as part of the West Coast Civil Defence Emergency Management Group.

West Coast Emergency Management (WCEM) is a steering group member of Project AF8, a collaborative programme consisting of the six South Island CDEM groups, universities, Crown research institutes, emergency services, lifelines, iwi, health authorities and partner agencies. The programme is managed by Emergency Management Southland. The South Island Alpine Fault Earthquake Response (SAFER) Framework was developed to provide an operational framework for responding in the first seven days after the alpine fault rupture.

Council maintains the following assets throughout the district to support the Emergency Management function:

- VHF radio, satellite phone and Starlink satellite internet kits.
- Civil Defence Emergency containers with supplies of freeze-dried food, essential goods and communications tools.
- Generators, trailers and pumps (to be deployed during flooding events)
- Emergency Operating Centre items

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Improving the community's understanding of natural hazard risks and how to prepare for emergency events.
- Providing a better understanding of the risk profile for emergencies and how that may impact future development and investment decisions.
- Providing critical resources and training to help communities support themselves in the short-term after a natural disaster.
- Preparing the community to respond in the event of a natural hazard occurring.

Our priorities

- **Emergency Operations Centre:** Council's current premises does not meet the requirement for the Emergency Operations Centre to be located in an IL4 building. Council intends to invest in a container solution.
- **Robust 3 waters Infrastructure:** Ensuring our infrastructure has back up power during emergencies.
- **Welfare Centres:** Ensure the local communities have a base to manage welfare needs. These centres have the appropriate resource required to set up and care for displaced parties during events.
- **Alternative water supplies:** Installation of water tanks in communities throughout the District to provide an alternative water supply in case of emergency.
- **Communications:** Continued investment into communications devices.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed.

The West Coast is likely to experience increased rainfall, rising seas and more emergency events. This needs taken into consideration when developing emergency plans and training in the District to improve climate resilience.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Improve the readiness of communities to respond to emergency events and build emergency management capability across the sector.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Council is prepared for and maintains an effective response capacity to manage civil defence emergencies	Council's e-text alerting system is tested twice per annum.	Achieved Council has utilised the e-text system once during the April EOC standup event and once to test the system for EOC use.	Achieved
	At least one Emergency Operations Centre (EOC), and community group activation occurs annually (event or exercise).	Achieved Multiple full stand ups over the year with two stand ups requesting additional support from out of region.	Achieved
	At least two training sessions are held annually for Council CDEM Incident Management Personnel and community groups.	Achieved <ul style="list-style-type: none"> Eleven Westland District Council staff attended CIMS4 training. 8 staff have attended training in D4h Incident Management Platform. A CIMS4 course was held in Hokitika.	Achieved
	Why this is important: An emergency event can occur at any time. It is important that EOC staff and community groups are prepared for and can support the community during an emergency event.		
CDEM relationships with WC CDEM Group territorial authorities, emergency services, and life line utilities are maintained and strengthened	Council is represented at CDEMG Joint Committee meetings by the Mayor, or a nominated attendee.	Achieved Council was represented at 4/4 meetings = 100% of the time.	100% of the time
	Council is represented at CEG meetings by the Chief Executive or a nominated attendee.	Achieved Council was represented at 4/4 meetings = 100% of the time.	100% of the time
	Why this is important: Council needs to be represented at emergency management committees to take part in decision making that affects the Westland District. It is also important to build and maintain relationships with other key organisations.		

How we fund this activity

This activity is funded through general rates/UAGC.

For the 2025/2026 year this activity will make up **0.4%** of Council's yearly expenditure

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$145,706	\$-	\$-

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

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Prospective Planning and Regulatory Statement of Service Performance

Prospective Planning & Regulatory Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	3,395	3,668	3,792	3,853	3,980	3,925	4,024	4,061	4,125
Fees and Charges	1,417	1,452	1,468	1,505	1,541	1,576	1,611	1,645	1,679
Recoveries	5	5	5	5	6	6	6	6	6
Other Revenue	323	327	334	343	351	359	367	375	383
Total revenue	5,141	5,453	5,600	5,706	5,877	5,866	6,008	6,087	6,193
Expenditure									
Planning and compliance	2,790	2,885	2,992	3,021	3,166	3,160	3,272	3,303	3,393
Animal control	579	606	614	626	653	655	671	688	697
Resource management	1,411	1,538	1,539	1,548	1,527	1,517	1,547	1,587	1,604
Emergency Management	146	154	169	198	204	202	200	198	197
Responsible Camping	79	80	82	83	85	86	87	89	90
Compliance control	160	166	171	175	179	183	187	191	194
Total expenditure	5,164	5,428	5,567	5,652	5,814	5,803	5,964	6,055	6,175
Surplus/(Deficit)	(24)	25	33	54	63	63	44	31	18
Capital Expenditure									
Civil Defence - Emergency Operations Centre (Container)	-	-	265	-	-	-	-	-	-
Civil Defence - Emergency communications	31	-	-	-	-	-	-	-	-
Civil Defence - Emergency equipment container	31	32	33	34	-	-	-	-	-
Civil Defence - Alternate water supply	59	80	-	-	-	-	-	-	-
Civil Defence - EMAT Cache	32	33	34	35	-	-	-	-	-
Total Capital Expenditure	153	146	333	69	-	-	-	-	-

Prospective Planning and Regulatory Funding Impact Statement

Prospective Group Level Funding Impact Statement										
	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Planning & Regulatory										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	2,564	3,395	3,668	3,792	3,853	3,980	3,925	4,024	4,061	4,125
Subsidies and grants for operating purposes	328	-	-	-	-	-	-	-	-	-
Fees and charges	1,250	1,417	1,452	1,468	1,505	1,541	1,576	1,611	1,645	1,679
Local authorities fuel tax, fines, infringement fees, and other receipts	199	328	333	340	348	357	365	373	381	389
Total Operating Funding (A)	4,341	5,140	5,453	5,600	5,706	5,878	5,866	6,008	6,087	6,193
Applications of Operating Funding										
Payments to staff and suppliers	2,991	3,723	3,863	3,984	4,005	4,084	4,090	4,232	4,262	4,401
Finance Costs	11	7	13	18	32	33	29	25	22	20
Internal charges and overheads applied	1,276	1,332	1,443	1,448	1,484	1,565	1,551	1,573	1,638	1,620
Total Applications of Operating Funding (B)	4,278	5,062	5,319	5,450	5,521	5,682	5,670	5,830	5,922	6,041
Surplus/(Deficit) of Operating Funding (A - B)	63	78	134	150	185	196	196	178	165	152
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	175	126	98	275	(9)	(87)	(87)	(68)	(55)	(41)
Total Sources of Capital Funding (C)	175	126	98	275	(9)	(87)	(87)	(68)	(55)	(41)
Application of Capital Funding										
Capital Expenditure:										
- to improve the level of service	187	153	146	333	69	-	-	-	-	-
Increase (decrease) in reserves	51	51	86	92	107	109	109	110	110	111
Total Applications of Capital Funding (D)	238	204	232	425	176	109	109	110	110	111
Surplus/(Deficit) of Capital Funding (C - D)	(63)	(78)	(134)	(150)	(185)	(196)	(196)	(178)	(165)	(152)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	90	101	109	117	130	133	133	133	133	134
Less: Unfunded Depreciation	(26)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)
Net funding transferred to renewals reserves	63	78	86	93	107	109	110	110	110	110

Community Services

We provide Community Services as together they support and promote resident’s health, safety, well-being and sense of unity.

We have combined the following activities into the Community Services group as they align to provide good-quality local public services:

Community Services	Community Development and Assistance Community Halls Township Development
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Community Services Group’s contribution to community wellbeing outcomes

These activities have a particular contribution to the following community wellbeing outcomes:

Community Outcome	<i>Sustainable Environment</i>	<i>Diverse economy</i>	<i>Embracing our culture</i>	<i>Live and play</i>
Contribution	Care for the environment	Collaboration	Enabling community	Healthy and safe
		Sustainable growth	Partnership	Active lifestyles
		Innovation	Open innovation to	Community spaces
			Community pride and participation	

Community Development and Assistance

Purpose

Council supports the social, cultural and economic capacity of the community by providing advice to assist community groups, organisations and individuals with their recreational and cultural activities and other special events or activities. This includes advice and support for funding options through the Westland District Council and external agencies/providers. Externally funded programmes such as the Welcoming Communities, Mayors Taskforce for Jobs and subsidised taxi chit schemes come within this activity.

Administrative support is provided to the Westland Safer Community Coalition Group, which supports projects, activities and events with a focus on:

- Improving community safety and wellbeing through the reduction in alcohol related harm, drugs and violence.
- Increasing pathways and opportunities to support everyone to thrive in our community.
- Proactive partnerships that have a shared commitment to resilience and wellbeing.
- Embracing and celebrating diversity.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Building strong, connected and supportive communities.
- Supporting and celebrating diversity in our communities.
- Supporting people, organisations and the business community.
- Assisting the most vulnerable people in our communities.
- Assisting individuals and communities be prepared and resilient in times of adversity.

Our priorities

- **Effective community engagement**
- **Ongoing support to Safer Community Coalition**
- **Positive social and cultural outcomes:** by supporting our communities to utilise all the funding opportunities available.
- **Maintain effective external partnerships**

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a user of transportation for its activities. Council has invested in hybrid vehicles, and staff will book these when appropriate. It is Council's policy to purchase low-emissions vehicles where possible.

How do we measure success?

What we do: Deliver programmes and funding opportunities that contribute to residents' health, safety and wellbeing.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Supporting Communities to improve their social and cultural wellbeing	<p>CDA co-ordinates funding and committee process for:</p> <ul style="list-style-type: none"> • Creative Community Scheme funding local arts. • Sport NZ Rural Travel Fund. • Funding to promote events for Community well-being and social connectedness. 	<ul style="list-style-type: none"> • Creative Communities funding advertised and allocated. • Sport NZ Rural Travel Funding advertised and allocated. 	Achieved
	<p>Why this is important:</p> <p>We know that funding opportunities allow communities to be vibrant and thrive. Council support ensures that people are supported in their applications and funding is allocated appropriately.</p>		
Commitment to “Safer Westland”	Safer Westland Governance Group meets bi-monthly.	Achieved	Achieved
	<p>Why this is important:</p> <p>Providing support to the Safer Westland Governance Group ensures that organisations have the opportunity to work cooperatively to encourage community safety and wellbeing in the district.</p>		

How we fund this activity

This activity is funded through general rates/UAGC, targeted rates and other revenue.

For the 2025/2026 year this activity will make up **2.8%** of Council's revenue.

Paid for from	Targeted rates	Other revenue
General rates/UAGC		
\$562,877	\$194,850	\$317,336

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Community Halls

Purpose

Council manages various buildings and halls for the benefit of the community. These facilities are a focus for community functions, activities and meetings. Their existence assists with meeting some of the social and recreational needs of communities. Some of these halls are also used as civil defence / welfare centres in case of emergencies. Council owns 11 community halls throughout the district. However, there are also some community halls that are owned by the community and are situated on Council owned land.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Provide social hubs for communities.
- Aid communities in increasing resilience and preparedness for Civil Defence emergencies.
- Provide opportunities for community engagement and encourage community-led development.

Our priorities

- **Seismic Strengthening of Halls:** The Better Off Funded seismic reports identified that the Okuru and Haast Halls required seismic strengthening. The halls are earthquake prone, and the seismic strengthening will need to be completed before 2039 to prevent closure of the halls.
- **Social and Economic wellbeing:** of the district through the provision of halls which contribute to the district being an enjoyable place to live.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide places that support social, recreation, and other activities for communities.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Community halls provide venues for a range of different activities and events and are well used by the community.	Multipurpose Spaces Average number of bookings for community halls.	New Measure <i>Baseline to be established</i>	Remains static or increases year on year.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Community halls are maintained to high standard	Condition Percentage of buildings in average condition or above as measured in condition assessments.	New Measure <i>Baseline to be established</i>	90%
Community halls meet customer expectations.	Customer Satisfaction The percentage of customer satisfaction with community halls as measured by users.	New Measure to be implemented 2026/2027 <i>Baseline to be established</i>	70%
	Why this is important: Community Halls are the heart of many of the smaller communities around the district. We want community halls to be well maintained and meet the needs of the communities that they service.		

How we fund this activity

This activity is funded through general rates/UAGC and targeted rates.

For the 2025/2026 year this activity will make up **0.8%** of Council’s revenue.

Paid for from		
General rates	Targeted rates	Other revenue
\$38,136	\$274,263	\$-

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Township Development

Purpose

We provide funding to townships through the Township Development Fund to support communities to grow and develop autonomously based on their own identified needs. Revenue for the township reserves comes from each township's community rate. Each community township group that receives the funding is an incorporated society. The criteria for receiving money from the township reserve is that it is used as a mechanism to enable planned improvement for the betterment of the community, which is supported by the wider community of that township.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Enabling future growth and development of townships.
- Making townships attractive for residents and visitors.
- Assisting communities to preserve and enhance the local natural environment.
- Enabling communities to undertake projects that matter to the local population.

Our priorities

- **Strategic development:** work with communities to create integrated planning documents for dealing with growth, development and the improvement of their township and surrounding areas.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, communities may use funding towards projects that improve climate resilience in their township.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

There are no non-financial performance measures for this activity. Instead, this activity is subject to financial accountability reporting for delivering the capital programme.

How we fund this activity

This activity is funded through general rates/UAGC and targeted rates.

For the 2025/2026 year this activity will make up **2%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$110	\$793,955	\$-

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Prospective Community Services Statement of Service Performance

Prospective Community Services Statement of Service Performance

	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Revenue									
Rates	1,864	2,113	2,182	2,230	2,264	2,283	2,344	2,372	2,422
Grants, subsidies and donations	315	36	37	38	39	39	40	41	42
Other Revenue	2	2	2	2	3	3	3	3	3
Total revenue	2,182	2,151	2,222	2,270	2,305	2,325	2,387	2,416	2,467
Expenditure									
Community development	813	821	835	855	885	896	914	939	949
Township development	776	812	840	866	872	885	906	926	944
Community Halls	352	382	393	401	397	407	417	409	418
Mayors Task Force for Jobs	260	-	-	-	-	-	-	-	-
Total expenditure	2,201	2,014	2,068	2,122	2,154	2,187	2,236	2,274	2,312
Surplus/(Deficit)	(19)	137	154	148	151	138	151	142	155
Capital Expenditure									
Halls - Carnegie Museum fitout	300	-	-	-	-	-	-	-	-
Halls - Carnegie Windows	-	52	-	-	-	-	-	-	-
Halls - Carnegie Roof replacement	-	-	-	-	-	200	-	-	-
Halls - Ross Hall fire safety	-	10	-	-	-	-	-	-	-
Halls - Customs House Re-pile etc	-	-	-	109	-	-	-	-	-
Halls - Band room developments	-	-	-	16	-	-	-	-	-
Halls - Okuru Hall developments	-	-	159	-	-	-	-	-	-
Halls - Haast Hall developments	-	-	-	-	279	-	-	-	-
Halls - Kokatahi Hall developments	-	10	-	-	-	-	467	-	-
Halls - Waitaha Hall developments	-	-	13	-	-	-	-	-	-
Township Maintenance - Hokitika Rubbish Bins	21	1	22	1	23	1	25	1	26
Township Maintenance - Fox Glacier Rubbish Bins	-	6	-	-	6	-	-	7	-
Township Maintenance - Haast Rubbish Bins	-	10	-	-	-	-	-	-	-
Township Maintenance - Hokitika Town Clock	75	77	-	-	-	-	-	-	-
Township Maintenance - Decorative Lighting and	30	31	32	33	33	34	35	36	37
Township Maintenance - Hokitika CBD developments	50	103	53	109	56	114	58	119	61
Township Maintenance - Hokitika Flag Trax	-	-	21	-	-	23	-	-	24
Township Maintenance - Kumara Rubbish Bins	-	-	-	6	-	-	-	-	-
Total Capital Expenditure	476	301	300	274	398	373	586	163	148

Prospective Community Services Funding Impact Statement

Prospective Group Level Funding Impact Statement

	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Community Services										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	403	601	1,006	1,034	1,066	1,086	1,097	1,122	1,153	1,168
Targeted Rates	1,239	1,263	1,107	1,149	1,164	1,178	1,186	1,222	1,219	1,254
Subsidies and grants for operating purposes	355	315	36	37	38	39	39	40	41	42
Local authorities fuel tax, fines, infringement fees, and other receipts	4	2	2	2	2	3	3	3	3	3
Total Operating Funding (A)	2,001	2,181	2,151	2,222	2,270	2,306	2,325	2,387	2,416	2,467
Applications of Operating Funding										
Payments to staff and suppliers	1,188	1,473	1,220	1,256	1,294	1,319	1,348	1,388	1,406	1,435
Finance Costs	82	73	86	88	84	85	79	78	73	72
Internal charges and overheads applied	379	408	440	436	447	473	468	476	498	493
Total Applications of Operating Funding (B)	1,648	1,954	1,746	1,780	1,825	1,877	1,895	1,942	1,977	2,000
Surplus/(Deficit) of Operating Funding (A - B)	353	227	405	442	445	429	430	445	439	467
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	575	201	(71)	(138)	(77)	(133)	(61)	(129)	(59)	(131)
Total Sources of Capital Funding (C)	(74)	201	(71)	(138)	(77)	(133)	(61)	(129)	(59)	(131)
Application of Capital Funding										
Capital Expenditure:										
- to improve the level of service	55	80	134	85	142	368	149	93	155	98
- to replace existing assets	697	396	167	215	132	30	224	492	8	50
Increase (decrease) in reserves	176	(48)	33	4	94	-(102)	-(4)	-(269)	217	188
Total Applications of Capital Funding (D)	928	428	334	304	368	296	369	316	380	336
Surplus/(Deficit) of Capital Funding (C - D)	(353)	(227)	(405)	(442)	(445)	(429)	(430)	(445)	(439)	(467)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	345	247	268	288	297	278	292	295	297	312
Less: Unfunded Depreciation	-	(39)	(39)	(39)	(39)	(39)	(39)	(39)	(39)	(39)
Net funding transferred to renewals reserves	345	208	229	248	257	238	252	255	257	272

Facilities, and Leisure Services

We provide Facilities, and Leisure Services which promote recreational, social, and economic benefits, and enhance the environmental wellbeing of our district.

We have combined the following activities into the Facilities, and Leisure Services group as they align to provide good-quality local public services:

Facilities, and Leisure Services	<ul style="list-style-type: none"> Cemeteries Hokitika Museum Land and Buildings Parks and Reserves Public Toilets Swimming Pools West Coast Wilderness Trail Westland District Library
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Facilities, and Leisure Services Group's contribution to community wellbeing outcomes

These activities have a particular contribution to the following community wellbeing outcomes:

Community Outcome	<i>Sustainable Environment</i>	<i>Diverse economy</i>	<i>Embracing our culture</i>	<i>Live and play</i>	<i>Resilient Infrastructure</i>
Contribution	Support sustainable waste management practises.	Collaboration	Enabling community	Healthy and safe	Responsive planning
	Care for the environment	Sustainable growth	Partnership	Active lifestyles	Forward focus
		Innovation	Community pride and participation	Community spaces	Data driven decision-making
					Communities first

Cemeteries

Purpose

The Westland District has a total ten open cemeteries located throughout the district, with an additional two that are closed and no longer provide burials or interments.

Council operates and manages burial and cremation interments in Hokitika, Kumara and Ross. The cemeteries provide plots for interment on demand and areas for the burial and recording of ashes.

Burials and maintenance at the remaining cemeteries, including the historical Ross and Stafford, are management privately, for example by Cemetery Trustees.

We are required to ensure that there are sufficient cemeteries within the District (including the provision of paupers' graves) under the Burial and Cremation Act 1964.

There are limited assets at cemeteries (other than Hokitika, which has a building to house cemetery equipment and contractors' equipment). Other assets include roads, footpaths, car parks, concrete berms, and grass areas.

Why we do it

We provide cemeteries to ensure a safe and healthy community. We are required to provide for burial need of the community under the Burial and Cremation Act 1964. This includes ensuring there are sufficient cemeteries with enough space to cater for the community. Cemeteries contribute to creating a district of great spaces and places for our community.

Our communities play an important role in preserving the social history of our district and many have significant historic and heritage values.

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Adhering to relevant legislation for burials to ensure a pleasant and environmentally sound asset.
- Ensuring cemeteries provide a place for all cultural beliefs and practises to improve well-being and cultural connectedness.
- Ensuring cemeteries have sufficient capacity to manage the changes in demographics and possible emergency events.
- Provide reliable and accurate information on where people are buried for those who are tracing their ancestors or carrying out other historical research.

Our priorities

- **Ensuring there is sufficient capacity at cemeteries:** Berm expansion and development in the Hokitika and Ross cemeteries to ensure there is sufficient capacity.
- **Resealing roads at the Hokitika Cemetery:** The roads within the Hokitika cemetery are past their useful life. This project will address the worst affected areas of edge break and wear. This will see the cemetery further tidied up.
- **Social wellbeing** of the district through the provision of cemeteries, which help to preserve our social history.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide places that support the cultural needs of the deceased and their bereaved.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Residents continue to have access to a Council cemetery within a reasonable travelling distance	Customer Proximity A cemetery is located within easy driving distance (10km) of district townships.	New Measure Baseline to be established	90%
All burials adhere to the relevant legislation	Legislative compliance: Standards for burial adhere to Cemeteries and Cremations Act 1964 or any replacement legislation	Achieved 100% 44/44 Interments Hokitika: 39 Kumara: 4 Ross: 1	100%
Cemetery operations continue to be carried out in a respectful, accurate and efficient manner.	Customer Satisfaction: The number of service requests received per cemetery.	Achieved Hokitika: 2 Kumara: 0 Ross: 0	Hokitika: ≤ 5 Kumara: ≤ 5 Ross: ≤ 5
	The level of satisfaction as recorded in an annual survey of funeral directors.	New Measure to be implemented 2026/2027 Baseline to be established	≥70%
	<p>Why this is important:</p> <p>We want our cemeteries to be pleasant resting places for departed community members.</p> <p>The Act recognises a variety of different types of burial land. It also contains several specific provisions around controlling and managing these places and outlines the statutory restrictions that apply. Council wants to meet its statutory obligations for burials.</p>		

How we fund this activity

This activity is funded through general rates/UAGC and other revenue.

For the 2025/2026 year this activity will make up **0.9%** of Council’s revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$284,567	\$-	\$50,900

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

DRAFT

Hokitika Museum

Purpose

Hokitika Museum manages and preserves Westland's history through an extensive collection of archives and artefacts. A wide range of services are available to the public including heritage and research service for members of the public and government agencies, access to digital storage, collections management, and education.

Following the extensive renovation and earthquake strengthening of the Carnegie Building, the Museum will provide facilities for display of local collections, and hosting temporary local, regional or national exhibitions.

The Museum portfolio includes:

- Collections
- Photography
- Archiving and digitization equipment
- Audiovisual equipment for displays

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Proudly telling Westland and West Coast stories to our visitors.
- Creates a sense of community.
- Facilitating lifelong learning about local history and the preservation of the local environment.
- Enabling the care and preservation of valuable art and heritage.
- Developing strong partnerships with mana whenua.

Our priorities

- **Exhibitions:** host changing exhibitions throughout the year that will encourage people to return to the Museum on a regular basis.
- **Cataloguing and digitizing collection**
- **Public research facilities**

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a user of transportation for its activities. Council has invested in hybrid vehicles, and staff will book these when appropriate. It is Council's policy to purchase low-emissions vehicles where possible.

How do we measure success?

What we do: Acquire, conserve, research, communicate and exhibit Westland stories for purposes of study, education and enjoyment, material evidence of West Coast people and their environment.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Collections developed, documented and maintained with access provided	Collections continue in line with Hokitika Museum policies.	Achieved	Achieved
	Deaccessions and disposals are aligned with Hokitika Museum policies.	Achieved	Achieved
	Why this is important: Appropriate management of the Museum collection ensures that the archives and artifacts are useful and relevant to those interested in Westland and West Coast history.		

How we fund this activity

This activity is funded through general rates/UAGC and other revenue.

For the 2025/2026 year this activity will make up **1.3%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$479,367	\$-	\$35,316

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Land and Buildings

Purpose

Public buildings provide indoor space for community gatherings, events, recreation, education and other social activities. Council manages a land and building portfolio for the benefit of the community. The Council owns a variety of community spaces, some of which are occupied by the Council, others are leased to the community for a range of community uses.

The building portfolio includes, but is not limited to:

- Council Headquarters building
- Memorial Town Clock
- Westland Industrial Heritage Park buildings
- Houses for nurses (Fox Glacier) and contractor staff (Harihari)
- Forestry land in Kumara (managed in conjunction with Ngāi Tahu Forests)
- Works depots at Haast, Fox Glacier, Whataroa and Harihari
- Jackson Bay Wharf

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Ensuring the community has access to suitable facilities that aid inclusion and connectedness.
- To ensure that facilities are adequately maintained so that their service capacity and long-term integrity is not reduced.

Our priorities

- **Land and Buildings Strategy:** Many buildings within the portfolio are no longer required to provide services required by Council. A long-term review needs to be completed to ensure appropriate supply levels.
- **Earthquake Strengthening of the Council Headquarters:** Options are being considered for Council's corporate council building as a part of the wider strategic building review. Options such as building a new building, structurally strengthening the current building or relocating are being deliberated.
- **Earthquake Strengthening the Memorial Town Clock:** The Better Off Funded seismic reports identified that the Memorial Town Clock required seismic strengthening. The Clock is earthquake prone, and the seismic strengthening will need to be completed before 2039. This is a historic monument so it is likely that Council will be able to obtain external funding.
- **Social and Economic wellbeing** of the district through the provision of public buildings throughout the district.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. How climate change impacts on assets will vary depending on the location and type of services provided. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

There are no non-financial performance measures for this activity. Instead, this activity is subject to financial accountability reporting for delivering the capital programme.

How we fund this activity

This activity is funded through general rates/UAGC and other revenue.

For the 2025/2026 year this activity will make up **1.3%** of Council's yearly expenditure

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$436,984	\$	\$52,121

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Parks and Reserves

Purpose

Parks play an important role in the image of the district and the quality of life for our residents. Parks are considered a major contributor to the wellbeing of our residents through the provision of quality open space for both active sports and quiet passive use. We manage and maintain many parks and reserves throughout the district, providing a range of leisure and recreational activities. These include:

- Parks,
- Sports fields,
- Playgrounds,
- Walkways,
- Passive Recreation Reserves,

Council manages and maintains a number of parks, reserves, and cemeteries throughout the District for active and passive recreation. Recreation and Local Purpose Reserves are managed under the Reserves Act 1977.

Why we do it

We provide many parks, gardens, reserves and sportsgrounds throughout the district as a place for our community to meet, be active and enjoy our environment. Having parks and open spaces available is important to our community's wellbeing and makes our environment an attractive and welcoming place for residents and visitors.

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Promoting participation in outdoor activities.
- Providing sportsgrounds which support regional sporting events to entice additional visitors.
- Providing opportunities for walking and cycling, connecting our communities safely and healthily.
- Reducing social isolation, crime and harm through improved social, emotional, cultural and physical wellbeing.
- Providing space to support the wellbeing of the community and provide areas for stormwater overflow and/or protect that should not be developed.

Our priorities

- **Develop Parks and Reserves strategy and Reserve Management Plans:** Council is looking to implement a new parks and reserves strategy that will look to better align the communities' needs with the asset provided. This will drive the approach to maintenance, renewals and divestment of assets. Part of this project will include the development of Reserve Management Plans which are required under the Reserves Act.
- **Cass Square Concept Plan:** Cass Square is the primary park of district, located in Hokitika. A concept plan for Cass Square is to be produced to ensure that there is a clear direction for the park so it can continue to provide for recreation that fits the community needs.
- **Hokitika CBD Development Plan:** The previous Hokitika CBD Concept Plan was vital in revitalising the town centre of Hokitika, however, it was not renewed following the completion of the plan in 2015. Development of a new concept plan will further enhance projects that have already been completed and introduce new projects to ensure there is a well thought out capital plan for the CBD.
- **Allowing for a meaningful recreation area at the Hokitika Racecourse:** The Hokitika Racecourse housing development is underway. The profit from this development is planned to fund developments of recreation/reserve space on the rural zoned portion of the Racecourse site. Planning and consultation for this recreation/reserve space will be undertaken during the life of the plan.
- **Replacement of the Cass Square concourse:** The concourse around Cass Square has reached the end of its life and requires replacement of the existing concrete surfacing.
- **Replacement of the Kumara Playground:** The Kumara Playground has reached the end of its useful life and requires replacement to ensure it meets the playsafe regulations.

- **Social wellbeing** of our residents through the provision of parks, gardens, playground and sport fields that enhance quality of life.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide parks and open spaces that support the recreational needs of our community and visitors.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
There are sufficient open spaces to meet the needs of the district.	Space Provision Hectares of open space provided.	New Measure <i>Baseline to be established</i>	≥0.01 Ha per resident
The open space network meets the residents' expectations.	Customer Satisfaction The average number of service requests received for parks and reserves.	New Measure <i>Baseline to be established</i>	Figure remains static or decreases year-on-year
	Customer Satisfaction The percentage of customer satisfaction with sports grounds as measured by users.	New Measure <i>Baseline to be established</i>	70% of users are satisfied
	Why this is important: We want our parks and reserves to be safe, enjoyable, and well-maintained places for our community and visitors to use.		

How we fund this activity

This activity is funded through general rates/UAGC, targeted rates and other revenue.

For the 2025/2026 year this activity will make up **2.5%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$116,688	\$677,541	\$165,000

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

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Public Toilets

Purpose

Public toilets are provided throughout the District to provide amenity to residents and travellers, and to minimise the risk of human defecation within public spaces. Council aims to ensure that public toilets are clean, accessible, functional and suitably maintained, for the community and travelling public to use.

There are 16 public toilet blocks provided throughout the district. Daily maintenance is provided by contractors and community groups.

Why we do it

Our public conveniences provide toilet facilities for the public, including visitors, to help protect our environment and to support our local businesses and tourism industry.

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Providing safe and clean facilities for visitors and residents to reduce environmental contamination.
- Providing public toilets near recreation areas to benefit recreation and socialisation.
- Ensuring that facilities are adequately maintained so that their service capacity and long-term integrity is not reduced.

Our priorities

- **Public Toilets Strategy:** Council has invested heavily in public toilets during the past LTP cycles and has been successful in receiving funding from the Tourism Infrastructure Fund for these. However, this has left Council with a significant number of public toilets that have high operational costs and will require renewal within a short timeframe. A long term review needs to be completed to ensure appropriate supply levels.
- **Replacement of the Hokitika Beachfront Toilets:** The Beach Street toilets are consistently the most used public toilets in the district. The toilet block is reaching the end of its useful life and some minor works have been completed to extend the life of the toilets. Due to the high use, there needs to be some consideration into increasing the number of pans.
- **Social and Environmental wellbeing:** by providing public toilet facilities at key public spaces throughout the district.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide public toilets throughout the district for the convenience of our communities and visitors, and protection of the environment.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
The number and location of public toilets is sufficient to meet the needs of local communities and visitors.	Provision Public toilets are provided in all major townships.	New Measure <i>Baseline to be established</i>	Achieved
Public toilets are cleaned to a standard that meets user expectations.	Customer Satisfaction The number of complaints received per annum related to cleanliness.	New Measure <i>Baseline to be established</i>	Figure remains static or decreases year-on-year
	Why this is important: We want to provide clean and tidy public conveniences that meet community and visitor needs.		

How we fund this activity

This activity is funded through general rates/UAGC.

For the 2025/2026 year this activity will make up 1.6% of Council's yearly expenditure

Paid for from	Targeted rates	Other revenue
General rates/UAGC		
\$639,185	\$-	\$-

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Swimming Pools

Purpose

Swimming pools are provided in Hokitika and Ross for participation in water based recreational activities and water safety education. The activity is funded through community rates and user charges.

- **Hokitika Centennial Swimming Pool**
An indoor pool with an area of approximately 470m². Between 2022 – 2024 the facility has undergone a \$5.5m upgrade, including earthquake strengthening, a new front of house, plant room, electrical upgrade, HVAC and fire security system, and a new pool liner
- **Ross Community Swimming Pool**
An indoor pool that consists of a lane swimming pool, which is the same size as the Hokitika pool, and a separate children’s pool and changing rooms. Repairs were made to the steel building structure in 2023, however more repairs will be needed to address all the issues.

Why we do it

Our swimming pools are based around the recreational and social aspects of life in our district. They aid in the development of healthy, active, functioning communities.

This activity contributes to Council’s Vision “By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here”, by:

- Providing swimming pools as a source of exercise and a place of inclusion and social connectedness.
- Encouraging water confidence and competence.
- Ensuring that facilities are adequately maintained so that their service capacity and long-term integrity is not reduced.

Our priorities

- **Further Upgrades to the Hokitika Swimming Pool:** Further to the upgrade completed in 2022-2024, the upgrades they were outside the scope of the original project still need to be undertaken to secure the recreational facility. These upgrades will include an upgrade of the heating system to reduce annual operational costs and address the humidity issues and replacement of the roof and improved pool edge flooring.
- **Replacement of the Ross Swimming Pool structure:** The Ross Swimming pool was briefly closed in 2023 due to significant issues with the roof structure. Short term repairs were made to ensure the pool could reopen, however, the building structure needs to be completely replaced to prevent the pool structure from being deemed structurally unsafe.
- **Hokitika Swimming Pool toddlers pool extension:** The provision of a toddler pool was scoped as part of the original Hokitika Swimming Pool redevelopment to ensure the pool was inclusive to a wider range of users. The plant equipment and pipework required for the toddler’s pool was installed as part of the redevelopment project to allow for expansion in the future.
- **Social wellbeing:** of the residents in the district because the provision of swimming pools help to enhance quality of life (through exercise and learning)

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide recreation facilities for our communities to enjoy exercise, education and social activities.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
The number and location of swimming pools is sufficient to meet the needs of local communities and visitors.	Provision More than one pool is available for residents across the district.	New Measure <i>Baseline to be established</i>	Achieved
There is increased use of the district pools which enables people to play, be physically active, and stay safe in the water.	Customer Use The number of visits to Hokitika and Ross pool increases year on year	New Measure <i>Baseline to be established</i>	Figure remains static or increases year-on-year
	The number of participants in the learn to swim programme.	New Measure <i>Baseline to be established</i>	Figure remains static or increases year-on-year
New Zealand Recreation Association Pool Safe accreditation is achieved for the Hokitika Pool.	Pool Safety Accreditation achieved.	Achieved	Achieved
Community pools meet customer expectations.	Customer Satisfaction The percentage of customer satisfaction with swimming pools as measured by users.	New Measure to be implemented 2026/2027 <i>Baseline to be established</i>	70%
	Why this is important: We want our facility to meet the needs of the community and attract visitors. Users have the opportunity to connect, exercise, learn and have fun.		

How we fund this activity

This activity is funded through targeted rates and other revenue.

For the 2025/2026 year this activity will make up **2.2%** of Council's revenue.

Paid for from		
General rates	Targeted rates	Other revenue
\$-	\$648,993	\$255,015

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

DRAFT

Visitor Information Services

Purpose

Visitor information services promotes Westland as a destination to visit, explore and play. Tourism is recognised as a major contributor to the Westland district's economic wellbeing. The Council works alongside other local and regional organisations, central Government, industry organisations, Iwi and the public sector to achieve lasting results in the community.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Working with national, regional and district tourism providers and promoters to develop reasons for visitors to stay longer in Westland and spend more.
- Promoting activities and events that attract tourists who contribute to vibrant town centres, buoyant local economies and thriving small town communities.
- Promoting tourism which provides economic incentives to preserve and enhance Westland's natural landscape and heritage.

Our priorities

- **Visitor experience:** to be a trusted inspiration hub to Westland visitors and support service to local NZ operators.
- **Business support:** to become the preferred booking agent to Westland operators so they can sustain and grow their businesses.
- **Collaboration:** working with external stakeholders such as Development West Coast and district-based businesses and promotions groups to aid tourism development and contribute to the Westland economy.
- **Resident services:** Support the community through provision of services for residents not offered elsewhere.
- **Technology:** Utilise technology to enhance the commercial viability of visitor services and benefit visitors planning and paying for activities.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a user of transportation for its activities. Council has invested in hybrid vehicles, and staff will book these when appropriate. It is Council's policy to purchase low-emissions vehicles where possible.

Staff are encouraged to use shared transportation when attending meetings, and to attend meetings remotely if this option is available to reduce carbon emissions.

How do we measure success?

There are no non-financial performance measures for this activity. Instead, this activity undertakes regular surveying of our West Coast Tourism Operators.

How we fund this activity

This activity is funded through targeted rates and other revenue.

For the 2025/2026 year this activity will make up **1.1%** of Council's yearly expenditure

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$-	\$273,467	\$160,382

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

DRAFT

West Coast Wilderness Trail

Purpose

The West Coast Wilderness Trail is part of the New Zealand Cycle Trail Nga Haerenga network. These tracks are managed by the Council in conjunction with the West Coast Wilderness Trail Trust (WCWTT). Marketing and trail management is overseen by the WCWTT, and trail maintenance is contracted to an external party by Council.

The trail is promoted as a three-to-four-day experience over 133km. Council is recognised as the official trail owner for both the Grey and Westland Districts, with 118km of trail located in Westland. Various assets on the trail alignment are owned and maintained by third parties, such as Manawa Energy and the Department of Conservation (DoC), and these remain integral assets for the success of the trail. The other assets owned by Council that make up this activity include:

- Bridges & Retaining Walls,
- Drainage culverts,
- Signage,
- Amenities.

Council receives limited external funding from Ngā Haerenga, the New Zealand Cycle Trails Fund (NZCT) for development and promotion and may provide funding towards reopening and repairing sections of trail that have been damaged by extreme events such as storm damage, fire, flooding or single event vandalism. Council can apply for a small amount of contestable funding from NZCT each year. Users cannot be charged, but the WCWTT can request donations from users and receive voluntary contributions from cycle tour businesses bringing customers to the trail.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Showcasing the District's unique environment and history via sustainable methods.
- Supporting low carbon transport particularly on commuter routes.
- Promoting growth in small businesses in the district and alternative industries.
- Providing high value tourism.
- Promoting local history and the District's environment to grow community pride.
- Opportunities for walking and cycling, connecting our communities safely and healthily.
- Opportunities to encourage active participation.
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term.

Our priorities

- **Replacement of the Totara Rail Bridge:** The Totara Rail Bridge was closed in August 2024 due to health and safety concerns relating to the deterioration of the 116-year-old bridge. An alternative solution such as a full replacement or diversion is required to ensure the trail can continue to Ross
- **Larrikins Road Safety enhancement:** Re-routing of the cycle trail to remove it from Larrikins Road which breaches the grade requirement for the trail. The design for this portion of trail has been completed and Council will apply for external funding to complete the project.
- **Mahinapua Boardwalk and Bridges Replacement:** The Mahinapua Boardwalk is an under width structure and becomes impassable during time of frequent heavy rainfall. The boardwalks are owned by DOC, however, Council has undertaken design of the new structures. Council intends to work with DOC on this project.
- **Social wellbeing:** of our residents through the provision of parks, gardens, playground and sport fields that enhance quality of life.
- **Economic wellbeing:** by promoting the district and providing for growth in alternative industries.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide an outstanding local and visitor attraction that draws people to Westland.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
The cycle trail is well used	Numbers using the trail as measured by trail counters	<p>Not achieved</p> <p>Counters along the trail recorded between 7,789 and 45,537 annual users at various points. Total users recorded is 144,198</p> <p>This represents an increase in daily utilisation of 7% based on 2022/2023 total use of 134,816* users.</p> <p>*Updated figure based on trail counter reporting.</p>	Show year-on-year growth.
	<p>Why this is important:</p> <p>The level of use of the cycle trail reflects the appropriateness and effectiveness of this asset for our community and visitors, and whether we are meeting their needs.</p>		
The visitor experience meets or exceeds expectations	Net Promotor Score and cyclist feedback.	<p>New Measure</p> <p><i>Baseline to be established.</i></p>	Is greater than 80% over a 12-month average.
	<p>Why this is important:</p> <p>We want this asset to provide a quality experience for visitors and be an ambassador to promote the Westland district, which supports the local economy.</p>		

How we fund this activity

This activity is funded through targeted rates and other revenue.

For the 2025/2026 year this activity will make up 1% of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$-	\$293,029	\$77,400

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

DRAFT

Westland District Library

Purpose

Westland District library facilitates equitable access to reading, literacy, information and knowledge through a broad range of physical and online resources. Lifelong learning and social cohesion is supported by the provision of inclusive events and activities. Volunteer community libraries are supported throughout the district.

Westland District Library's assets include:

- Collections
- Furniture and office and computer equipment
- Library management software

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Facilitating a life-long love of learning and personal development.
- Providing equitable access to resources and services for information, recreation and leisure.
- Supporting active democratic citizenship and upholding the right to freedom of information.
- Providing facilities to meet the communities recreational and cultural needs.

Our priorities

- **Community support:** work with the community to identify the best and most effective way to support information, literacy, cultural and learning needs across our communities in Westland.
- **Library location:** Planning for the library location in the long-term.

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed.

Operational decisions are made using the Green Libraries Manifesto, which is focussed on reducing impact on the environment, for example such as using bioplastic (compostable) to cover books.

Libraries are a sustainable space for the community. The inherent nature of sharing books and other resources owned by the library and available to everyone promotes the circular lifecycle of reuse and reduced consumption.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide a safe and inclusive environment that welcomes everyone and creates a community hub.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
To provide access to a physical collection that is current and of appropriate quality to meet the needs of the community.	% of physical collection items purchased in the last 5 years (excluding Local History and Stack)	New Measure <i>Baseline to be established</i>	40-45%
Ensure library users have access to computing technology and the internet to allow them to access relevant information, government, community, retail, recreational and communication services.	Minimum provision of:	New Measure <i>Baseline to be established</i>	<ul style="list-style-type: none"> • 2 public access internet devices per 2.500 people (Westland = 7) • Printer, scanner, and BYOD print options. • Onsite Wi-Fi access.
Delivering activities that enable increased accessibility.	Number of programmes & events (excluding Book-A-Librarian).	New Measure <i>Baseline to be established</i>	200 programmes/events
	Attendance at events (Excluding Book A Librarian)	New Measure <i>Baseline to be established</i>	2000 attendees
<p>Why this is important:</p> <p>We want our library services to meet the needs of users, and to be responsive to the increasing changes of the way that customers use a modern library service.</p> <p>We need to provide a variety of resources and services to meet the needs of individuals and groups for information, life-long learning, personal development, recreation, and leisure.</p>			

How we fund this activity

This activity is funded through general rates/UAGC and other revenue.

For the 2025/2026 year this activity will make up 2.1% of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$803,493	\$-	\$8,550

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Prospective Facilities, and Leisure Services Statement of Service Performance

Prospective Facilities, and Leisure Services Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	4,751	5,369	5,714	6,023	6,258	6,358	6,449	6,631	6,733
Fees and Charges	173	178	183	187	192	196	200	205	209
Rental	38	3	3	3	3	3	3	3	3
Grants, subsidies and donations	226	78	80	82	84	429	438	90	91
Recoveries	5	5	5	5	5	6	6	6	6
Other Revenue	333	343	353	362	371	379	388	396	404
Total revenue	5,526	5,975	6,338	6,662	6,912	7,371	7,484	7,329	7,447
Expenditure									
Parks and reserves	809	835	879	879	901	953	947	970	1,014
Cemeteries	335	350	358	364	376	380	387	398	404
Library	812	846	862	886	922	942	973	998	1,018
Museum	515	539	536	543	559	567	579	593	601
i-site	434	467	512	522	536	541	548	551	554
Events	98	101	104	106	109	111	114	116	119
Cycle trail	413	514	553	577	648	668	675	681	700
Swimming pools	724	799	845	863	884	901	931	998	1,010
Public toilets	639	657	666	678	692	702	713	724	734
Land and buildings	487	376	455	560	571	566	566	567	562
Total expenditure	5,267	5,485	5,769	5,979	6,199	6,332	6,432	6,597	6,717
Surplus/(Deficit)	259	490	569	683	714	1,039	1,053	732	730
Capital Expenditure									
Cemeteries - signage	8	8	-	-	-	-	-	-	-
Cemeteries Hokitika - develop berms	-	11	-	12	-	13	-	13	-
Cemeteries Hokitika - reseal roads	30	31	-	-	-	-	58	-	-
Cemeteries Hokitika -upgrade & expansion	11	11	11	12	12	12	13	13	13
Cemeteries Kumara - development	20	26	-	-	-	-	-	-	-
Cemeteries Ross - berm development	30	-	-	11	-	-	12	-	-
Public Toilets - Hokitika Beach Front conveniences renewal	-	-	477	-	-	-	-	-	-
Racecourse Development	-	-	-	-	-	-	-	-	-
Jacksons Bay Wharf Upgrade	-	1,848	2,122	-	-	-	-	-	-
Library - Book replacements	65	67	69	71	73	74	76	78	79
Library redecoration and improvements	-	-	-	-	-	-	-	-	-
Parks & Reserves - Carnegie Building- external developments	-	-	-	-	-	-	-	-	-
Parks & Reserves - Cass Square - new developments	50	-	53	-	56	-	58	-	61
Parks & Reserves - Cass Square new grandstand	-	-	53	-	279	-	-	-	-
Parks & Reserves - Cass Square Reseal	100	103	106	-	-	-	-	-	-
Parks & Reserves - Cass Square Upgrade of Playground equipment	-	-	5	5	6	6	6	6	6
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)

Parks & Reserves - Haast playground equipment replacement	-	5	-	5	-	6	-	6	-
Parks & Reserves - Hokitika Beachfront development	-	41	-	44	-	46	-	48	-
Parks & Reserves - Kumara playground equipment replacement	15	-	11	-	223	-	12	-	6
Parks & Reserves - Rimu-hill lookout kiosk and interpretation panels	10	-	-	-	-	3	-	-	-
Parks & Reserves - signage	15	-	16	-	-	-	6	-	-
Parks & Reserves - Westland Public Art & Monument Restoration	5	5	5	5	6	6	6	6	6
Parks & Reserves - Whataroa Pavilion Upgrade	-	-	16	-	-	-	-	-	-
Parks & Reserves - Whataroa playground equipment	-	5	-	-	6	-	-	24	-
Swimming Pool Hokitika - heating upgrade	700	-	-	-	-	-	-	-	-
Swimming Pool Hokitika - roofing and shorshield flooring	-	516	-	-	-	-	-	-	-
Swimming Pool Hokitika - toddlers pool	-	-	-	-	-	686	701	-	-
Swimming Pool Ross general upgrade	300	-	-	-	-	-	-	-	-
Cycle Trail - Larrikins Road Safety Improvements	-	-	318	-	-	-	-	-	-
Cycle Trail - Mahinapua boardwalk & bridges	-	-	-	836	-	-	-	-	-
Cycle Trail - Minor infrastructure & safety improvements	71	73	75	77	79	81	83	84	86
Cycle Trail - Totara Bridge - route diversion	1,400	-	-	-	-	-	-	-	-
Cycle Trail - Wainihinihi wet weather route bridge plus	10	-	-	-	-	-	-	-	-
Cycle Trail - WCWT Taramakau remediation	-	26	-	-	-	-	-	-	-
Total Capital Expenditure	2,839	2,776	3,338	1,078	738	932	1,030	278	258

Prospective Facilities, and Leisure Services Funding Impact Statement

Prospective Group Level Funding Impact Statement									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Facilities and Leisure Services									
(SURPLUS) / DEFICIT OF OPERATING FUNDING									
Sources of Operating Funding									
General rates, uniform annual general charges, rates penalties	2,858	3,075	3,263	3,512	3,612	3,629	3,683	3,753	3,789
Targeted Rates	1,893	2,295	2,451	2,510	2,645	2,729	2,766	2,878	2,944
Subsidies and grants for operating purposes	76	78	80	82	84	86	88	90	91
Fees and charges	173	178	183	187	192	196	200	205	209
Local authorities fuel tax, fines, infringement fees, and other receipts	376	350	361	370	379	388	396	405	413
Total Operating Funding (A)	5,376	5,976	6,338	6,661	6,912	7,028	7,133	7,331	7,446
Applications of Operating Funding									
Payments to staff and suppliers	3,685	3,680	3,785	3,857	3,951	4,064	4,130	4,215	4,325
Finance Costs	154	247	357	465	507	488	492	495	475
Internal charges and overheads applied	902	981	1,013	1,035	1,090	1,077	1,094	1,132	1,119
Total Applications of Operating Funding (B)	4,741	4,908	5,155	5,357	5,548	5,629	5,716	5,842	5,919
Surplus/(Deficit) of Operating Funding (A - B)	635	1,068	1,183	1,304	1,364	1,399	1,417	1,489	1,527
(SURPLUS) / DEFICIT OF CAPITAL FUNDING									
Sources of Capital Funding									
Subsidies and grants for capital expenditure	150	-	-	-	-	343	351	-	-
Increase (decrease) in debt	1,965	2,073	2,053	337	(551)	(183)	(159)	(551)	(545)
Gross proceeds from sale of assets	1,084	-	-	-	-	-	-	-	-
Total Sources of Capital Funding (C)	3,199	2,073	2,053	337	(551)	160	192	(551)	(545)
Application of Capital Funding									
Capital Expenditure:									
- to meet additional demand	56	22	19	26	4	16	21	17	4
- to improve the level of service	2,235	658	449	958	203	814	846	141	149
- to replace existing assets	548	2,095	2,869	94	531	102	163	120	105
Increase (decrease) in reserves	995	366	(101)	563	75	627	579	660	724
Total Applications of Capital Funding (D)	3,834	3,141	3,236	1,641	813	1,559	1,609	938	982
Surplus/(Deficit) of Capital Funding (C - D)	(635)	(1,068)	(1,183)	(1,304)	(1,364)	(1,399)	(1,417)	(1,489)	(1,527)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense									
Depreciation	526	578	614	622	650	703	716	757	797
Less: Unfunded Depreciation	(90)	(116)	(123)	(125)	(141)	(142)	(143)	(145)	(146)
Net funding transferred to renewals reserves	436	462	491	497	509	562	572	612	650

Leadership

We provide Leadership Services to support delivery of statutory responsibilities, and business functions of Council.

We have combined the following activities into the Leadership group as they align to provide good-quality local public services:

Leadership	Democracy Corporate Services
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Leadership Group's Contribution to community wellbeing outcomes

These activities have a particular contribution to the following community wellbeing outcomes:

Community Outcome	<i>Sustainable Environment</i>	<i>Diverse economy</i>	<i>Embracing our culture</i>	<i>Live and play</i>	<i>Resilient Infrastructure</i>
Contribution	Care for the environment	Collaboration	Enabling community	Healthy and safe	Responsive planning
			Partnership		Forward focus
			Community pride and participation		Data driven decision-making
					Communities first

Democracy

Purpose

Council undertakes democratic local decision-making and action, by and on behalf of communities to meet the current and future needs of communities for good-quality local infrastructure, local public services and regulatory functions. It endeavours to perform these activities in a way that is most cost-effective for households and businesses.

Council is an elected body of representatives who set direction, lead and make decisions based on Council's Strategic Direction, and with the overall goal of improving community wellbeing.

Elected members, being the community's representatives, make decisions within the framework of the Local Government Act 2002 (LGA) on behalf of and in the interests of the community.

Council is elected every three years. The key functions include:

- Engagement with the community.
- Providing leadership in setting priorities and in decision-making.
- Administering statutory governance functions such as Standing Orders, Delegations Registers.
- Providing advocacy to central Government for other services and making submissions to central Government.
- Developing and implementing Council wide strategies and policies.
- Partnering with external agencies and mana whenua.

The Democracy activity's assets include:

- IT equipment for all elected members and the Council Chamber.
- Council Chamber.
- Furniture for the Mayor's office and a meeting room.

Why we do it

As a statutory body, Council exists to meet the purpose of local government, as set out in Section 10 of the Local Government Act 2002.

Council is committed to decision-making processes that supports our vision "By investing in our people, caring for the environment, respecting the Mana Whenua cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here". This activity contributes by:

- Open and transparent governance.
- Developing policies in accordance with the Local Government Act and Council's own strategic intent.
- Partnership with local Iwi through their representatives on Council, Committees and working groups.

Our priorities

- **Representation and participation:** encourage all sectors of the community to be represented, with continuity through successive election cycles.
- **Skilled governance:** Upskill the Elected Members each triennium to undertake their governance role. Elected members will have a strong understanding of local government mechanisms and Council assets.
- **Significant legislative reform.**
- **Community engagement – including with Iwi.**
- **Advocacy to central Government on issues that affect Westland District.**

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a user of transportation for its activities. Council has invested in hybrid vehicles, and staff will book these when appropriate. It is Council's policy to purchase low-emissions vehicles where possible.

Elected members and support staff are encouraged to use shared transportation when attending meetings, and to attend meetings remotely if this option is available to reduce carbon emissions.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

Every year Council produces an Annual Report that informs our community about what has been achieved and how well we performed against the plans and budgets that were set for that year. In addition, there is regular reporting to the Senior Leadership Team and Council on progress with work and projects in this activity group. We have committed to providing regular on-going reporting to the Risk and Assurance Committee on satisfaction with Council's leadership.

How we fund this activity

This activity contributes is funded through general rates/UAGC and other revenue.

For the 2025/2026 year this activity will make up **4.1%** of Council's revenue.

Paid for from		
General rates/UAGC	Targeted rates	Other revenue
\$1,534,752	\$-	\$43,950

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Corporate Services

Purpose

Corporate Services provides professional services to support other Council departments. This includes payroll, finance, corporate planning, customer service, business analysis and information technology. We provide these services so Council can run smoothly and fulfil its statutory requirements. Our strategic support helps Elected Members provide inspirational leadership and create a compelling vision for our community.

Corporate Services work closely with the other departments of Council in the creation of the Long-Term Plan, Annual Plan, Annual Report, Policies and Strategies.

This part of Council manages the administration and collection of rates and other income for the smooth operation of Westland District Council.

Why we do it

This activity contributes to Council's Vision "By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here", by:

- Supporting Council to ensure prudent fiscal and risk management.
- Managing elections and representation reviews.
- Monitoring of Council's operations.
- Providing specialist knowledge of statutory, regulatory and technological requirements.

Our priorities

- **Understanding customer experience:** through developing a real-time reporting system.
- **Community engagement:** to develop robust plans, policies and strategies.
- **Review of Council's rating framework.**
- **Promoting a customer-focussed philosophy throughout the organisation.**

Consideration of climate resilience

The impacts of climate change on this activity have not been fully assessed. However, this activity is a user of transportation for its activities. Council has invested in hybrid vehicles, and staff will book these when appropriate. It is Council's policy to purchase low-emissions vehicles where possible.

Staff are encouraged to use shared transportation when attending meetings, and to attend meetings remotely if this option is available to reduce carbon emissions.

Capital programme

The capital programme is outlined in the Statement of Service Performance and Funding Impact Statement for this activity.

How do we measure success?

What we do: Provide professional support services to support other activities in Council and ensure smooth operating and fulfilment of statutory requirements.

Our goal	Measure	Current performance (2023/2024 Annual Report)	Performance targets 2025 – 2034
Provide accountability about Council activities	LTP, Annual Plans and Reports adopted on time.	<p>Achieved</p> <p>100%:</p> <p>The Annual Report 2022/2023 was adopted on 31 October 2023.</p> <p>The Enhanced Annual Plan 2024 /2025 was adopted on 24 June 2024.</p> <p>Council adopted an Enhanced Annual Plan under The Water Services Acts Repeal Act 2024 and will produce a Long Term Plan for the period 2025 – 2034 as provided by that Act.</p>	100%
	LTP and Annual Reports receive unqualified Auditor’s Opinions.	<p>Achieved</p> <p>100%:</p> <p>The Annual Report 2022/2023 received an unqualified Auditor’s opinion.</p>	100%
	<p>Why this is important:</p> <p>Meeting our legislative obligations to report on our activities and review our budgets and achieving unqualified Auditor’s Opinions on our reports and plans, gives the community confidence that Council is actively working to promote community well-being and be fiscally responsible.</p>		

How we fund this activity

This activity contributes an offset against general rates/UAGC but is otherwise funded through rates penalties and other revenue.

For the 2025/2026 year this activity will make up **3%** of Council’s revenue.

Paid for from			
General rates/UAGC	Rates penalties	Targeted rates	Other revenue
\$(414,656)	\$140,000	\$-	\$1,427,837

For further information on how this activity is funded, refer to the Funding Impact Statement on pp 153 - 164 and the Revenue and Financing Policy on pp 203 - 226.

Prospective Leadership Statement of Service Performance

Prospective Leadership Statement of Service Performance									
	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue									
Rates	1,120	1,345	1,495	1,524	1,608	1,497	1,510	1,562	1,513
Rates Penalties	140	140	140	140	140	140	140	140	140
Internal Charges and Overheads Recovered	8,643	9,344	9,396	9,624	10,155	10,052	10,213	10,645	10,530
Fees and Charges	77	79	82	84	86	88	90	91	93
Rental	10	10	11	11	11	11	12	12	12
Interest and dividends	782	810	844	873	824	944	1,080	1,225	1,321
Recoveries	85	43	44	92	46	47	98	50	51
Other Revenue	518	516	536	526	552	542	569	558	585
Total revenue	11,375	12,287	12,548	12,874	13,423	13,322	13,711	14,283	14,245
Expenditure									
Democracy	1,582	1,648	1,653	1,747	1,780	1,773	1,859	1,878	1,867
Corporate Services	9,783	10,513	10,519	10,758	11,349	11,247	11,453	11,891	11,819
Total expenditure	11,365	12,161	12,172	12,505	13,129	13,020	13,312	13,769	13,686
Surplus/(Deficit)	11	126	375	368	293	301	398	514	560
Capital Expenditure									
Council HQ - Earthquake strengthening & refurbishment	1,350	3,248	-	-	-	-	-	-	-
Council HQ - Furniture Renewals	5	6	6	6	6	6	6	6	7
Council HQ - i-Site room fitouts	100	-	-	-	-	-	-	-	-
IT - Server replacement	-	-	109	-	-	-	-	122	-
IT - Equipment Renewals	65	52	53	54	56	57	58	78	61
IT - Fire Wall Replacement	-	-	-	22	-	-	-	-	24
IT - Offsite Replication	41	-	-	-	-	47	-	-	-
IT - Aerial photography	-	41	-	-	67	-	-	-	73
IT - Teleconferencing Equipment	15	15	16	16	17	17	18	18	18
IT - Council website	-	36	-	-	-	86	-	-	-
Motor Vehicles - Replacements	50	103	53	109	56	114	58	119	61
Total Capital Expenditure	1,626	3,501	236	207	201	327	141	344	244

Prospective Leadership Funding Impact Statement

Prospective Group Level Funding Impact Statement										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Leadership										
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	688	1,260	1,485	1,635	1,664	1,748	1,637	1,650	1,702	1,653
Fees and charges	77	77	79	82	84	86	88	90	91	93
Interest and dividends from investments	1,370	782	810	844	873	824	944	1,080	1,225	1,321
Local authorities fuel tax, fines, infringement fees, and other receipts	734	613	569	590	629	610	601	679	619	648
Internal charges and overheads recovered*	8,021	8,643	9,344	9,396	9,624	10,155	10,052	10,213	10,645	10,530
Total Operating Funding (A)	10,890	11,375	12,287	12,547	12,874	13,423	13,322	13,712	14,282	14,245
Applications of Operating Funding										
Payments to staff and suppliers	7,013	7,573	8,011	7,843	8,075	8,480	8,398	8,649	9,013	8,937
Finance Costs	668	590	680	861	875	906	907	920	926	931
Internal charges and overheads applied	2,629	2,878	3,136	3,163	3,240	3,424	3,381	3,426	3,568	3,518
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total Applications of Operating Funding (B)	10,309	11,041	11,827	11,867	12,190	12,810	12,686	12,995	13,507	13,386
Surplus/(Deficit) of Operating Funding (A - B)	580	334	460	680	684	613	636	717	775	859
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Increase (decrease) in debt	(2,388)	(1,688)	5,800	(510)	(292)	(282)	(227)	(275)	(275)	(275)
Total Sources of Capital Funding (C)	(2,388)	(1,688)	5,800	(510)	(292)	(282)	(227)	(275)	(275)	(275)
Application of Capital Funding										
Capital Expenditure:										
- to improve the level of service	321	41	-	-	-	-	47	-	-	-
- to replace existing assets	217	1,585	3,501	236	207	201	280	141	344	244
Increase (decrease) in reserves	(2,346)	(2,980)	2,759	(66)	185	130	82	301	156	340
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total Applications of Capital Funding (D)	(1,808)	(1,354)	6,260	170	392	331	409	442	500	584
Surplus/(Deficit) of Capital Funding (C - D)	(580)	(334)	(460)	(680)	(684)	(613)	(636)	(717)	(775)	(859)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation expense										
Depreciation	297	323	334	304	315	320	334	318	261	300
Less: Unfunded Depreciation	-	-	-	-	-	-	-	-	-	-
Net funding transferred to renewals reserves	297	323	334	304	315	320	334	318	261	300

*On consolidation, Internal charges and overhead recovered is eliminated from both revenue and expenses

Financial Information

Financial Strategy

Purpose

The purpose of the financial strategy is to:

- a) facilitate prudent financial management by providing a guide for Westland District Council to consider proposals for funding and expenditure against; and
- b) provide a context for consultation on the Council's proposals for funding and expenditure by making transparent the overall effects of those proposals on the local authority's services, rates, debt, and investments.

The Council's financial strategy has been formulated with regards to Council's vision:

"By investing in our people, caring for the environment, respecting the Mana Whenua cultural heritage, and enabling investment, growth and development we will enrich our district and the people that reside here."

The strategy provides a framework within which this vision and these objectives can be delivered through financially prudent and sustainable principles throughout the life of the 10-year plan, by outlining our overall approach to managing Council's finances.

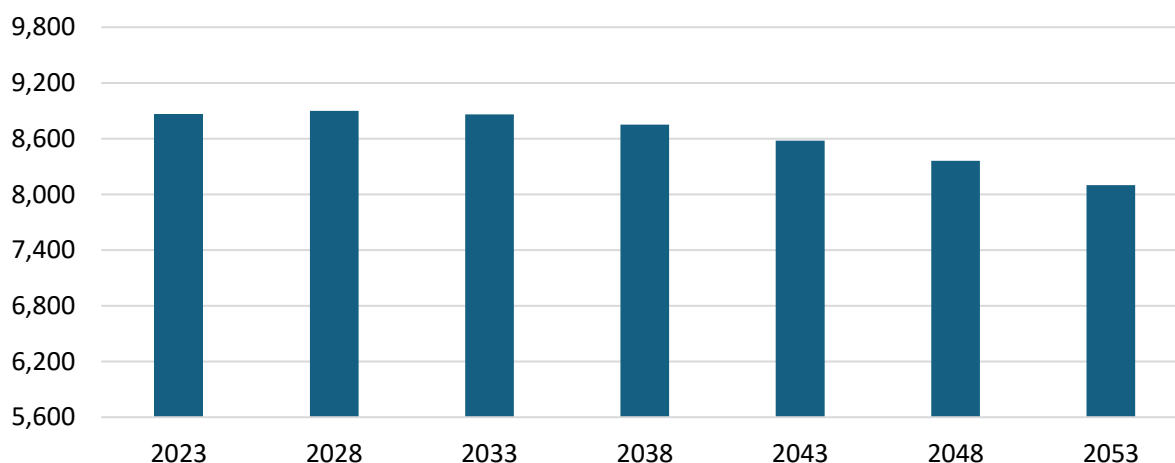
Significant Factors

This financial strategy is influenced by key assumptions about the factors that are expected to have a significant impact on Council's ability to achieve its vision.

Affordability

Westland District is a large district stretching 400 kilometres along the West Coast, and includes conservation land of over 80%. The townships are spread around the district, the population is low and is forecast to decline further. Having the availability of housing could result in less staff shortages due to working age people coming to the district and bringing children with them. Having a greater population can create lower rates per rating unit as the rates intake required is spread over more properties provided that the infrastructure and support services are sufficient to meet the needs of a higher population.

Population Growth

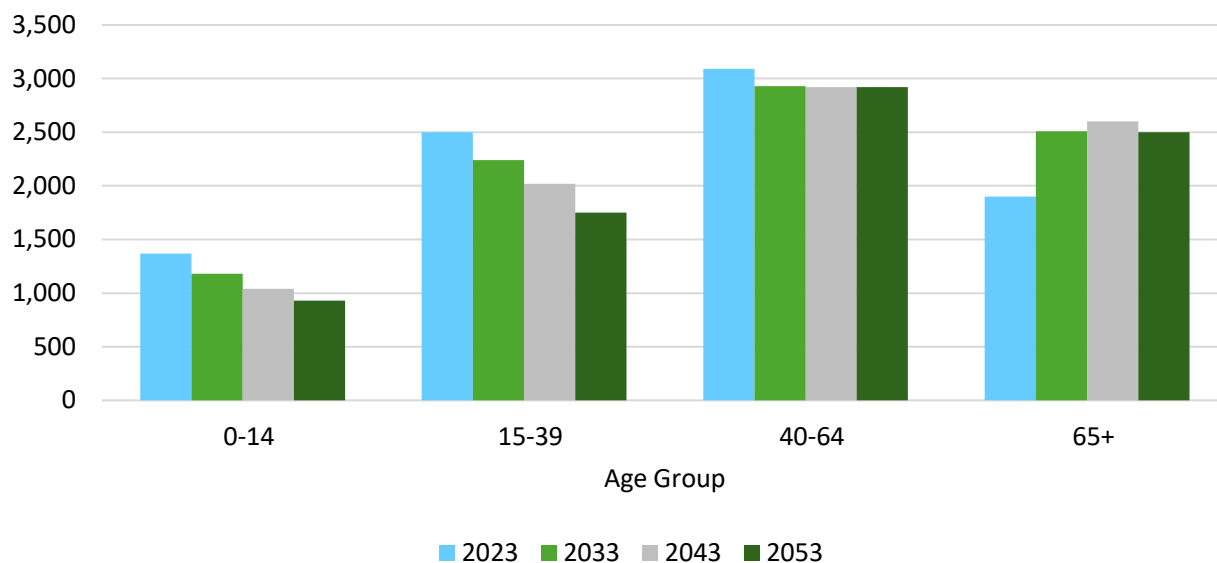


Westland has used Stats NZ 2023-2053 medium projection which is the latest census data available.

The data shows that the population is expected to increase minimally until 2028 when the population will start to decline.

Westland is predicted to experience an ageing population over the life of this Long Term Plan. It is forecast that the number of residents aged over 65 will increase by 32% over the 10 year period of this plan. Residents aged 15-39 are expected to decrease by 10% over the 10 years therefore younger people do not replace the retiring workers.

Westland Age Demographic Forecast



The council services in Westland are subject to high seasonal tourist demand, which means that some service capacity must be built into our asset management and operational plans. Residents have to pay for the extra service capacity regardless of tourism benefits. Westland is vulnerable to changes in tourism as seen throughout the COVID-19 pandemic. This had a significant effect on the tourist towns such as Franz Josef and Fox Glacier with some businesses closing and others being hibernated. Difficulties in attracting staff contributes to staff shortages and is further impacting the recovery of these townships.

Legislative changes particularly with the new water regulatory requirements is affecting the cost of provision of these services as council must continue to upgrade schemes to meet these requirements.

Future regulatory changes to waste collection with mandatory glass collection and food scrap collection in larger townships will further increase the financial burden on ratepayers.

Housing

Housing remains an issue in the Westland District, with high demand. New subdivisions are planned mainly in and around Hokitika with new housing stock to be built, this includes a number of affordable housing options.

Rental properties remain in short supply which affects the ability of employers to attract both seasonal and permanent workers to the district.

With the forecast increase in the age of the population of Westland, there is a shortage of elderly housing and care facilities in the Westland district resulting in long waiting lists and migration away from the coast. This can result in working age families also relocating, further impacting the age of the population.

Climate change and Natural Hazards

With the expectation that climate change is likely to increase the frequency and severity of natural disasters, resilience of council's infrastructure is critical.

In the Westland district there are specific natural hazards that will impact infrastructure that must be considered, for most this will involve a longer term solution than this plan, and would require government collaboration.

Westland is susceptible to coastal erosion, earthquakes, high rainfall and landslides.

Franz Josef's location to the Waiho River and particularly the South side of the river is becoming increasingly difficult to protect. Although protection is the responsibility of the regional council, Council must work with the community and regional council on mitigation of the risks with a future focus.

As of writing this strategy, the Waiho River is also currently cutting northwards into the Tatare River, this could impact council infrastructure and future solutions such as moving the infrastructure will need to be considered.

The Alpine fault which runs along the Westland district has potential to cause a large earthquake and is likely to destroy most underground infrastructure and will be devastating for the whole of the district. Insurance is limited, especially if other districts are impacted by an earthquake along the fault.

Proposed legislative changes by the government are aimed at providing a climate-resilient future and improve sustainable practices, these may be unaffordable for the Westland district.

Our plan

Council's aim is to deliver the best cost effective solutions by taking a risk management approach to managing infrastructure. Data around the condition of assets is continuing to improve, which allows for better management of these assets.

This allows for better planning of capital works both in the short and long term by balancing risk and performance.

Council will strengthen the resilience of infrastructure assets when undertaking capital and renewals work and continue to improve sustainable practices. This includes where extra capacity is required to meet tourism demands.

Some level of service increases may be included within the renewals program to further strengthen the resilience of the Westland district infrastructure.

Regional collaboration will continue where practicable; there are opportunities to collaborate with neighbouring councils, current collaborations are land transport and regional waste management.

The Infrastructure Acceleration Fund has the potential to create new affordable housing at the racecourse, at the same time supporting the wellbeing of the community with new recreational facilities where profits returned to Council from the development will be used towards the recreational facilities.

Council will make the most of any opportunities for Government funding, subsidies and any other incentives to reduce the financial burden on our ratepayers especially those on lower fixed incomes.

Some activities previously managed by Destination Westland Ltd have been returned to Council management to increase transparency and provide more effective direct control. These activities are primarily social activities as normally carried out by Councils. Commercial activities such as the Hokitika Airport remain with Destination Westland Ltd.

With the transfer of these activities, there should be a more stream-lined approach. There will be changes to Council staffing levels however, there are opportunities to provide these services more cost effectively.

Following the disestablishment of Westland Holdings Ltd, accountability of the Council Controlled Organisations Westroads Ltd and Destination Westland Ltd should be easier with the establishment of a Council sub-committee providing clear expectations.

Land Transport

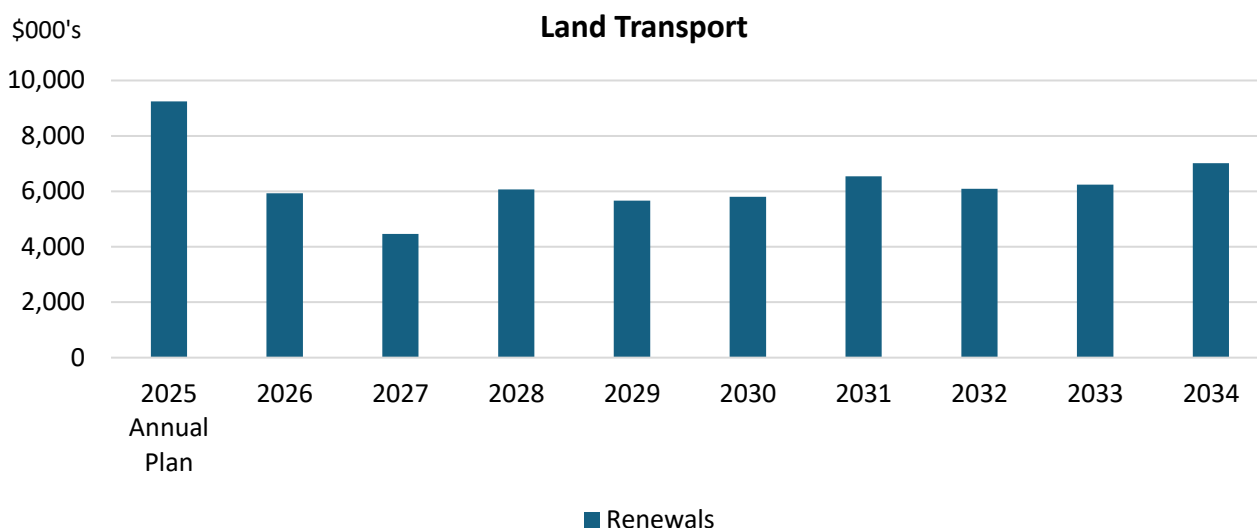
The major issues for Westland's land transport are resilience and affordability. Council maintains Jackson Bay Road, which is a special purpose road. This road provides access to the Jackson Bay Wharf, which is used by both recreational and commercial boats.

Waka Kotahi provides a subsidy to Council of 64% towards the upkeep of council's land transport activity, and 100% for the special purpose road. This is set for the first two years of the plan, however council will endeavour to work with Waka Kotahi to continue these subsidies throughout the plan.

The subsidy funds both capital and operational works on the network. Primarily renewals are the basis of the land transport expenditure for this plan.

For the first three years of the plan the main items council has budgeted is renewals of bridges and structures, and also renewal of the special purpose road at Jackson Bay. This is because of the agreement with Waka Kotahi to continue with the current subsidy of 100% for special purpose roads for the first two years.

Through the rest of the plan renewals are fairly even across the years.



Drinking Water

Council has improved the drinking water schemes and most schemes are substantially new or upgraded. Asset information has improved since the last long term plan 2021.

Whataroa and Kumara have had plant upgrades, and Fox Glacier and Arahura have had new plants commissioned.

The key challenge for drinking water is the cost of complying with new compliance regulations set by the new water regulator.

With the control of three waters now remaining with councils under 'Local Water Done Well' the cost of compliance may become unaffordable for ratepayers without some form of funding from the government. At the time of writing the long term plan, it is unknown what form any government funding will be. However, Councils are expected to provide a plan on how they intend to provide the services going forward, at this time, Council has determined that retaining the 3 water services in council is the most appropriate for Westland. This will be in the form of a separate business unit within council. This is the more affordable option, control of the assets remain with Westland ratepayers and it provides flexibility to move to a shared model in the future.

There are further challenges through the impact of natural disasters particularly on underground water assets.

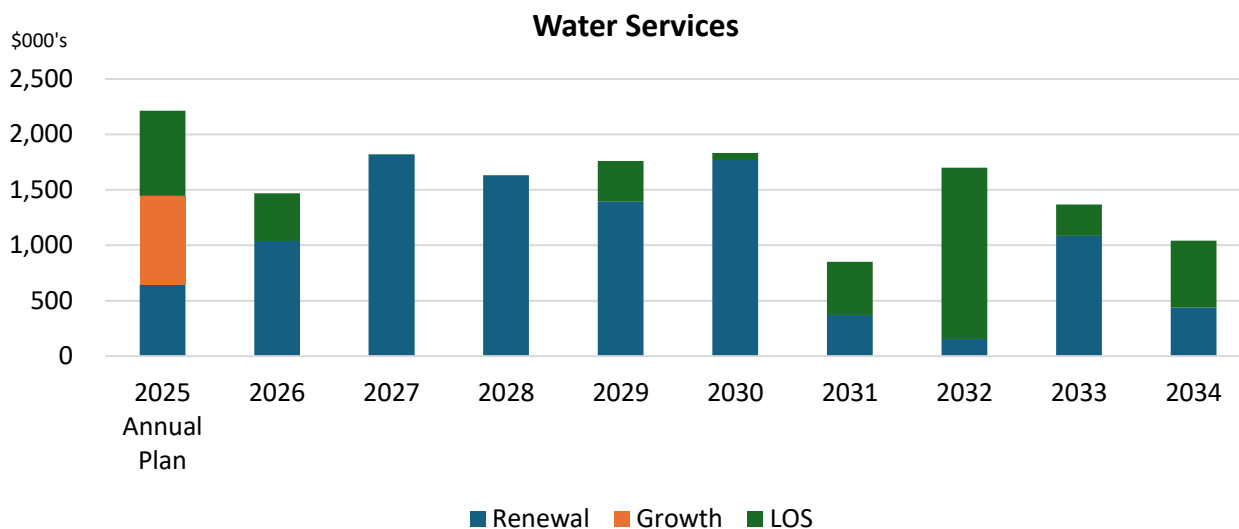
Drinking water plant and pipelines will mainly be renewed throughout the plan, some levels of service improvements have been built into the plan, primarily for safety aspects such as security cameras and fencing. Where there are improvements in the materials or size of pipelines renewed this will be considered an increase in level of service.

In year one the Blue Spur plant Chlorination building will be renewed, in years two and three the membranes will be replaced at this plant. The plant in Ross will have replacement membranes in year eight.

The Blue Spur plant will also have replacement reservoirs in years four and seven.

In year one all plants will have SCADA system replacements which provides live monitoring of the systems.

The plants are considered to have the capacity to service both residents and tourists and therefore no further capacity growth has been included in this plan.



Wastewater

48% of Council’s Wastewater assets are in a poor condition, 47% are in either excellent or good condition. No assets are considered in very poor condition.

Asset information has been improved through a program of CCTV surveys, where 60% of council’s Wastewater network has been surveyed.

Franz Josef Wastewater Treatment Plant has been replaced and meets compliance standards, and the pump station has been upgraded. Fox Glacier mains have also been upgraded.

Council is currently undertaking a long term project to replace the Hokitika wastewater treatment ponds with a resilient and sustainable mechanical solution. This project was originally notified in the long term plan 2021. As the Resource Consent expires in 2026 it is unlikely that the consent would be renewed to continue with ponds as a solution.

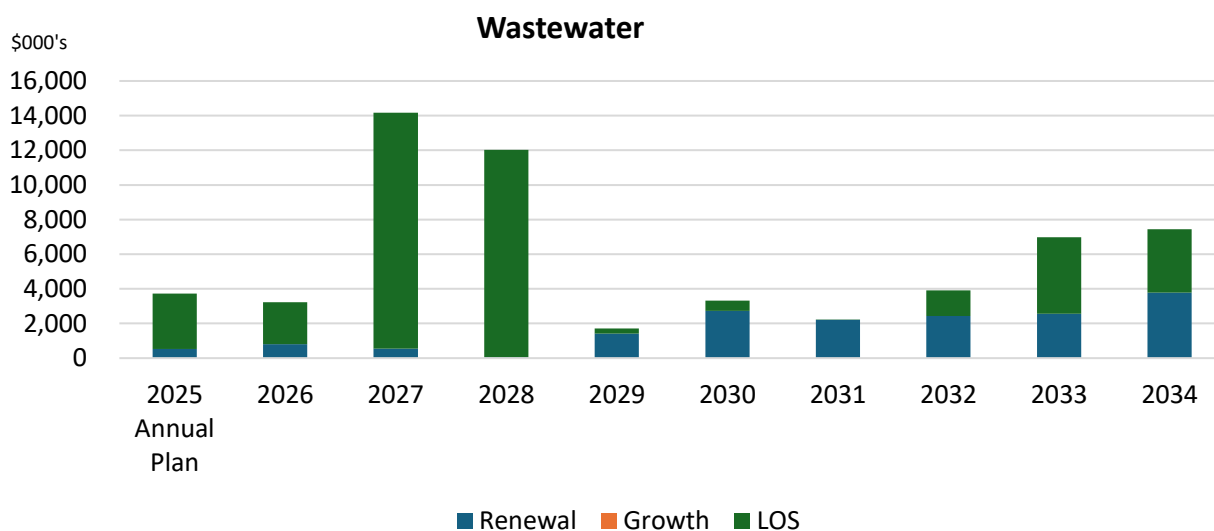
At the time of writing, the Franz Josef wastewater treatment ponds are under threat from flooding as the Waiho River is currently flowing towards the North Bank. This impacts the resilience of the service and could potentially cause environmental challenges. The solution would be to move the ponds elsewhere. However, consent for new ponds is unlikely to be granted so a mechanical solution would be optimal. This is a long term project that is included in the later years of the plan, however the cost would likely be unaffordable for ratepayers without some external funding.

The first three years of the plan incorporate significant level of service increases due to the Hokitika Wastewater Treatment Plant project, as this project provides improved resilience and environmental improvements into the future.

From years four to nine of the plan, a mains replacement program will be undertaken for Hokitika. There will also be a mains replacement program in Fox Glacier and Franz Josef in later years of the plan.

In years 2032, 2033 and 2034 further level of service increases relates to upgrades of the Franz Josef Wastewater Treatment Plant.

All schemes will have pump station and component replacements throughout the life of the plan.



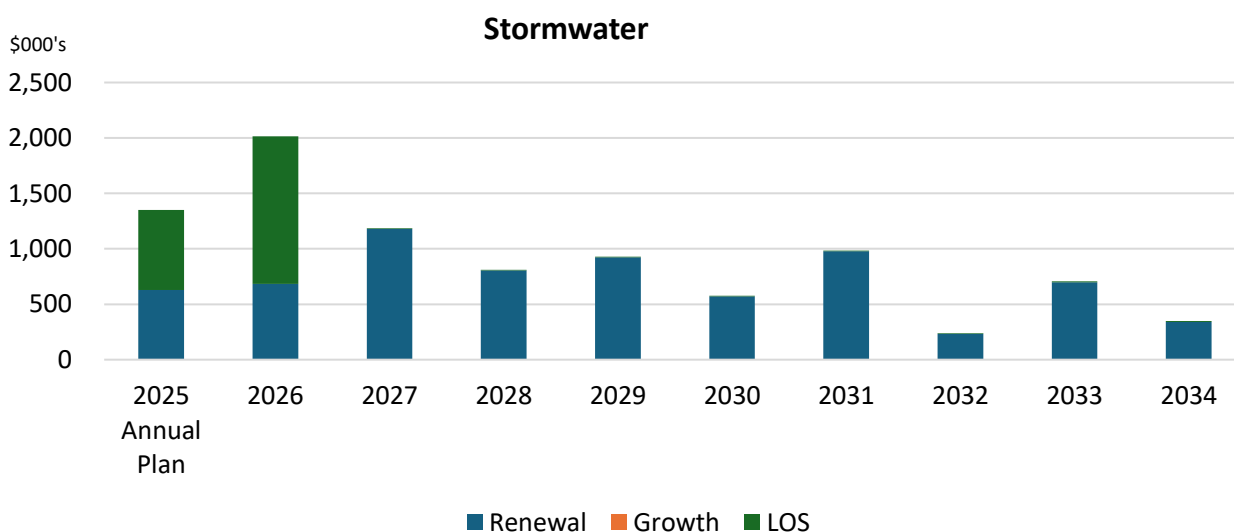
Stormwater

With the expectation that climate change will increase the frequency and intensity of natural disasters such as flooding, Stormwater upgrades, particularly in the reticulated system in Hokitika, are required.

Capacity needs to be built into any upgrades or Stormwater design to allow for increases in rainfall intensities which will result in increased levels of service.

Upgrades to the pump stations have been included in the first two years of the plan together with further CCTV work to understand the condition of the Stormwater assets. The CCTV work continues into years three and four at the time of the Hokitika mains replacement program.

As renewals of lines and sumps take place through the plan, upgrades where necessary will be included to increase the resilience of the network.



Other Factors

It is assessed that other factors affecting Council's ability to maintain existing levels of service and to meet additional demands for services will be regulatory, national policy and macroeconomic.

Activity plans have been formulated with consideration of known and anticipated regulatory developments in their respective areas, such as drinking water standards.

The policies of national governing bodies are a major determinant of the affordable levels of service that can be provided, for example the Funding Assistance Rate administered by Waka Kotahi.

Interest rates and inflation are factored into Council's financial forecasts. The former are derived from Treasury forecasts using Council's current cost of finance as a baseline and are used to ensure that Council's debt position and debt servicing capability remain within policy parameters. These are examined further below and in detail in the Liability Management Policy.

Council recognises that different types of expenditure have varying inflation factors. Asset management plans have been prepared at the component level using the Local Government Cost Adjuster Forecasts from BERL. Similarly, separate inflation rates have been calculated for specific types of expenditure within operational budgets.

How Operating Expenditure is funded.

Operating revenue includes the following revenue streams;

Year ended 30 June	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates	25,916	28,904	31,888	33,889	35,159	37,421	38,301	39,195	40,627
Subsidies & grants	8,025	6,017	6,285	6,088	6,241	7,116	6,891	6,693	7,244
Fees & charges	2,816	2,898	2,954	3,028	3,100	3,171	3,241	3,309	3,379
Interest & Dividends	783	810	845	873	824	944	1,080	1,225	1,321
Others	1,360	1,297	1,337	1,395	1,393	1,403	1,498	1,456	1,502
TOTAL	38,900	39,926	43,308	45,272	46,717	50,054	51,011	51,878	54,072

Rates

While Council will seek to maximise all other revenue sources in preference to rates, this will remain by far the greatest proportion of revenue. Within its rating methodology, Council seeks wherever possible to achieve an appropriate link between the types and amounts of rates and the delivery of benefit. The ratios and factors affecting the differentials are reviewed annually.

The rates system contains the following features:

Capital Value Based General Rate

The general rate is used to recover the cost of those services that benefit the entire district and cannot be attributed to specific groups or users. Council set and assess the general rate using capital value because it believes this naturally identifies the use of land, and hence its demand for services and resources, rather than just its location.

Uniform Annual General Charge

In setting a level for the Uniform Annual General Charge, Council recognises that a rating system with a high proportion of rates charged on a uniform basis can be regressive and compromises the benefits of employing a capital value based general rate. Council seeks to attain a balance in its rating system where everyone pays a reasonable share. Therefore, the proportion of the general rate that is applied through the UAGC will be reviewed annually subject to the limits prescribed by the Local Government (Rating) Act 2002.

Community Rates

Nine community zones have been created with targeted rates attached for local amenities, projects and services. This gives each township community the opportunity to directly influence the levels of service provided in their area, and at what cost.

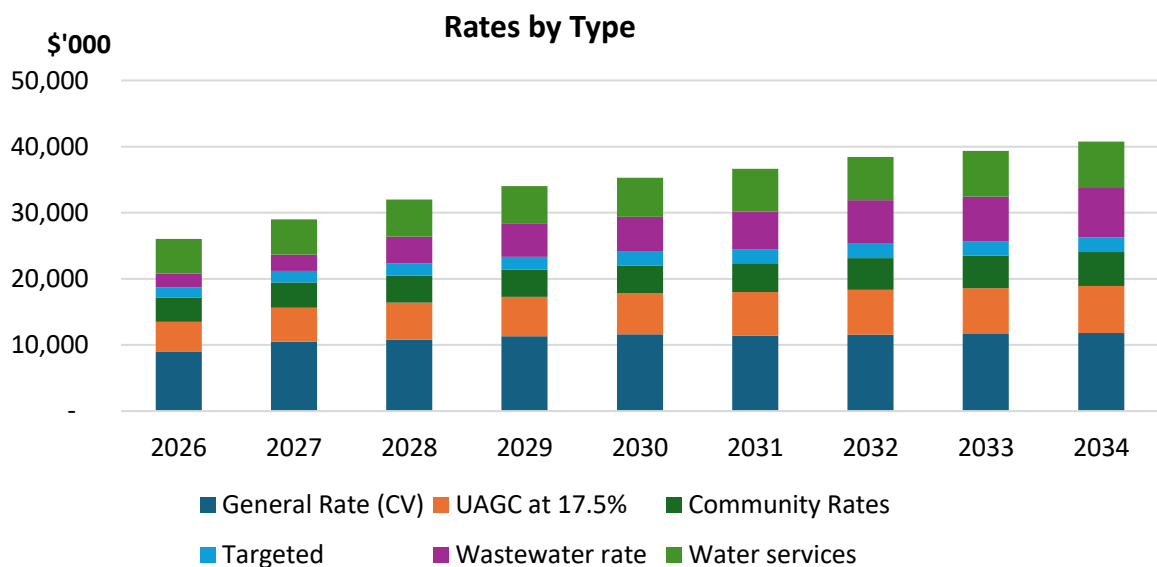
Differentials

Council has identified four sectors, based on land use, for which differentials are applied to both the General Rate and the Community Rates. These are used to determine what proportions of each rate should be applied to each sector. Council will review these annually and may identify further differentials during the life of the long term plan.

Targeted Rates

Where specific users can be readily identified, for example utilities and refuse collection, the costs of providing these services are recovered through targeted rates.

This graph illustrates the forecast rates by type:



Subsidies and Grants

Council will apply for any external funding that is available to reduce the rates burden.

The largest single area of expenditure is on the transportation network. Council optimises the Waka Kotahi Funding Assistance Rate (FAR) by satisfying the requirements for an approved roading programme. The District receives 64% funding on qualifying expenditure from 2025 to 2027 with 100% on special purpose roads (SPR) at the present time. These factors are set for three years, after which these rates may change, including the SPR which means that council will need to consider affordability against reduced levels of service for these roads in future years. For the purposes of this plan, the SPR rate has not been reduced following the first three years of the plan.

Other grants where Council may qualify for infrastructure or community activities will be applied for if they become available.

Fees and Charges

A 'user pays' philosophy is widely advocated. Where activities are sufficiently divisible to identify discrete user groups, some of the cost of provision is fully or partially recovered through fees. Examples are solid waste management, licensing, consents and dog registration.

Solid waste management has two distinct components; being delivery to landfill and treatment on site. Where delivery is by kerbside collection a targeted rate is applied, with the total cost divided equally among the number of bins deployed. On-site treatment is homogenous but is allocated between the general rate and gate fees by estimating the ratio of volumes delivered through kerbside collection against the volumes delivered by users.

Interest and Dividends

Following the amalgamation of Westland Holdings Ltd (WHL) into Destination Westland Ltd (DWL), Council receives dividends from its Council Controlled Trading Organisation (CCTO) Westroads Ltd (WRL), and interest from cash deposits.

The impact of Covid-19 had seen interest rates increase including those from cash deposits and interest rate swaps, these are now reducing which is reflected in the interest revenue that Council now receives. However, Council is still able to obtain sensible term deposit rates and therefore will continue to utilise this option. Council actively manages interest effects through treasury management and interest rate swaps.

Other Revenue

Additional income streams are explored and realised, including rental of office space in the headquarters building, a share of regional petrol tax and retail income.

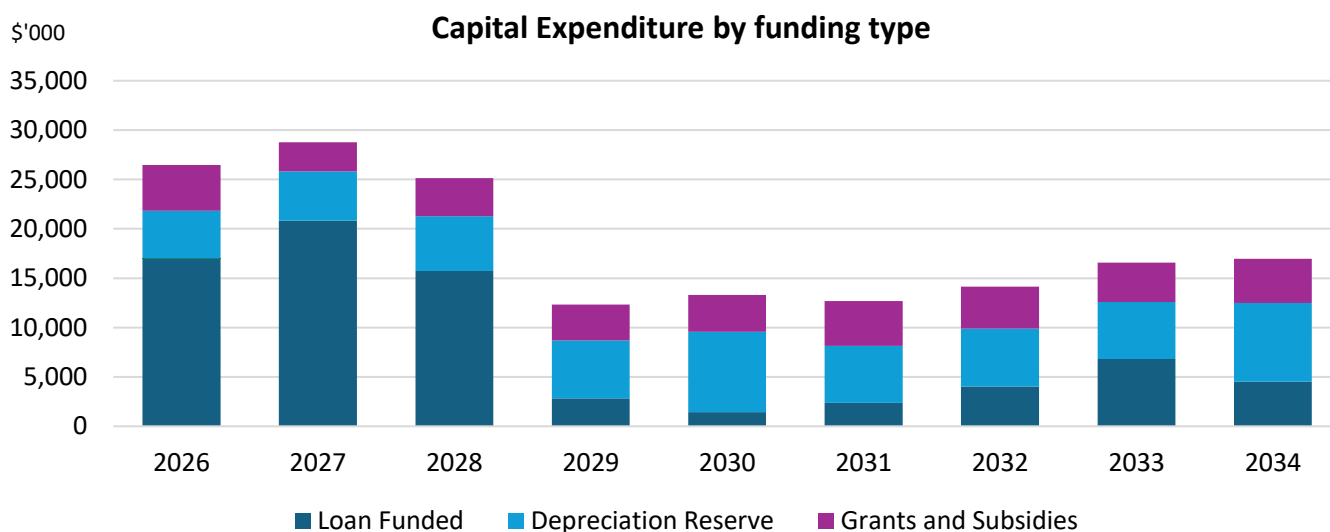
Council does not generally use debt to fund operating expenditure, however Council has provision to draw on short term debt from the Local Government Funding Agency if required for the purposes of funding operating expenditure and will use this if no other options are available.

How Capital Expenditure is funded.

When considering methods for funding capital renewals and upgrades Council considers the following factors:

- Period and area of benefit – this includes the concept of intergenerational equity, where Council uses debt to spread the costs of assets so that those who benefit from them, pay a fair share of the costs of those assets over the assets’ lifetime.
- Availability and cost of funding sources – the infrastructure strategy guides when renewals are scheduled.
- Scale and duration of projects – the installation of shelving in the library would have a very different funding profile to the upgrade of a water plant.

The forecast capital expenditure by funding source in this plan is shown below:



As stated earlier, significant upgrades are required to maintain resilient services throughout the district. Council will loan fund these level of service increases which means that loan funding makes up a significant amount of funding through the first three years of the plan.

Later in the plan, much of the capital plan will be for renewals of infrastructure.

Grants and Subsidies

As with operating revenue for qualifying expenditure transportation renewals also attract the Waka Kotahi FAR. It has been assumed that this will be available throughout the life of the plan at the rates set for the first two years.

Council intends to apply for all areas of external grants to fund infrastructure where upgrades and new assets are required through the impact of growth in tourism and for the potential cost of complying with the new drinking water standards.

As the three waters are to stay with councils, it is hoped there will be some funding mechanism from government otherwise maintaining this infrastructure may become unaffordable for ratepayers. At the present time this strategy assumes no external funding.

Depreciation Reserves

Recovering depreciation costs as part of operating revenue generates cash surpluses that can be allocated to renewal funds for assets and loan repayments.

This is most appropriate for long life assets where a fund can be steadily accumulated, and intergenerational equity is created because each generation of users pays for their consumption.

Council has been steadily building these reserves, however during the 2023-24 year Council did not fund depreciation for the three waters to use up these reserves. This was to reduce the amount of reserves that would be transferred to the new water entity, which reduced the rates requirement. As Council will now maintain the responsibility for the three waters assets, the depreciation will now continue to be funded.

Council will firstly attempt to obtain funding from external sources for renewals, however, any shortfall in depreciation reserves will then need to be loan funded.

Council is forecasting that the depreciation reserves for the Infrastructure renewals over the 30 year period of the Infrastructure Strategy will mainly be sufficient to fund the renewals. The only reserve that will require some unfunded depreciation to be transferred to funded depreciation will be in Land Transport from year 2029 forwards.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2039	2034	2039	2044
Storm water Reserve													
Opening Balance	\$436,067	\$289,172	\$165,603	\$84,297	\$51,838	-\$75,299	-\$281,972	\$139,231	\$582,836	\$979,030	\$3,005,720	\$4,285,048	\$7,171,263
Transfers in	\$498,500	\$525,490	\$594,263	\$593,955	\$590,766	\$651,944	\$655,188	\$670,387	\$737,409	\$4,127,935	\$4,788,889	\$5,579,193	\$6,447,815
Transfers out	-\$645,395	-\$649,059	-\$675,569	-\$626,414	-\$717,903	-\$858,617	-\$233,985	-\$226,782	-\$341,214	-\$2,101,245	-\$3,509,561	-\$2,692,978	-\$4,076,444
Storm water Reserve Closing Balance	\$289,172	\$165,603	\$84,297	\$51,838	-\$75,299	-\$281,972	\$139,231	\$582,836	\$979,030	\$3,005,720	\$4,285,048	\$7,171,263	\$9,542,634
Wastewater Reserve													
Opening Balance	\$1,205,703	\$1,240,288	\$1,530,270	\$2,447,352	\$1,947,065	\$196,164	\$1,074,696	\$949,607	\$1,604,196	\$275,144	\$14,526,148	\$31,735,767	\$54,693,522
Transfers in	\$1,042,859	\$1,051,859	\$1,183,011	\$1,167,615	\$1,104,162	\$2,305,580	\$2,301,582	\$2,323,956	\$2,456,492	\$15,298,872	\$19,126,666	\$23,558,261	\$28,736,278
Transfers out	-\$1,008,274	-\$761,877	-\$265,929	-\$1,667,902	-\$2,855,063	-\$1,427,048	-\$2,426,671	-\$1,669,367	-\$3,785,544	-\$1,047,868	-\$1,917,047	-\$600,506	-\$940,612
Wastewater Reserve Closing Balance	\$1,240,288	\$1,530,270	\$2,447,352	\$1,947,065	\$196,164	\$1,074,696	\$949,607	\$1,604,196	\$275,144	\$14,526,148	\$31,735,767	\$54,693,522	\$82,489,188
Water Reserve													
Opening Balance	\$206,452	-\$336,695	-\$1,311,281	-\$1,796,710	-\$1,906,587	-\$2,267,591	-\$1,027,651	\$838,125	\$1,785,549	\$3,229,913	\$11,230,278	\$26,445,870	\$41,170,469
Transfers in	\$1,253,715	\$1,248,449	\$1,505,055	\$1,786,217	\$1,775,723	\$2,043,404	\$2,038,186	\$2,030,938	\$2,287,742	\$14,194,121	\$17,122,341	\$20,847,028	\$24,943,077
Transfers out	-\$1,796,862	-\$2,223,035	-\$1,990,484	-\$1,896,094	-\$2,136,727	-\$803,464	-\$172,410	-\$1,083,514	-\$843,378	-\$6,193,756	-\$1,906,749	-\$6,122,430	-\$3,027,649
Water Reserve Closing Balance	-\$336,695	-\$1,311,281	-\$1,796,710	-\$1,906,587	-\$2,267,591	-\$1,027,651	\$838,125	\$1,785,549	\$3,229,913	\$11,230,278	\$26,445,870	\$41,170,469	\$63,085,896
Transportation Reserve													
Opening Balance	\$1,014,845	\$754,686	\$513,508	-\$172,131	-\$432,060	-\$745,235	-\$1,057,231	-\$1,211,556	-\$1,425,880	-\$1,662,213	\$1,631,158	\$2,681,286	\$3,083,038
Transfers in	\$1,253,715	\$1,248,449	\$1,505,055	\$1,786,217	\$1,775,723	\$2,043,404	\$2,038,186	\$2,030,938	\$2,287,742	\$19,947,581	\$19,618,653	\$21,104,564	\$23,431,838
Transfers out	-\$1,513,874	-\$1,489,627	-\$2,190,694	-\$2,046,146	-\$2,088,898	-\$2,355,400	-\$2,192,511	-\$2,245,262	-\$2,524,073	-\$16,654,210	-\$18,568,525	-\$20,702,822	-\$23,082,546
Transportation Reserve Closing Balance	\$754,686	\$513,508	-\$172,131	-\$432,060	-\$745,235	-\$1,057,231	-\$1,211,556	-\$1,425,880	-\$1,662,213	\$1,631,158	\$2,681,286	\$3,083,028	\$3,432,319
Land Transport Unfunded depreciation:													
Unfunded depreciation	\$1,804,024	\$1,804,024	\$1,804,024	\$1,804,024	\$1,804,024	\$1,804,024	\$1,804,024	\$1,804,024	\$1,804,024	\$9,020,120	\$9,020,120	\$9,020,120	\$9,020,120
Transfer to funded depreciation				-\$300,000	-\$300,000	-\$300,000	-\$300,000	-\$300,000	-\$300,000	-\$5,858,048	-\$2,500,000	-\$1,250,000	-\$1,250,000
	\$1,804,024	\$1,804,024	\$1,804,024	\$1,504,024	\$1,504,024	\$1,504,024	\$1,504,024	\$1,504,024	\$1,504,024	\$3,162,072	\$6,520,120	\$7,770,120	\$7,770,120

Special Reserves

Council maintains certain restricted reserves and special funds. These can be used, in very limited circumstances with Council approval and in compliance with any covenants to fund specified local community projects.

Rates

Short life assets with relatively low cost are funded by rates. This is because they are renewed regularly and so a longer term funding option would not be appropriate. Intergenerational equity is not a consideration with these type of assets.

Loans

Loan funding is most appropriate for long life assets where insufficient depreciation reserves are available. This option is therefore preferred in the case of new assets or substantial upgrades. Council policy is to repay such borrowings over 20 years, linking to intergenerational equity because repayments will be spread over the estimated period of consumption. Council may consider repaying loans over a longer period at times where an asset life is significantly longer than 20 years and the value of the loan is high. Consideration of extended loan repayments will take into account future debt requirements and limits on debt. Council will fully fund depreciation and the loan repayments will be rated going forward. Some debt repayments are currently financed from depreciation reserves, however this is not sustainable, and these repayments will gradually need to be rates funded.

This approach provides affordable long term financing and a level of stability in budgeting and therefore rates.

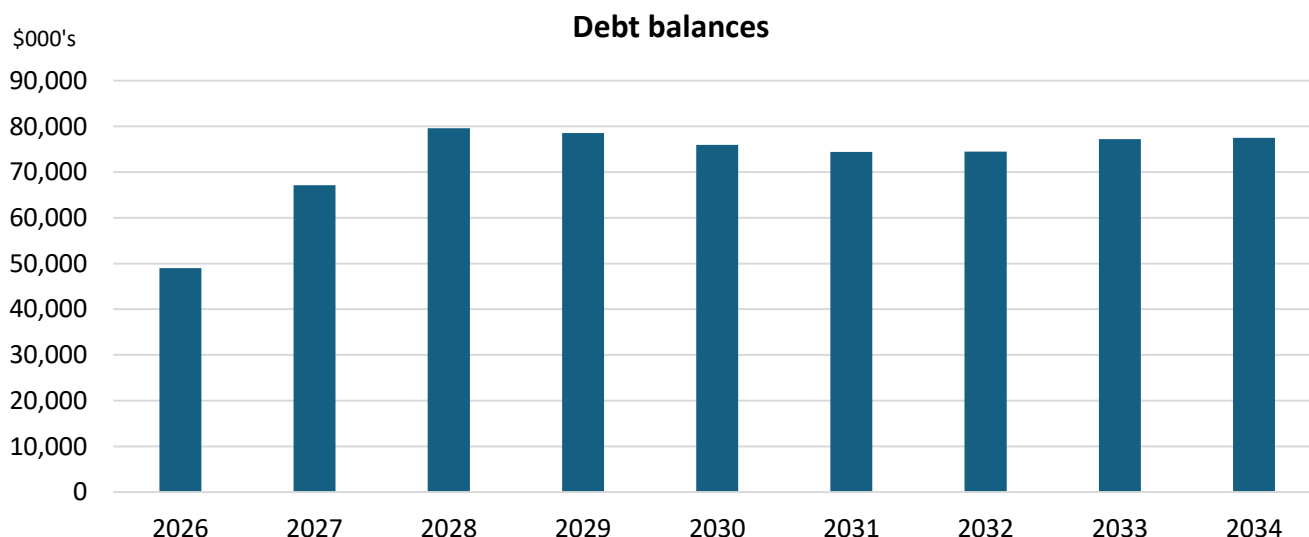
Where possible internal borrowing arrangements will be utilised in preference to external debt at rates not exceeding Council's cost of borrowing. However, through the life of this plan, internal borrowing has not been considered.

Council was accepted as a guarantor borrower in the Local Government Funding Agency (LGFA) in November 2020 and can access a greater level of borrowings from the agency with further savings to the cost of borrowing. There are opportunities with the LGFA for further preferential cost savings where council can identify projects that fulfil the criteria for green loans or climate action projects. Most of Council's debt is now held with the LGFA.

The LGFA now also have a short-term funding instrument which can be utilised for periods of one month or more, this allows for any shortfall in cash reserves where there may be timing differences between funding and payments.

At times Council may pre-fund loans that are maturing up to twelve months ahead in order to manage interest rate risk and comply with the Liability Management Policy.

Council has further debt facilities with its banker Westpac up to \$4 million.



Debt is forecast to increase until 2028, then to even out with a further increases from 2032. This aligns with Council’s Infrastructure capital plan where upgrades will be carried out towards the start of the plan and renewals expenditure later in the plan.

Interest rate ceilings are fixed by a portfolio of swaps through Westpac and with the option to transact with ANZ in order to spread risk. With most borrowing through LGFA, this allows Council to utilise more competitive rates from institutions other than Westpac.

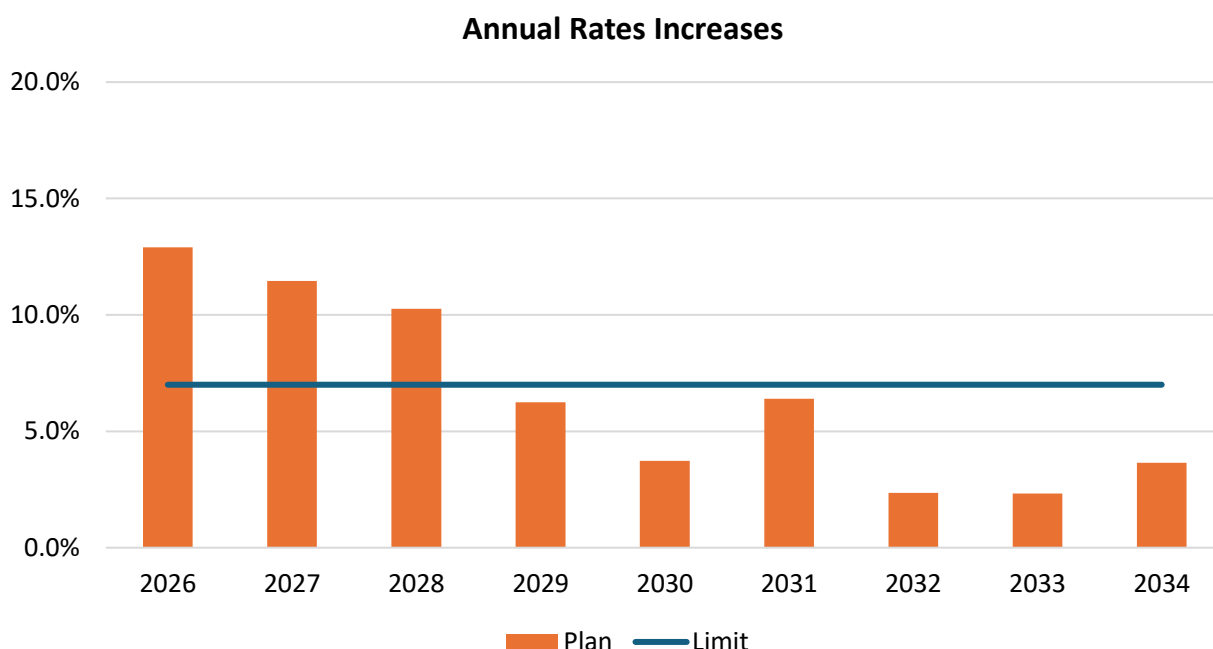
Financial Management

Council’s goals for this long term plan are for resilience, sustainability and affordability.

However, the financial strategy also provides for increases in level of service based on the projected growth in tourism as international tourism returns to pre Covid-19 levels and also to enable Council to meet the requirements of the water regulator.

In reviewing its levels of service and capital expenditure programme Council prescribed a financial framework to ensure that this mantra was reflected in the financial strategy.

Limits on Rates increases



The limit on rates increases has been increased to 7% from 5%. This is to reflect the ongoing costs of regulation on Local Water Done Well and the increase in tourism.

It has been determined that the first three years of this plan will exceed that limit, however future years the benchmark will be met. Leaving the benchmark at 5% with changing regulation would mean the benchmark would have been breached several times over the life of the plan. A 7% limit is more realistic in the changing environment.

External Debt and Limits on Borrowing

Council assumes that debt should only be used to finance new or upgraded assets, however, some loan funding throughout the life of the plan for renewal expenditure will be required where there are insufficient depreciation reserves.

Council suffered depleted depreciation reserves through the Depreciation Austerity Policy adopted by Council in 2013, this was in part due to the desire of councillors to keep the rates increases low. This now means that Council will not have enough reserves to fund renewals throughout the life of the plan and loan funding will be required.

Renewals will be funded through depreciation reserves where there are reserves available. Low value assets will be funded through rates. Each tranche of debt generally is to be repaid over a period of 20 years; however, this may be longer as determined by asset life and cost. Interest is paid in the year it is applied and not accumulated with the principal.

The Council is a guarantor borrower with the LGFA, which gives Council a limit of up to 175% of net debt to revenue. The Liability Management Policy has been written to facilitate compliance with the scheme. Council employs a Multi Option Credit Line with Westpac to provide a flexible borrowing facility of \$4m. Currently \$18,352.00 is drawn from this facility.

The LGFA also now offers short-term loans from 1-3 months duration. Council also maintains a swap portfolio to fix its short, medium and long-term interest rates. This is forecast to continue and will be managed to adequately provide for Council’s requirements through the life of this plan.

The limits for borrowing are set at levels that ensure Council remains within the LGFA threshold, and net debt is forecast to remain within these limits throughout the life of the plan. Net debt for these purposes is the borrowing requirements minus cash reserves that are built up for asset renewals.

Debt will be managed within the following limits as per Councils Liability Management Policy:

80% of the Local Government Agency Net Debt/Total Revenue limit of < 175%. This gives an internal limit as per the table below:

Measure	Limit
Net Debt/Total Revenue	140%

Net debt to total revenue

It is proposed to maintain a borrowing limit of 80% of the Local Government Funding Agency Net debt to operating revenue covenant of < 175%. The limit of 80% of this covenant is 140%. This will provide a tool to monitor debt limits and provide early warning signs of potential covenant breaches. This also provides flexibility for council where debt is increasing.

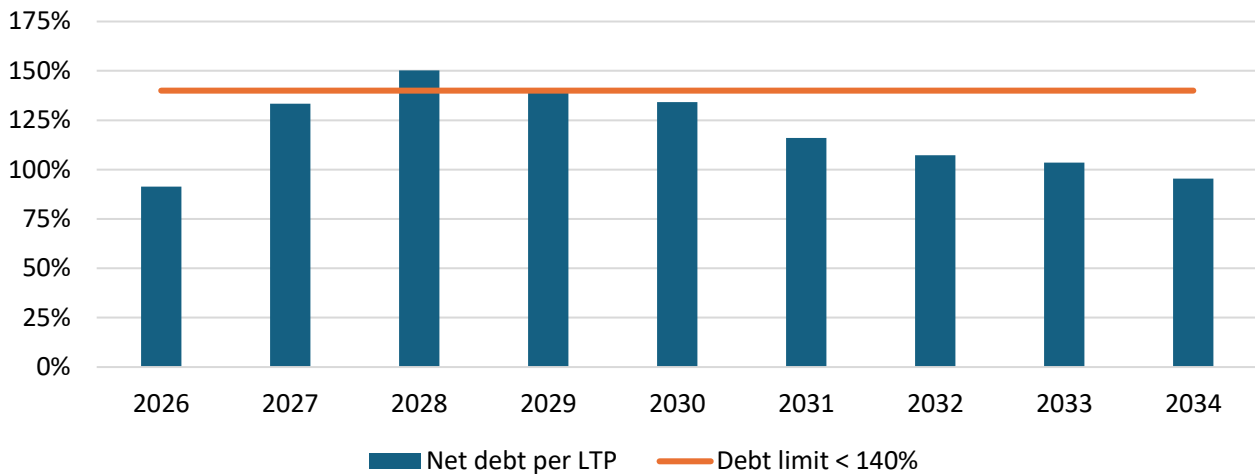
Council remains within the policy limit of 140% of the Local Government Funding Agency limit of < 175% of Net Debt/Total Revenue throughout most of the life of the plan. The Council will breach the limit in year three and four of the plan.

As Westland Holdings Ltd has been amalgamated into Destination Westland Ltd, debt that WHL borrowed has been transferred to Council, the limit stated is now a group limit. Council is on-lending this debt to the CCO’s directly 100% owned by Council.

As Westroads Ltd is a Council Controlled Trading Organisation, Council can offset the debt as a financial asset. Destination Westland Ltd is a Council Controlled Organisation and as such Council is unable to offset this debt.

Council receives a small margin for administration from the CCO’s which is accounted for as revenue to Council.

Debt lending limit - Net Debt/Total Revenue



Security for Borrowing

Council's external borrowing and interest-rate risk management instruments are secured by way of a Debenture Trust Deed. Under the Debenture Trust Deed, Council's borrowing is secured by a floating charge over all Council rates levied under the Local Government (Rating) Act 2002.

Investments

Liquid investments

Council no longer maintains a bonds portfolio. The return on bonds was not significant and tied up liquid funds for a two-year period. This is reviewed from time to time to ensure that Council is managing cash efficiently. Council has been able to obtain some reasonable term deposit rates for short-term deposits. The portfolio currently provides a rate of return of 4.8%

As Council's cash flows are not uniform, with monthly operating costs, quarterly rates income and irregular peaks arising from capital projects, it is necessary to retain a level of liquid funds. This level will be set in accordance with cash flow projections. Short-term deposits of three, six and twelve months will be utilised to earn additional interest income while these funds are held.

Equity Investments

Council holds 100% of the shareholding in Westroads Ltd and Destination Westland Ltd. An annual dividend of \$250,000 has been included in Council's financial forecasts for all years.

Council also normally receives a subvention payment of approximately \$200,000. Together these represent a return on investment of 3.6%.

There is a core amount of debt in relation to the shareholding where it is considered that this debt is not required to be repaid at this time, as this investment is long-term and not likely to change.

Council also holds a \$26,000 shareholding in Civic Financial Services Ltd (previously Civic Assurance) as at June 2024. This is a legacy investment and since the restructure of Civic Assurance and the advent of the Local Authority Protection Plan, there are no provisions or income expectations in respect of this asset.

Statement of Balanced Budget

Council has a budget under the plan that balances in all years. A balanced budget is considered to be one where each year's projected operating revenues are set at a level sufficient to meet that year's operating expenses.

Unfunded Depreciation

Council is not fully funding the depreciation expense for all activities where it is assumed that assets will not be replaced or will be funded from external sources.

	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Depreciation charged	5,673	5,798	6,519	6,865	6,888	8,783	8,790	8,861	9,681
Unfunded Depreciation									
Land Transport	2,105	2,105	2,105	1,805	1,805	1,805	1,805	1,805	1,805
Refuse	262	319	320	320	320	320	320	320	320
Responsible Camping	24	24	24	24	24	24	24	24	24
West Coast Wilderness Trail	90	116	123	125	141	142	143	145	146
Westland Sports Hub	39	39	39	39	39	39	39	39	39
Total unfunded depreciation	2,520	2,603	2,611	2,312	2,328	2,329	2,331	2,332	2,334

Forecast Financial information

Forecast Statement of Comprehensive Revenue and Expense

Prospective Statement of Comprehensive Revenue and Expense										
	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Revenue										
Rates	22,958	25,916	28,904	31,888	33,889	35,159	37,421	38,301	39,195	40,627
Grants and subsidies	13,268	8,025	6,017	6,285	6,088	6,241	7,116	6,891	6,693	7,244
Interest revenue	1,121	533	560	595	623	574	694	830	975	1,071
Fees and charges	2,603	2,816	2,898	2,954	3,028	3,100	3,171	3,241	3,309	3,379
Other revenue	1,610	1,610	1,547	1,587	1,645	1,643	1,653	1,748	1,706	1,752
Total operating revenue	41,560	38,900	39,926	43,309	45,273	46,717	50,055	51,011	51,878	54,073
Expenditure										
Employee benefit expenses	7,152	8,609	8,792	9,038	9,276	9,495	9,705	9,912	10,106	10,298
Finance costs	1,760	1,402	2,138	3,095	3,784	3,932	3,867	3,894	3,985	4,215
Depreciation and amortisation	9,074	8,193	8,401	9,128	9,176	9,215	11,110	11,118	11,191	12,012
Other expenses	19,627	18,262	18,535	18,342	18,804	19,631	24,141	20,180	20,733	20,994
Total operating expenditure	37,614	36,466	37,866	39,603	41,040	42,273	48,823	45,104	46,015	47,519
Operating Surplus/(Deficit) before tax	3,946	2,434	2,060	3,706	4,233	4,444	1,232	5,907	5,863	6,554
Income tax expenses/(benefit)										
Income tax expenses/(benefit)	(1)	-	-	-	-	-	-	-	-	-
Income tax expenses/(benefit) subtotal	(1)	-	-	-	-	-	-	-	-	-
Operating Surplus/(Deficit)	3,947	2,434	2,060	3,706	4,233	4,444	1,232	5,907	5,863	6,554
Other comprehensive revenue and expense										
Gain/(loss) on revaluations	14,308	-	47,266	-	-	50,202	-	-	49,916	-
Other Comprehensive Revenue and Expenses subtotal	14,308	-	47,266	-	-	50,202	-	-	49,916	-
Total comprehensive revenue and expense Surplus/(Deficit) for the year attributable to Council	18,255	2,434	49,326	3,706	4,233	54,646	1,232	5,907	55,779	6,554

Forecast Statement of Changes in Equity

Prospective Statement of Changes in Equity										
	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Equity balance at 30 June										
Equity balance at 1 July	533,017	529,707	532,396	581,877	585,736	590,123	644,922	646,309	652,370	708,304
Comprehensive income for year	18,255	2,434	49,326	3,704	4,232	54,645	1,231	5,907	55,779	6,553
Equity balance at 30 June	551,273	532,141	581,722	585,581	589,968	644,768	646,154	652,215	708,149	714,857
Components of Equity										
Retained earnings 30 June										
Retained Earnings at 1 July	174,634	172,084	174,915	176,743	180,076	183,989	190,324	188,689	191,398	193,753
Net Surplus/(Deficit)	3,947	2,434	2,060	3,704	4,232	4,443	1,231	5,907	5,863	6,553
Transfers to/ (from) reserves	(457)	142	(387)	(526)	(474)	1,736	(3,020)	(3,353)	(3,662)	(2,339)
Retained earnings 30 June	178,124	174,660	176,588	179,922	183,835	190,169	188,535	191,243	193,598	197,967
Revaluation Reserves 30 June										
Revaluation Reserves at 1 July	352,334	351,573	351,573	398,839	398,839	398,839	449,041	449,041	449,041	498,956
Revaluation Gains	14,308	-	47,266	-	-	50,202	-	-	49,916	-
Transfers to/(from) reserve	(763)	-	-	-	-	-	-	-	-	-
Revaluation Reserves 30 June	365,878	351,573	398,839	398,839	398,839	449,041	449,041	449,041	498,956	498,956
Council created Reserves 30 June										
Council Created Reserves at 1 July	5,889	5,923	5,781	6,168	6,694	7,168	5,432	8,452	11,805	15,468
Transfers to / (from) reserves	1,221	(142)	387	526	474	(1,736)	3,020	3,353	3,662	2,339
Council created Reserves 30 June	7,110	5,781	6,168	6,694	7,168	5,432	8,452	11,805	15,468	17,807
Taxation on Revaluations Reserve 30 June										
Taxation on Revaluations Reserves at 1 July	161	127	127	127	127	127	127	127	127	127
Taxation on Revaluations Reserve 30 June	161	127	127	127	127	127	127	127	127	127
Components of Equity	551,273	532,141	581,722	585,581	589,968	644,768	646,154	652,215	708,149	714,857

Forecast Statement of Financial Position

PROSPECTIVE STATEMENT OF FINANCIAL POSITION										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Annual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	Plan	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Assets										
Current assets										
Cash & cash equivalents	7,022	6,733	6,273	6,235	6,812	5,252	8,396	11,802	15,357	17,736
Debtors & Other Receivables	3,776	2,987	3,053	3,118	3,180	3,243	3,305	3,358	3,411	3,465
Other Financial Assets	128	71	71	71	71	71	71	71	71	71
Loans to CCTO's	-	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Derivative Financial Instruments	53	181	181	181	181	181	181	181	181	181
Total Current Assets	10,978	14,372	13,978	14,005	14,645	13,147	16,353	19,813	23,420	25,853
Non-current assets										
Council Controlled Organisation	12,695	12,480	12,480	12,480	12,480	12,480	12,480	12,480	12,480	12,480
Intangible Assets	74	155	171	172	176	191	264	254	245	264
Loans to CCTO's	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Financial Assets	776	1,294	2,201	2,822	2,770	2,643	2,566	2,567	2,703	2,717
Deferred Tax	-	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Assets Under Construction	16,450	24,290	29,298	36,947	35,711	38,009	6,180	9,200	12,313	16,348
Derivative Financial Instruments	642	441	441	441	441	441	441	441	441	441
Property, Plant and Equipment	555,720	535,057	597,405	605,493	609,597	661,279	689,859	689,582	741,469	742,053
Total Non-current assets	586,357	574,715	642,995	659,353	662,173	716,042	712,789	715,523	770,650	775,301
Assets held for Sale										
Assets held for sale	-	446	446	446	446	446	446	446	446	446
Assets held for Sale	-	446	446	446	446	446	446	446	446	446
Total Assets	597,335	589,534	657,419	673,805	677,264	729,635	729,588	735,782	794,517	801,600

	2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Liabilities										
Current liabilities										
Creditors & other payables	3,825	3,539	3,622	3,703	3,779	3,854	3,927	3,999	4,046	4,118
Employee benefit liabilities	545	618	633	647	660	673	685	698	710	722
Borrowings	6,000	13,418	10,718	10,918	10,918	10,918	10,918	10,918	10,918	10,918
Other	619	1,033	1,057	1,080	1,101	1,121	1,141	1,161	1,180	1,200
Total Current Liabilities	10,989	18,609	16,030	16,348	16,458	16,566	16,672	16,776	16,855	16,958
Non-current liabilities										
Deferred Tax	-	40	40	40	40	40	40	40	40	40
Employee benefit liabilities	32	38	39	40	41	42	43	44	45	46
Provisions	3,335	3,137	3,137	3,137	3,137	3,137	3,137	3,137	3,137	3,137
Borrowings	31,707	35,551	56,433	68,641	67,602	65,064	63,524	63,551	66,274	66,545
Derivative Financial Instruments	-	18	18	18	18	18	18	18	18	18
Total Non-Current Liabilities	35,073	38,784	59,667	71,876	70,838	68,301	66,762	66,790	69,514	69,786
Total Liabilities	46,062	57,393	75,697	88,224	87,296	84,867	83,434	83,566	86,368	86,744
Net Assets	551,273	532,141	581,722	585,581	589,968	644,768	646,154	652,215	708,149	714,857
Equity										
Retained Earnings	178,124	174,660	176,588	179,922	183,835	190,169	188,535	191,243	193,598	197,967
Restricted Reserves	7,110	5,781	6,168	6,694	7,168	5,432	8,452	11,805	15,468	17,807
Revaluation reserves	365,878	351,573	398,839	398,839	398,839	449,041	449,041	449,041	498,956	498,956
Taxation on revaluations reserve	161	127	127	127	127	127	127	127	127	127
Total Equity	551,273	532,141	581,722	585,581	589,968	644,768	646,154	652,215	708,149	714,857

Forecast Cashflow Statement

Prospective Statement of Cashflows										
	2025 Annual Plan (000's)	LTP 2026 (000's)	LTP 2027 (000's)	LTP 2028 (000's)	LTP 2029 (000's)	LTP 2030 (000's)	LTP 2031 (000's)	LTP 2032 (000's)	LTP 2033 (000's)	LTP 2034 (000's)
Net Cashflow Operating Activities										
Cash was provided from:										
Rates Revenue	22,957	25,915	28,903	31,887	33,888	35,158	37,420	38,300	39,194	40,626
Fees, charges, and other receipts (including donations)	2,592	2,805	2,886	2,943	3,018	3,090	3,162	3,232	3,300	3,369
Interest Received	1,118	533	560	595	623	574	694	830	975	1,071
Dividends received	250	250	250	250	250	250	250	250	250	250
Grants and Subsidies	13,236	8,480	5,996	6,263	6,066	6,218	7,093	6,868	6,670	7,221
Other Revenue	1,209	1,360	1,297	1,337	1,395	1,393	1,403	1,498	1,456	1,502
Cash was provided from:	41,362	39,343	39,892	43,274	45,239	46,684	50,021	50,978	51,845	54,038
Cash was applied to:										
Payment Staff & Suppliers	23,764	26,312	26,714	26,862	27,562	28,603	28,857	29,550	30,316	30,738
Interest Paid	1,754	1,402	2,138	3,095	3,784	3,932	3,867	3,894	3,985	4,215
Cash was applied to:	25,518	27,714	28,851	29,957	31,346	32,535	32,724	33,443	34,301	34,953
Net Cashflow Operating Activities	15,844	11,629	11,041	13,317	13,893	14,149	17,297	17,534	17,544	19,085
Net Cashflow Investment Activities										
Cash was provided from:										
Proceeds from Investments realised	-	-	-	-	52	127	77	-	-	-
Cash was provided from:	-	-	-	-	52	127	77	-	-	-
Cash was applied to:										
Purchase of property, plant and equipment	20,740	26,162	28,461	24,853	12,032	12,993	12,295	13,833	16,248	16,629
Purchase of intangibles	280	280	315	289	297	305	396	320	327	334
Purchase of Investments	160	758	909	620	-	-	-	1	136	14
Cash was applied to:	21,179	27,201	29,685	25,763	12,329	13,298	12,691	14,154	16,712	16,977
Net Cashflow Investment Activities	(21,179)	(27,201)	(29,685)	(25,763)	(12,277)	(13,171)	(12,614)	(14,154)	(16,712)	(16,977)

	2025 Annual Plan (000's)	LTP 2026 (000's)	LTP 2027 (000's)	LTP 2028 (000's)	LTP 2029 (000's)	LTP 2030 (000's)	LTP 2031 (000's)	LTP 2032 (000's)	LTP 2033 (000's)	LTP 2034 (000's)
Net Cashflow Finance Activities										
Cash was provided from:										
Proceeds from borrowings	7,751	17,001	20,832	15,746	2,820	1,436	2,378	4,017	6,816	4,516
Capital works loan repayments	2	2	2	-	-	-	-	-	-	-
Cash was provided from:	7,752	17,002	20,835	15,746	2,820	1,436	2,378	4,017	6,816	4,516
Cash was applied to:										
Repayment of borrowings	1,363	1,839	2,651	3,338	3,859	3,974	3,918	3,991	4,093	4,245
Cash was applied to:	1,363	1,839	2,651	3,338	3,859	3,974	3,918	3,991	4,093	4,245
Net Cashflow Finance Activities	6,390	15,164	18,184	12,408	(1,039)	(2,538)	(1,540)	27	2,723	271
Cash Balance										
Cash Balance										
Net increase/(decrease) in cash held	1,055	(408)	(460)	(38)	577	(1,561)	3,144	3,407	3,555	2,379
Total cash resources at start of the year	5,967	7,141	6,733	6,273	6,235	6,812	5,252	8,396	11,802	15,357
Cash Balance	7,022	6,733	6,273	6,235	6,812	5,252	8,396	11,802	15,357	17,736
Cash Balance	7,022	6,733	6,273	6,235	6,812	5,252	8,396	11,802	15,357	17,736

Funding Impact Statement

Prospective Funding Impact Statement										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
(SURPLUS) / DEFICIT OF OPERATING FUNDING										
Sources of Operating Funding										
General rates, uniform annual general charges, rates penalties	10,925	13,423	15,511	16,316	17,158	17,685	17,883	18,182	18,429	18,796
Targeted Rates	12,034	12,492	13,393	15,572	16,732	17,474	19,538	20,119	20,766	21,831
Subsidies and grants for operating purposes	4,242	3,408	3,044	2,408	2,468	2,527	2,586	2,643	2,702	2,757
Fees and charges	2,603	2,816	2,898	2,954	3,028	3,100	3,171	3,241	3,309	3,379
Interest and dividends from investments	1,371	784	810	844	873	824	944	1,080	1,225	1,321
Local authorities fuel tax, fines, infringement fees, and other receipts	1,360	1,360	1,297	1,337	1,394	1,393	1,403	1,498	1,456	1,502
Total Operating Funding (A)	32,534	34,283	36,953	39,431	41,653	43,003	45,525	46,763	47,887	49,586
Applications of Operating Funding										
Payments to staff and suppliers	24,306	26,870	27,327	27,380	28,080	29,126	29,385	30,092	30,839	31,293
Finance Costs	1,760	1,402	2,138	3,095	3,785	3,932	3,867	3,894	3,985	4,216
Total Applications of Operating Funding (B)	26,066	28,272	29,465	30,475	31,865	33,058	33,252	33,986	34,824	35,509
Surplus/(Deficit) of Operating Funding (A - B)	6,468	6,011	7,488	8,956	9,789	9,945	12,273	12,777	13,063	14,077
(SURPLUS) / DEFICIT OF CAPITAL FUNDING										
Sources of Capital Funding										
Subsidies and grants for capital expenditure	9,026	4,617	2,972	3,877	3,620	3,714	4,530	4,248	3,992	4,487
Increase (decrease) in debt	3,888	12,162	20,882	12,208	(1,039)	(2,538)	(1,540)	27	2,723	271
Gross proceeds from sale of assets	-	1,084	-	-	-	-	-	-	-	-
Total Sources of Capital Funding (C)	12,914	17,863	23,854	16,085	2,581	1,176	2,990	4,275	6,715	4,758
Application of Capital Funding										
Capital Expenditure:										
- to meet additional demand	818	56	22	19	26	4	16	21	17	4
- to improve the level of service	7,600	6,312	14,780	12,908	1,849	1,296	1,149	4,027	5,086	4,177
- to replace existing assets	12,602	20,075	13,973	12,215	10,454	11,998	11,525	10,105	11,473	12,782
Increase (decrease) in reserves	(1,638)	(2,569)	2,567	(101)	41	(2,177)	2,573	2,899	3,202	1,872
Total Applications of Capital Funding (D)	19,382	23,874	31,342	25,041	12,370	11,121	15,263	17,052	19,778	18,835
Surplus/(Deficit) of Capital Funding (C - D)	(6,468)	(6,011)	(7,488)	(8,956)	(9,789)	(9,945)	(12,273)	(12,777)	(13,063)	(14,077)
Funding Balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-

Funding Impact Statement - Rating Information

The Funding Impact Statement contains the following information:

- Rates Samples for 2025/2026
- Rates Information for 2025/2026
- Rates calculations, as determined by Council's Rating Policy.
- The Whole of Council Funding Impact Statement for 2025/2026.

The Funding Impact Statement is given effect by the Rating Policy and should be read in conjunction with the Revenue and Financing Policy (see pp 203 – 226) and Financial Statements.

The rates information and Rates Samples are GST inclusive; the Whole of Council Funding Impact Statement is GST exclusive.

Rates Samples for the Year Ended 30 June 2026

The tables below show what the indicative rates* are based on the decisions made by Council in preparing the Annual Plan 2025/2026.

Rural

Excludes GST					
Area	Capital Valuation September 2023	2024/25 Rates	Draft 2025/2026 Rates	Var	% Var
Bruce Bay	947,000	2,410.42	2,845.81	435.39	18.06%
Fox Glacier	830,000	2,840.59	3,301.06	460.47	16.21%
Franz Josef	590,000	1,724.50	2,046.62	322.12	18.68%
Haast	90,000	949.96	1,043.93	93.97	9.89%
Hari Hari	2,360,000	5,300.88	6,324.49	1,023.61	19.31%
Hokitika	770,000	1,559.78	1,813.17	253.39	16.25%
Kumara	43,000	932.97	984.39	51.42	5.51%
Ross	351,000	1,775.22	1,956.56	181.34	10.22%
Whataroa	955,000	2,451.32	2,916.88	465.56	18.99%

Rural residential

Excludes GST					
Area	Capital Valuation September 2023	2024/25 Rates	Draft 2025/2026 Rates	Var	% Var
Bruce Bay	1,060,000	2,143.67	2,515.33	371.66	17.34%
Fox Glacier	86,000	1,193.65	1,376.40	182.75	15.31%
Franz Josef	450,000	1,540.23	1,818.33	278.10	18.06%
Haast	420,000	1,344.82	1,533.12	188.30	14.00%
Hari Hari	285,000	1,150.48	1,305.27	154.79	13.45%
Hokitika	690,000	2,461.70	2,785.79	324.09	13.17%
Kumara	317,000	1,524.90	1,696.83	171.93	11.27%
Ross	900,000	2,844.12	3,239.03	394.91	13.89%
Whataroa	405,000	1,377.83	1,582.78	204.95	14.87%

Residential

Excludes GST					
Area	Capital Valuation September 2023	2024/25 Rates	Draft 2025/2026 Rates	Var	% Var
Fox Glacier	640,000	3,474.61	3,983.61	509.00	14.65%
Franz Josef	630,000	3,280.37	3,759.71	479.34	14.61%
Haast	385,000	2,596.05	2,873.95	277.90	10.70%
Hari Hari	175,000	1,583.24	1,754.62	171.38	10.82%
Hokitika	520,000	3,811.39	4,192.34	380.95	10.00%
Kumara	240,000	2,196.53	2,413.19	216.66	9.86%
Ross	320,000	2,638.66	2,889.64	250.98	9.51%
Whataroa	90,000	1,670.40	1,829.51	159.11	9.53%

Commercial

Excludes GST					
Area	Capital Valuation September 2023	2024/25 Rates	Draft 2025/2026 Rates	Var	% Var
Bruce Bay	520,000	3,273.10	3,733.36	460.26	14.06%
Fox Glacier	1,000,000	7,634.48	8,756.77	1,122.29	14.70%
Franz Josef	1,050,000	8,838.68	10,001.39	1,162.71	13.15%
Haast	1,450,000	7,291.02	8,534.64	1,243.62	17.06%
Hari Hari	610,000	4,784.29	5,423.46	639.17	13.36%
Hokitika	650,000	8,796.83	9,546.25	749.42	8.52%
Kumara	245,000	3,835.50	4,175.69	340.19	8.87%
Ross	1,430,000	7,838.20	9,081.85	1,243.65	15.87%
Whataroa	345,000	2,755.14	3,107.91	352.77	12.80%

*Sample properties have been selected by the Council as being representative of an area. The same properties are used each year for consistency.

Rating Information for 2025/2026

Council sets the following rates under the Local Government (Rating) Act 2002:

General Rates:

- General Rate
- Uniform Annual Charge

Targeted Rates:

<ul style="list-style-type: none"> • Kumara Community Rate • Hokitika Community Rate • Ross Community Rate • Hari Hari Community Rate • Whataroa Community Rate • Franz Josef / Waiiau Community Rate • Fox Glacier Community Rate • Haast Community Rate • Bruce Bay Community Rate 	<ul style="list-style-type: none"> • Kokatahi / Kowhitirangi Special Targeted Rate • Water Rates • Metered Water Rates • Milk Treatment Plant Water Rates • Sewerage Rates • Refuse Collection Rates • Hokitika Area Promotions Rate • Tourism Promotion Rate 	<ul style="list-style-type: none"> • Franz Josef Glacier/Waiiau – Glacier Country Tourism Promotions Rate • Fox Glacier – Glacier Tourism Promotions Rate • Kaniere Sewerage Capital Contribution Rate • Hannah’s Clearing Water Supply Capital Repayment Rate • Emergency Management Contingency Fund Rate
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Details of the activities these rates fund and the rating categories liable for the rates are listed below. This is followed by a table which shows how the rates are calculated and total revenue sought for each rate.

General Rates

General Rate

A general rate is set and assessed on the capital value of all rateable land in the district.

The general rate is set differentially based on the location of the land and use to which the land is put.

The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.

Uniform Annual General Charge

A uniform annual general charge is set and assessed on all rateable land in the district as a fixed amount per rating unit.

The general rate and uniform annual general charge fund part of the following activities: democracy, corporate services, inspections and compliance, resource management, emergency management, animal control, community development and assistance, library, museum, public toilets, land and buildings, cemeteries, transportation and solid waste.

Targeted Rates

<p>Kumara Community Rate</p>	<p>The Kumara community rate is set and assessed as an amount per rating unit, on all rateable land in the Kumara community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put. The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and the factors applied are in the Rating Policy. The Kumara community rate funds all or part of the following activities: Transportation, township development fund, and parks and reserves.</p>
<p>Hokitika Community Rate</p>	<p>The Hokitika community rate is set and assessed an amount per rating unit, on all rateable land in the Hokitika community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put. The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy. The Hokitika community rate funds all or part of the following activities: Transportation, stormwater, township development fund, parks and reserves, land and buildings (Carnegie Building, RSA Building, Custom House and Band rooms), community development and assistance (Regent Theatre), and swimming pools (Hokitika pool).</p>
<p>Ross Community Rate</p>	<p>The Ross community rate is set and assessed as an amount per rating unit, on all rateable land in the Ross community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put. The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy. The Ross community rate funds all or part of the following activities: Transportation, township development fund, parks and reserves, community halls (Ross Memorial and Waitaha) and swimming pools (Ross pool).</p>
<p>Hari Hari Community Rate</p>	<p>The Hari Hari community rate is set and assessed as an amount per rating unit, on all rateable land in the Hari Hari community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put. The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy. The Hari Hari community rate funds all or part of the following activities: Transportation, township development fund, and parks and reserves.</p>
<p>Whataroa Community Rate</p>	<p>The Whataroa community rate is set and assessed as an amount per rating unit, on all rateable land in the Whataroa community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put. The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy. The Whataroa community rate funds all or part of the following activities: Transportation, township development fund (including Okarito), and parks and reserves.</p>
<p>Franz Josef /Waiou Community Rate</p>	<p>The Franz Josef Glacier community rate is set and assessed as an amount per rating unit, on all rateable land in the Franz Josef /Waiou community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put. The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy. The Franz Josef /Waiou community rate funds all or part of the following activities: Transportation, stormwater, township development fund, and parks and reserves.</p>
<p>Fox Glacier Community Rate</p>	<p>The Fox Glacier community rate is set and assessed as an amount per rating unit, on all rateable land in the Fox Glacier community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put. The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy. The Fox Glacier community rate funds all or part of the following activities: Transportation, stormwater, township development fund, and parks and reserves.</p>

Haast Community Rate	<p>The Haast community rate is set and assessed as an amount per rating unit, on all rateable land in the Haast community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put.</p> <p>The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy.</p> <p>The Haast community rate funds all or part of the following activities: Transportation, stormwater, township development fund (Haast, Hannah’s Clearing and Neils Beach), parks and reserves and community halls (Haast and Okuru).</p>
Bruce Bay Community Rate	<p>The Bruce Bay community rate is set and assessed as an amount per rating unit, on all rateable land in the Bruce Bay community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Bruce Bay community rate funds all or part of the following activities: Transportation, stormwater, township development fund, parks and reserves and community halls.</p>
Kokatahi / Kowhitirangi Special Targeted Rate	<p>Kokatahi / Kowhitirangi special targeted rates are set and assessed on all rateable properties located in the Kokatahi / Kowhitirangi Community area.</p> <p>The rate will be charged on the rateable land value of each property in the Kokatahi/Kowhitirangi area from Geologist Creek in the north to Hokitika Gorge in the south and the Kaniere/Kowhitirangi Road from Nesses Creek onward.</p> <p>The Kokatahi / Kowhitirangi special targeted rate is set as a fixed rate per rating unit and as a rate on the land value per rating unit.</p> <p>The Kokatahi / Kowhitirangi special targeted rate funds the community development & assistance activity (Kokatahi / Kowhitirangi community grant) and maintenance of the Kokatahi Hall.</p>
Water Rates	<p>Water rates are set and assessed as a fixed amount per connection for connected rating units, and per rating unit for unconnected rating units, on all land, situated in specified locations, to which is provided or is available a council funded water supply service that is not metered.</p> <p>The rate is set differentially depending on the nature of the connection to the land and the use to which the land is put. Commercial properties are defined as they are for the general rate (see Rating Policy).</p> <p>The locations and differential categories are:</p> <ul style="list-style-type: none"> • Hokitika and Kaniere Treated water – Connected (all rating units other than commercial ones) • Hokitika and Kaniere Treated water – Commercial connected • Hokitika and Kaniere Treated water – Unconnected • Rural Townships Treated water – Connected (all rating units other than commercial ones) • Rural Townships Treated water – Commercial connected • Rural Townships Treated water - Unconnected • Rural Townships Untreated – Connected (all rating units other than commercial ones) • Rural Townships Untreated –Commercial connected • Rural Townships Untreated – Unconnected <p>Water rates fund part of the water supply activity.</p>
Metered Water Rates	<p>Water rates are set and assessed as a fixed charge per unit of water supplied on all properties located in a specified location and where the nature of the connection is a metered water supply.</p> <p>The locations are:</p> <ul style="list-style-type: none"> • Hokitika and Kaniere metered water • Rural Townships metered water <p>Metered water rates fund part of the water supply activity.</p>

Milk Treatment Plan Water Rates	<p>Water rates are set and assessed on the property used as a milk treatment plant in Hokitika. For 2024/2025, the rates are:</p> <ul style="list-style-type: none"> • Hokitika Milk Treatment Plant rate fixed charge from 0 up to a projected demand for the year. • Hokitika Milk Treatment Plant metered water greater than projected demand for the year. <p>Hokitika Milk Treatment Plant rates fund part of the water supply up to the projected demand for the year and includes the cost of finance for the river intake.</p>
Sewerage Rates	<p>Sewerage rates are set and assessed on all land to which is provided or has available to the land a council funded sewerage supply service.</p> <p>The rates are:</p> <ul style="list-style-type: none"> • Sewerage Connected (per water closet or urinal) • Sewerage Unconnected (per rating unit) <p>Sewerage rates fund part of the wastewater activity.</p>
Refuse Collection Rates	<p>Refuse collection rates are set and assessed as a fixed amount per bin on all land, located in specific locations, which is provided with a refuse collection service.</p> <p>The location is:</p> <ul style="list-style-type: none"> • Refuse collection <p>A property may choose to have more than one supply and will pay a full refuse collection rate for each supply.</p> <p>Refuse collection funds part of the solid waste activity.</p>
Hokitika Area Promotions Rate	<p>The Hokitika area promotions rate is set and assessed as a fixed amount per rating unit on all rateable properties defined as commercial use properties (using the same definition as for the general rate) and located in the Hokitika Community Rating Zone (as mapped in the Rating Policy). The Hokitika area promotions rate funds the community development & assistance activity (Destination Hokitika grant).</p>
Tourism Promotion Rate	<p>The tourism promotion rate is set and assessed as an amount per rating unit on all rateable properties in the district.</p> <p>The tourism promotion rate is set differentially based on the use to which the land is put and for commercial use properties on the capital value of the rateable properties.</p> <p>The differential categories are:</p> <ul style="list-style-type: none"> • Commercial <ul style="list-style-type: none"> ○ Greater than \$10m ○ Greater than \$3m and up to \$10m ○ Greater than \$1m and up to \$3m ○ \$1m or less • Residential, Rural Residential and Rural <p>The definitions of each category are the same as those in the Rating Policy for the general rate.</p> <p>The tourism and promotions rate funds part or all of the following activities: West Coast Wilderness Trail and i-site.</p>
Franz Josef Glacier/Waiiau – Glacier Country Promotions Rate	<p>The Franz Josef/Waiiau Glacier - Glacier Country tourism promotions rate set and assessed as an amount per rating unit, on all rateable land in the Franz Josef/Waiiau community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Glacier Country promotions rate funds contribution toward promotions of tourism in Glacier Country.</p>
Fox Glacier – Glacier Promotions Rate	<p>The Fox Glacier - Glacier Country tourism promotions rate set and assessed as an amount per rating unit, on all rateable land in the Fox Glacier community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Glacier Country promotions rate funds contribution toward promotions of tourism in Glacier Country.</p>

Kaniere Sewerage Capital Contribution Rate	The Kaniere sewerage capital contribution rate is set and assessed as a fixed rate per rating unit on all rateable properties that are connected to the Kaniere sewerage scheme and have not repaid the capital amount. The Kaniere Sewerage Capital Contribution Rate funds part of the Waste water activity (Kaniere sewerage upgrade loan).
Hannah's Clearing Water Supply Capital Repayment Rate	The Hannah's Clearing water supply capital repayment rate is set and assessed as a fixed rate per rating unit on all rateable properties located in Hannah's Clearing where the nature of the connection is a Council funded water supply. The Hannah's Clearing water supply capital repayment rate funds part of the water supply activity.
Emergency Management Contingency Fund Rate	The emergency management contingency fund rate is set and assessed on the land value of all rateable properties in the district. The emergency management contingency fund rate funds part of the emergency management & rural fire activity.

Council will accept lump sum contributions equivalent to the capital portion of the rate outstanding on the following rates:

- Kaniere Sewerage Capital Contribution Rate
- Hannah's Clearing Water Supply Capital Repayment Rate

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Indicative Rates Calculations for the Year Ended 30 June 2026

The following table quantifies the amounts and total revenue for each rate for 2025/2026.

General Rates

Rate	Factor	Sector				Totals		
		Rural	Rural Residential	Residential	Commercial	Units	Revenue	
General Rates							Inc GST \$	Ex GST \$
General Rate	Capital Value	\$1,096,407,400	\$748,083,500	\$1,050,894,000	\$708,446,500	\$3,603,831,400		
	Per \$ Capital Value	\$0.0025	\$0.0019	\$0.0025	\$0.0050			
	Revenue	\$2,741,361	\$1,402,832	\$2,627,563	\$3,542,675		\$10,314,431	\$8,969,070
Uniform Annual General Charge	Rateable Units	1,697	2,589	501	1,504			
	Each	\$832	\$832	\$832	\$832			
	Revenue	\$1,411,824	\$2,154,944	\$416,985	\$1,251,537		\$5,235,290	\$4,552,426
Total General Rates		\$4,153,185	\$3,557,776	\$3,044,548	\$4,794,212		\$15,549,720	\$13,521,496

Targeted community rates

Rate	Factor	Sector				Totals		
		Rural	Rural Residential	Residential	Commercial	Units	Revenue	
Community Rates						Inc GST \$	Ex GST \$	
Kumara	Rateable Units	131	168	211	16	526		
	Each	\$180	\$180	\$180	\$180			
	Revenue	\$23,610	\$30,293	\$38,028	\$2,869	\$94,799	\$82,434	
Hokitika	Rateable Units	640	838	1778	258	3,514		
	Each	\$733	\$733	\$977	\$1,955			
	Revenue	\$469,173	\$614,561	\$1,737,860	\$504,541	\$3,326,135	\$2,892,291	
Ross	Rateable Units	135	30	173.5	16.5	355		
	Each	\$528	\$528	\$528	\$528			
	Revenue	\$71,296	\$15,844	\$91,628	\$8,714	\$187,482	\$163,027	
Harihari	Rateable Units	133	35	93	16	278		
	Each	\$122	\$122	\$122	\$122			
	Revenue	\$16,266	\$4,317	\$11,374	\$1,981	\$33,939	\$29,512	
Whataroa	Rateable Units	114	93	59	26	292		
	Each	\$216	\$216	\$216	\$216			
	Revenue	\$24,671	\$20,180	\$12,768	\$5,573	\$63,192	\$54,949	
Franz Josef	Rateable Units	74	52	133	70	330		
	Each	\$292	\$292	\$390	\$779			
	Revenue	\$21,631	\$15,270	\$52,012	\$54,807	\$143,720	\$124,974	
Fox Glacier	Rateable Units	51	11	71.52	43	176		
	Each	\$477	\$477	\$636	\$1,272			
	Revenue	\$24,318	\$5,007	\$45,470	\$54,650	\$129,444	\$112,560	
Bruce Bay	Rateable Units	105	46	0	4	155		
	Each	\$61	\$61	\$0	\$61			
	Revenue	\$6,360	\$2,789	\$0	\$270	\$9,418	\$8,190	
Haast	Rateable Units	224	235	79.5	37	576		
	Each	\$131	\$131	\$131	\$131			
	Revenue	\$29,318	\$30,846	\$10,428	\$4,899	\$75,491	\$65,645	
Total Community Rates	Rateable Units	1607	1509	2599	488	6202		
	Revenue	\$686,642	\$739,106	\$1,999,569	\$638,304	\$4,063,621	\$3,533,584	

Other targeted rates

Rates	Factor	Unit amounts				Units	Totals	
		\$	\$	\$	\$		Revenue	
							Inc GST \$	Ex GST \$
<i>Refuse Collection Rates</i>								
Refuse Collection	Per bin				\$332	3,287	\$1,092,500	\$950,000
Total Refuse Collection Rates						3,287	\$1,092,500	\$950,000
		<u>Connected non commercial</u>	<u>Connected Commercial</u>	<u>Unconnected Domestic</u>				
<i>Water Supply Rates</i>								
Untreated Water	Each	\$614	\$1,074	\$307		6	\$3,682	
Treated Water	Each	\$818	\$1,432	\$409		2996	\$2,594,543	
Hannah's Clearing Capital	Each				\$575	3	\$1,725	
Hokitika Milk Treatment Plant Fixed Water Rate					\$2,462,653	1	\$2,462,653	
Metered Water Rates	Volumetric					178	\$897,091	
Total Water Supply Rates							\$5,959,694	\$5,182,343
<i>Sewerage Rates</i>								
Connected	Each				\$549			
Unconnected	Each				\$274			
Total						4418	\$2,424,385	
Kaniere Sewerage Capital	Each				\$417	36	\$15,012	
Total Sewerage Rates							\$2,439,397	\$2,121,214

							Totals	
Rates	Factor	Unit amounts				Units	Revenue	
		\$	\$	\$	\$		Inc GST \$	Ex GST \$
<i>Kokatahi / Kowhitirangi Special Targeted Rate</i>								
Land Value	Per \$ Value					\$0.0001	169,182,000	\$17,412
Uniform Basis	Ratable Units					\$85	205	\$17,412
Total Kokatahi / Kowhitirangi Special Targeted Rates								\$34,824
Glacier Country Rate		<i>Rural</i>	<i>Rural Residential</i>	<i>Residential</i>	<i>Commercial</i>			
Franz Josef	Rateable Units	74	52	133	70	330		
	Each	\$110.60	\$110.60	\$147.47	\$294.94			
	Revenue	\$8,184	\$5,778	\$19,680	\$20,737		\$54,379	\$47,286
Fox Glacier	Rateable Units	51	11	71.52	43	176		
	Each	\$100	\$100	\$134	\$268			
	Revenue	\$5,123	\$1,055	\$9,579	\$11,514		\$27,271	\$23,714
<i>Hokitika Area Promotions Rate</i>	Ratable units					\$181	247	\$44,850
<i>Tourism Promotions Rates</i>								
Non Commercial	Each					\$12	5,784	\$70,132
Commercial within Capital Value Range:		<i>Over \$10 million</i>	<i>\$3 - 10 million</i>	<i>\$1 - 3 million</i>	<i>\$0 - 1 million</i>			
	Units	9	14	103	380	506		
	Each	\$8,003	\$4,001	\$1,601	\$800			
	Revenue	\$72,025	\$56,020	\$164,122	\$304,123		\$596,289	\$518,512
Total Tourism Promotions Rates							\$827,745	\$719,778
Total Other Targeted Rates							\$10,319,335	\$8,973,335
Total Rates							\$29,932,677	\$26,028,415

Reserve Funds Summary

		Prospective Statement of Special Funds Reserves									
		2025 Annual Plan (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	2032 LTP (000's)	2033 LTP (000's)	2034 LTP (000's)
Council Created Reserve Funds											
Kumara Township Fund											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	14	14	14	15	15	16	16	16	17	17
Withdrawals		(14)	(14)	(14)	(15)	(15)	(16)	(16)	(16)	(17)	(17)
Closing Balance		-	-	-	-	-	-	-	-	-	-
Hari Hari Township Fund											
Opening Balance		2	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	14	14	14	15	15	16	16	16	17	17
Withdrawals		(14)	(14)	(14)	(15)	(15)	(16)	(16)	(16)	(17)	(17)
Closing Balance		2	-	-	-	-	-	-	-	-	-
Whataroa Township Fund											
Opening Balance		2	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	14	14	14	15	15	16	16	16	17	17
Withdrawals		(14)	(14)	(14)	(15)	(15)	(16)	(16)	(16)	(17)	(17)
Closing Balance		2	-	-	-	-	-	-	-	-	-
Ross Township Fund											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	14	14	14	15	15	16	16	16	17	17
Withdrawals		(14)	(14)	(14)	(15)	(15)	(16)	(16)	(16)	(17)	(17)
Closing Balance		-	-	-	-	-	-	-	-	-	-
Haast Township Fund											
Opening Balance		(3)	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	14	14	14	15	15	16	16	16	17	17
Withdrawals		(14)	(14)	(14)	(15)	(15)	(16)	(16)	(16)	(17)	(17)
Closing Balance		(3)	-	-	-	-	-	-	-	-	-
Franz Josef Township Fund											
Opening Balance		2	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	35	35	36	37	38	39	40	41	42	42
Withdrawals		(35)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(42)
Closing Balance		2	-	-	-	-	-	-	-	-	-

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		Annual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		Plan	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Fox Township Fund											
Opening Balance		1	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	35	35	36	37	38	39	40	41	42	42
Withdrawals		(35)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(42)
Closing Balance		1	-	-	-	-	-	-	-	-	-
Kokatahi/Kowhitira ngi Township Fund											
Opening Balance		1	-	-	-	-	-	-	-	-	-
Deposits	Township funding for the purpose of community related projects	8	8	8	8	9	9	9	9	9	10
Withdrawals		(8)	(8)	(8)	(8)	(9)	(9)	(9)	(9)	(9)	(10)
Closing Balance		1	-	-	-	-	-	-	-	-	-
Foreshore Protection Fund											
Opening Balance		12	12	13	13	14	14	15	15	16	16
Deposits	Foreshore protection for groyne replacement on the foreshore.	1	-	-	-	-	-	1-	1	1	1
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		12	13	13	14	14	15	15	16	16	17
Glacier Country Promotions											
Opening Balance	Targeted rates collected from Glacier	(1)	-	-	-	-	-	-	-	-	-
Deposits	Country to provide funding for marketing projects.	71	71	73	75	77	79	81	82	84	86
Withdrawals		(71)	(71)	(73)	(75)	(77)	(79)	(81)	(82)	(84)	(86)
Closing Balance		(1)	-	-	-	-	-	-	-	-	-
The Preston Bush Trust											
Opening Balance	Mr Preston donated the reserve to the Council. This fund was for the community to beautify the bush with tracks and interpretation boards.	-	-	-	-	-	-	-	-	-	-
Deposits		-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		-	-	-	-	-	-	-	-	-	-
Hari Hari Community Complex											
Opening Balance	The Hari Hari Pony Club land was sold and the funding was to go towards a new community complex. (Another \$100000 is allocated from the Reserve Development Fund).	72	77	81	85	90	95	101	106	112	119
Deposits		-	4	5	5	5	5	6	6	6	7
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		72	81	85	90	95	101	106	112	119	125
Guy Menzies Day											
Opening Balance		1	2	2	2	2	2	2	2	2	2
Deposits	Surplus from Guy Menzies Day event.	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		2	2	2	2	2	2	2	2	2	2

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		Annual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		Plan									
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Cycleway											
Opening Balance	Road reserve sold to Westland Dairies	-	-	-	-	-	-	-	-	-	-
Deposits	allocated to fund towards construction of	-	-	-	-	-	-	-	-	-	-
Withdrawals	Wilderness Trail	-	-	-	-	-	-	-	-	-	-
Closing Balance											
Marks Road Reserve											
Opening Balance	Funds from sale of Marks Road Property	91	95	99	102	106	109	113	117	121	126
Deposits	to be used for Haast Civil Defence (50%) and Haast community (50%)	4	3	3	4	4	4	4	4	4	4
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		95	99	102	106	109	113	117	121	126	130
Westland Racing Club											
Opening Balance		221	234	243	251	260	269	278	288	298	309
Deposits	Westland Racing Club transferred the racecourse and \$250,000.	12	8	8	9	9	9	10	10	10	11
Withdrawals		(4)	-	-	-	-	-	-	-	-	-
Closing Balance		230	243	251	260	269	278	288	298	309	319
General Rates Reserve											
Opening Balance		(1,833)	(1,623)	(1,412)	(1,201)	(1,029)	(858)	(686)	(515)	(343)	(172)
Deposits	General rates funding.	211	211	211	172	172	172	172	172	172	172
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		(1,623)	(1,412)	(1,201)	(1,029)	(858)	(686)	(515)	(343)	(172)	-
Emergency Contingency Fund											
Opening Balance		67	71	74	76	79	82	84	87	90	94
Deposits	Rates collected to support Westland in a Civil Defence emergency	4	2	3	3	3	3	3	3	3	3
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		71	74	76	79	82	84	87	90	94	97
Transportation Asset Renewal											
Opening Balance		447	1,015	755	514	(172)	(432)	(745)	(1,057)	(1,212)	(1,426)
Deposits	For funding the renewal of roads and bridges.	1,221	1,254	1,248	1,505	1,786	1,776	2,043	2,038	2,031	2,288
Withdrawals		(1,822)	(1,514)	(1,490)	(2,191)	(2,046)	(2,089)	(2,355)	(2,193)	(2,245)	(2,524)
Closing Balance		(154)	755	514	(172)	(432)	(745)	(1,057)	(1,212)	(1,426)	(1,662)
Water Asset Renewal											
Opening Balance		1,432	206	144	(359)	(420)	(386)	(593)	788	2,874	4,168
Deposits	For funding the renewal of the water supplies network.	1,640	1,734	1,720	1,929	1,930	1,930	2,184	2,258	2,378	2,635
Withdrawals		(995)	(1,797)	(2,223)	(1,990)	(1,896)	(2,137)	(803)	(172)	(1,084)	(843)
Closing Balance		2,076	144	(359)	(420)	(386)	(593)	788	2,874	4,168	5,960

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Wastewater Asset Renewal											
Opening Balance		960	1,206	1,240	1,530	2,447	1,947	196	1,075	950	1,604
Deposits	For funding the renewal of the sewerage network.	1,060	1,043	1,052	1,183	1,168	1,104	2,306	2,302	2,324	2,456
Withdrawals		(772)	(1,008)	(762)	(266)	(1,668)	(2,855)	(1,427)	(2,427)	(1,669)	(3,786)
Closing Balance		1,248	1,240	1,530	2,447	1,947	196	1,075	950	1,604	275
Storm Water Asset Renewal											
Opening Balance		550	436	289	166	84	52	(75)	(282)	139	583
Deposits	For funding the renewal of the storm water system.	522	499	525	594	594	591	652	655	670	737
Withdrawals		(761)	(645)	(649)	(676)	(626)	(718)	(859)	(234)	(227)	(341)
Closing Balance		311	289	166	84	52	(75)	(282)	139	583	979
Solid Waste Asset Renewal											
Opening Balance		(41)	28	55	121	197	213	314	414	524	644
Deposits	For funding the renewal of refuse transfer stations and landfills.	64	(30)	(10)	(11)	(76)	(11)	(23)	(23)	(24)	(24)
Withdrawals		(37)	57	76	86	92	112	123	134	144	157
Closing Balance		(13)	55	121	197	213	314	414	524	644	777
Parks Asset Renewal											
Opening Balance	For funding Parks, Reserves, Public Toilets, Swimming Pools, and Cemeteries asset renewals.	(9)	481	83	158	(182)	194	24	413	755	1,199
Deposits		792	367	387	420	444	424	480	496	542	597
Withdrawals		(219)	(766)	(312)	(760)	(68)	(594)	(91)	(154)	(98)	(118)
Closing Balance		564	83	158	(182)	194	24	413	755	1,199	1,677
Buildings Asset Renewal											
Opening Balance		1,738	1,479	1,549	1,805	1,975	2,199	2,271	2,442	2,339	2,682
Deposits	For the renewal of all Council operational buildings.	479	317	334	347	355	357	378	370	350	376
Withdrawals		(294)	(247)	(78)	(178)	(131)	(285)	(206)	(474)	(6)	(7)
Closing Balance		1,924	1,549	1,805	1,975	2,199	2,271	2,442	2,339	2,682	3,052
Administration Asset Renewal											
Opening Balance	For the renewal of office equipment, furniture, technical equipment, vehicles, and technology.	546	411	565	672	768	928	1,110	1,229	1,485	1,516
Deposits		305	350	369	341	365	377	394	390	368	410
Withdrawals		(471)	(197)	(262)	(245)	(205)	(195)	(274)	(134)	(337)	(238)
Closing Balance		380	565	672	768	928	1,110	1,229	1,485	1,516	1,688
Library Books Renewal											
Opening Balance		364	320	334	353	375	405	444	490	546	612
Deposits	To replace library books.	124	79	86	92	101	111	121	132	144	147
Withdrawals		(65)	(65)	(67)	(69)	(71)	(73)	(74)	(76)	(78)	(79)
Closing Balance		422	334	353	375	405	444	490	546	612	680
Council Created Reserve Funds - Summary											
Opening Balance		4,621	4,452	4,111	4,289	4,593	4,833	2,852	5,614	8,697	12,076
Deposits		6,658	6,061	6,169	6,825	7,097	7,095	8,979	9,067	9,239	10,086
Withdrawals		(5,658)	(6,402)	(5,992)	(6,521)	(6,856)	(9,076)	(6,216)	(5,985)	(5,861)	(8,044)
Closing Balance		5,621	4,111	4,289	4,593	4,833	2,852	5,614	8,697	12,076	14,118

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		Annual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		Plan	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Restricted Reserve Funds											
Off-street Parking											
Opening Balance	Monies collected from developments in	63	67	69	72	74	77	80	82	85	88
Deposits	town to pay for off-street parking.	4	2	2	3	3	3	3	3	3	3
Withdrawals	Imposed by RMA/District Plan	-	-	-	-	-	-	-	-	-	-
Closing Balance		67	69	72	74	77	80	82	85	88	91
Reserve Development											
Opening Balance	Monies collected from developments.	602	768	945	1,132	1,331	1,540	1,761	1,993	2,237	2,493
Deposits	Imposed by RMA/District Plan	184	177	188	198	209	221	232	244	256	269
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		786	945	1,132	1,331	1,540	1,761	1,993	2,237	2,493	2,762
Museum Assistance Fund											
Opening Balance	Originally the Museum Bequest Fund	40	42	43	45	47	48	50	52	54	56
Deposits	(\$8,458) and Carnegie Furnishings	2	1	2	2	2	2	2	2	2	2
Withdrawals	(\$3,929)	-	-	-	-	-	-	-	-	-	-
Closing Balance		42	43	45	47	48	50	52	54	56	58
Kumara Endowment Fund											
Opening Balance		379	401	415	429	444	460	476	492	510	528
Deposits	Proceeds from sale of Endowment Land	21	14	15	15	16	16	17	17	18	18
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		400	415	429	444	460	476	492	510	528	546
Euphemia Brown Bequest											
Opening Balance	Interest earned on funds administered by	27	27	27	26	25	25	24	24	23	22
Deposits	Public Trust Offices for the Estates of	1	1	1	1	1	1	1	1	1	1
Withdrawals	Euphemia & William E. Brown.	-	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Closing Balance		28	27	26	25	25	24	24	23	22	21
Mayoral Relief Fund											
Opening Balance		27	28	28	27	27	26	25	24	24	23
Deposits	Contributions from James and Margaret	2	1	1	1	1	1	1	1	1	1
Withdrawals	Isdell Trust, and Coulston Herbert Trust.	(1)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Closing Balance		28	28	27	27	26	25	24	24	23	22
Three Mile Domain											
Opening Balance		78	83	86	89	92	95	98	102	105	109
Deposits	To fund Three Mile Domain costs.	4	3	3	3	3	3	3	4	4	4
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		83	86	89	92	95	98	102	105	109	113
Ross Endowment Land											
Opening Balance		55	58	60	62	64	67	69	72	74	77
Deposits	Various endowment land parcels in Ross	3	2	2	2	2	2	2	3	3	3
Withdrawals	sold over time.	-	-	-	-	-	-	-	-	-	-
Closing Balance		58	60	62	64	67	69	72	74	77	79

		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Big Brothers Big Sisters											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Deposits	Grant funding received	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		-	-	-	-	-	-	-	-	-	-
Hokitika War Memorial											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Deposits	Contributions from RSA parking lease.	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		-	-	-	-	-	-	-	-	-	-
Community Patrol											
Opening Balance		(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Deposits	Grant funding received	2	-	1	1	1	2	2	2	3	3
Withdrawals		(2)	-	(1)	(1)	(2)	(2)	(3)	(3)	(3)	(4)
Closing Balance		(2)	(3)	(3)	(3)	(3)	(4)	(4)	(4)	(4)	(4)
Graffiti											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Deposits	Grant funding received	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		-	-	-	-	-	-	-	-	-	-
Taxi Chits											
Opening Balance		-	-	-	-	-	-	-	-	-	-
Deposits	Grant funding received	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-
Closing Balance		-	-	-	-	-	-	-	-	-	-
Restricted Reserves Funds - Summary											
Opening Balance		1,268	1,471	1,670	1,880	2,101	2,334	2,580	2,838	3,108	3,392
Deposits		224	202	214	226	238	250	263	276	290	304
Withdrawals		(3)	(3)	(4)	(4)	(5)	(5)	(6)	(6)	(7)	(7)
Closing Balance		1,489	1,670	1,879	2,101	2,334	2,579	2,837	3,107	3,391	3,688
Depreciation Reserve Funds - Summary											
Opening Balance		5,986	5,583	5,013	4,959	5,071	5,119	2,944	5,512	8,400	11,582
Deposits		6,207	5,613	5,713	6,401	6,666	6,658	8,535	8,617	8,783	9,623
Withdrawals		(5,435)	(6,183)	(5,766)	(6,289)	(6,619)	(8,833)	(5,967)	(5,730)	(5,601)	(7,779)
Closing Balance		6,758	5,013	4,959	5,071	5,119	2,944	5,512	8,400	11,582	13,427
Special Funds Reserves -											
Opening Balance		5,889	5,923	5,781	6,168	6,694	7,168	5,432	8,452	11,805	15,468
Deposits		6,882	6,263	6,382	7,051	7,335	7,345	9,241	9,343	9,529	10,390
Withdrawals		(5,661)	(6,405)	(5,995)	(6,525)	(6,861)	(9,082)	(6,222)	(5,991)	(5,867)	(8,051)
Closing Balance		7,110	5,781	6,168	6,694	7,167	5,431	8,451	11,804	15,467	17,806

Statement of Accounting Policies

Reporting Entity

Westland District Council (Council) is a territorial local authority governed by the Local Government Act 2002.

The primary objective of Council is to contribute to the purpose of local government in the Westland District by:

- enabling democratic local decision-making and action by, and on behalf of, communities; and
- meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- By providing goods or services for the community rather than making a financial return, Council has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

The prospective financial statements are for Westland District Council only and do not include transactions related to the group.

Basis of Preparation

The financial statements are prospective information in terms of PBE FRS42: Prospective Financial Information. The purpose for which the information is prepared is to enable the public to participate in decision making processes as to the services to be provided by Council to the community. The prospective information may not be appropriate for purposes other than those described.

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

The information in the prospective financial statements is uncertain and its preparation requires the exercise of judgement. Actual financial results achieved are likely to vary from the information presented and the variations may be material. Events and circumstances may not occur as expected and may or may not have been predicted or the Council may subsequently take actions that differ from the proposed course of action on which the prospective financial statements are based.

The Council authorised the prospective financial statements on **XX XX 2025**. The Council, which is authorised to do so and believes that the assumptions underlying these prospective financial statements are appropriate, and approved the draft Long Term Plan for consultation.

Council and management of Westland District Council accept responsibility for the preparation of the prospective financial statements, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures. No actual results have been incorporated within the prospective financial statements.

Statement of Compliance

The financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002 which include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP). The Financial Statements have been prepared in accordance with Tier 1 PBE Standards.

These financial statements comply with PBE Reporting Standards.

Functional and Presentation Currency

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000). The functional currency of the Council is New Zealand dollars.

Accounting Policies

The accounting policies have been applied consistently to all periods presented. There have been no significant changes to accounting policies as compared to the Long Term Plan 2021-2031 or the Annual Report 2024/2025.

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Significant Accounting Policies

Cost Allocation Policy

Direct costs are charged directly to significant activities.

Indirect costs are charged to significant activities based on cost drivers and related activity/usage information.

Direct costs are those costs directly attributable to a significant activity.

Indirect costs are those costs which cannot be identified in an economically feasible manner with a specific significant activity.

The costs of internal services not directly charged to activities are allocated as overheads using appropriate cost drivers such as staff numbers, items processed, and/or based on level of support provided to each activity.

Subsidiaries

Subsidiaries are those entities in which Council has control (CCOs). Westroads Ltd and Destination Westland Ltd are Council's direct reporting subsidiaries. As at 30 June 2024 the Group consists of Westland District Council, Destination Westland Ltd and Westroads Ltd. Investments in subsidiaries are recorded at cost in the Council's parent financial statements. Transactions with subsidiaries are at arm's length and under normal trading terms. Recharges are invoiced at cost.

Basis of consolidation

The Group (Westland District Council, Westroads Ltd and Destination Westland Ltd) consolidated accounts are prepared by combining like items of assets, liabilities, equity, revenue and expenses on a line-by-line basis. All intra-group balances, transactions, revenue and expenses are eliminated on consolidation.

Group prospective financial statements are prepared for annual reports, but Council has not presented these for the Long-Term Plan 2025- 2034 because it believes the parent prospective financial statements are more relevant to users.

The main purpose of the prospective financial statements is to provide information about the core services that Council intends to provide to ratepayers, the expected cost of those services and thus the amount of rates that Council requires to fund the intended levels of service.

The CCO's contribution is included to the extent that distributions received by Council from the subsidiaries are used to partially fund Council activities, thereby reducing the rates requirement.

While Council undertakes a governance role, in agreeing a statement of intent with Destination Westland Ltd and Westroads Ltd, it does not exercise control over the day-to-day operations of the subsidiaries

Revenue

Revenue is measured at the fair value of consideration received.

Rates revenue

Rates, including water-by-meter rates, are set annually by a resolution of Council and relate to a financial year. All ratepayers are invoiced within the financial year to which the rates have been set. Rates revenue is recognised when payable. Rates arising from late payment penalties are recognised as revenue when rates become overdue.

Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.

Rate remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.

Other revenue

Grants

Council receives government grants from Waka Kotahi NZ Transport Agency, which subsidises part of Council's costs in maintaining the local roading infrastructure. The subsidies are recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled. Council also from time to time receives grants from other parties that are recognised on the same basis.

Building and resource consent revenue:

Fees and charges for building and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

Entrance fees:

Entrance fees are fees charged to users of the Council's local facilities and events, primarily the Hokitika Museum and Wildfoods Festival. Revenue from entrance fees is recognised upon entry to such facilities, or when the event is held.

Landfill fees:

Fees for disposing of waste at the Council's landfill are received and recognised as waste is disposed by users.

Provision of commercially based services

Revenue from the rendering of services is recognised by reference to the stage of completion of the transaction at balance date, based on the actual service provided as a percentage of the total services to be provided. The stage of completion is assessed by reference to surveys of work performed.

Sales of goods

Revenue from the sale of goods is measured at fair value of the consideration received or receivable, net of returns or allowances, trade discounts and volume rebates. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods.

Where revenue is derived by acting as an agent for another party, the revenue that is recognised is the commission or fee on the transaction.

Revenue from investments

Interest revenue is recognised using the effective interest method.

Dividends are recognised when the right to receive payment has been established.

Vested or donated physical assets

For assets received for no or nominal consideration, the asset is recognised at its fair value when the Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects it will need to return or pass the asset to another party.

Donated and bequeathed financial assets

Donated and bequeathed financial assets are recognised as revenue unless there are substantive use or return conditions. A liability is recorded if there are substantive use or return conditions and the liability released to revenue as the conditions are met e.g. as the funds are spent for the nominated purpose.

Construction Contracts

Contract revenue and contract costs are recognised as revenue and expenses respectively by reference to the stage of completion of the contract at balance date. The stage of completion is measured by reference to the contract costs incurred up to balance date as a percentage of total estimated costs for each contract. Contract costs include all costs directly related to specific contracts, costs that are specifically chargeable to the customer under the terms of the contract, and an allocation of overhead expenses incurred in connection with the group's construction activities in general.

An expected loss on construction contracts is recognised immediately as an expense in the surplus or deficit.

Where the outcome of a contract cannot be reliably estimated, contract costs are recognised as an expense as incurred. When it is probable that the costs will be recovered, revenue is recognised to the extent of costs incurred.

Construction work in progress is stated at the aggregate of contract costs incurred to date plus recognised surpluses less recognised losses and progress billings. If there are contracts where progress billings exceed the aggregate costs incurred plus surpluses less losses, the net amounts are presented as a liability.

Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Revenue Tax

Revenue tax expense in relation to the surplus or deficit for the period comprises current tax and deferred tax.

Current tax is the amount of revenue tax payable based on the taxable profit for the current year, plus any adjustments to revenue tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantively enacted by balance date.

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

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

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

Deferred tax is recognised on taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where the Council can control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantively enacted by balance date.

Current tax and deferred tax is recognised against the surplus or deficit, except when it relates to items charged or credited directly to other comprehensive revenue or equity, in which case the tax is dealt with in other comprehensive revenue or equity.

Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, the Council and Group recognises finance leases as assets and liabilities in the Statement of Financial Position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Financial Assets

Cash and cash equivalents

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

Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position.

Trade and other receivables

Debtors and other receivables are measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

After 1 July 2022, Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

Loans, including loans to community organisations made by Council at nil, or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar asset/investment. They are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of expected future cash flows of the loan is recognised in the surplus or deficit as a grant.

A provision for impairment of receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Other financial assets

Year 1 of the LTP

The Council and Group classify its financial assets into the following four categories:

- financial assets at fair value through the surplus or deficit,
- held-to-maturity investments,
- loans and receivables, and
- financial assets at fair value through other comprehensive revenue and expense.

The classification depends on the purpose for which the investments were acquired.

Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through the surplus or deficit in which case the transaction costs are recognised therein.

Purchases or sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used is the current bid price. The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Council use a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The four categories of financial assets are:

Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated into a hedge accounting relationship for which hedge accounting is applied. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the balance sheet date. After initial recognition they are measured at their fair values.

Gains or losses on re-measurement are recognised in the surplus or deficit where hedge accounting is not applied. Financial assets in this category include derivative financial instruments.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus or deficit.

Loans and receivables are classified as “trade and other receivables” in the Statement of Financial Position.

Held to maturity investments

Held to maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council has the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost using the effective interest method, less impairment.

Gains and losses when the asset is impaired or de-recognised are recognised in the surplus or deficit. The Council does not currently hold a portfolio of bonds that have been classified as held to maturity investments. However, there is provision in the Investment policy if Council is in a position in the future to invest in bonds.

Financial assets at fair value through other comprehensive revenue and expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-

current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date. The Council and group includes in this category:

- Investments held for the long-term but which may be realised before maturity,
- Shareholdings held for strategic purposes.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit. On recognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Council's investments in its subsidiaries are not included in this category as they are held at cost as allowed by PBE IPSAS 6 Consolidated and Separate Financial Statements.

Impairment of financial assets

At each balance sheet date, the Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that the Council and group will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are considered indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government bonds, and community loans, are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are considered objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit. Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit. If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Year 2 onward:

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

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

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

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

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

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

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

Subsequent measurement of financial assets at amortised cost

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

Subsequent measurement of financial assets at FVTOCRE

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

Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council and group designate into this category all equity investments that are not included in its investment fund portfolio, and if they are intended to be held for the medium to long-term.

Subsequent measurement of financial assets at FVTSD

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

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

Instruments in this category include the Council and group's LGFA borrower notes.

Expected credit loss allowance (ECL)

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

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

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council and group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council and group's historical experience and informed credit assessment and including forward-looking information.

The Council and group considers a financial asset to be in default when the financial asset is more than 365 days past due except for rates debtors. The Council and group may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

Inventories

Inventories are measured at the lower of cost or net realisable value. The cost of inventories is based on the first-in first-out principle, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

In the case of metal inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity. Metal inventory cost is calculated on a discounted sale value basis, as an approximation of weighted average cost.

When land held for development and future resale is transferred from investment property/property, plant, and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant, and equipment.

Net realisable value is the estimated selling prices in the ordinary course of business, less the estimated costs of completion and selling expenses.

Property, Plant and Equipment

Property, plant and equipment consist of:

Operational assets

These include land, buildings, improvements, museum artefacts, Jackson Bay Wharf, library books, plant and equipment, and motor vehicles.

Restricted assets

Restricted assets are parks and reserves owned by the Council, which provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions. These include land vested under the Reserves Act 1977 and endowments or other property held in trust for specific purposes.

Infrastructure assets

Infrastructural assets are the fixed utility systems owned by the Council. Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses. Each asset class includes all items that are required for the network to function. Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Additions

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

item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals

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

Subsequent costs

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

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

Depreciation

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

CATEGORY	DEPRECIATION RATES		DEPRECIABLE LIFE (YEARS)	
	Minimum	Maximum	Minimum	Maximum
Infrastructural				
Buildings	2%	10%	10	50
Land	0%	0%	N/A	N/A
Refuse				
Landfill Sites	1%	33%	3	75
Landfill Provision	1%	1%	70	70
Roading				
Bridges incl. major culverts	1%	3%	35	100
Culverts	1%	2%	50	80
Edge Mark Post	10%	25%	4	10
Footpaths	2%	3%	34	67
Formation	0%	0%	N/A	N/A
Pave Marking	100%	100%	1	1
Railings	4%	31%	3	24
Raised Reflective Pavement Markers	50%	50%	2	2
Roundabouts	3%	3%	31	31
Sealed Surface	12%	20%	5	20
Signs	19%	34%	3	5
Street Poles for lighting	3%	4%	25	40
Streetlights	0%	0%	N/A	N/A
Structure Base Course	1%	2%	41	91
Structure Sub-Base	0%	0%	N/A	N/A
Unseal Structure Wearing Course	20%	33%	3	5
Unsealed Structure	0%	0%	N/A	N/A
Drainage	2%	3%	37	67
Sewerage				
Line	1%	2%	50	100
Plant	1%	10%	10	88
Point	1%	5%	20	80
Storm water				
Earth	0%	0%	N/A	N/A
Line	1%	2%	50	100
Plant	1%	5%	20	85
Point	1%	2%	50	80
Rock	0%	1%	165	N/A
Water				
Line	1%	5%	20	100
Plant	1%	20%	5	69
Point	1%	10%	10	100

CATEGORY	DEPRECIATION RATES		DEPRECIABLE LIFE (YEARS)	
	Minimum	Maximum	Minimum	Maximum
Operational				
Buildings	2%	20%	5	63
Furniture & Fittings	2%	25%	4	60
Jackson Bay Wharf	2%	2%	50	50
Land	0%	0%	N/A	N/A
Library Collection	13%	13%	8	8
Motor Vehicles	20%	34%	3	5
Museum Artefacts	0%	0%	N/A	N/A
Office and Computer Equipment	7%	33%	3	15
Plant Equipment	10%	20%	5	10
Restricted				
Buildings	1%	14%	7	199
Land	0%	0%	N/A	N/A
Pools	1%	13%	8	80
Recreation Improvement	1%	72%	1	80

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Revaluation

All valuations are carried out on a three to five-yearly cycle by independent qualified valuers, unless there is a significant change in carrying value, in which case they will be revalued as required. All other asset classes are carried at depreciated historical cost.

Land and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years.

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

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

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

Impairment of Non-Financial Assets

Assets that have a finite useful life are carried at cost and are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

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

Value in use for non-cash-generating assets:

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

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

Value in use for cash-generating assets:

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount the asset is impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

For assets not carried at a revalued amount (other than goodwill) the reversal of an impairment loss is recognised in the surplus or deficit.

Intangible Assets

Software

Software licences and similar assets that are acquired by the Council, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised in the surplus or deficit on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use.

Carbon credits

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

Goodwill

Goodwill on the acquisition of businesses and subsidiaries is included in Intangible assets

Impairment of Intangible Assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment.

Forestry Assets

Council does not currently hold any forestry assets. If Council holds forestry assets in the future they will be independently revalued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs, and silvicultural costs and takes into consideration environmental, operational, and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value less costs to sell and from a change in fair value less costs to sell are recognised in the surplus or deficit.

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

Investment Property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at its cost, including transaction costs. After initial recognition, all investment property is measured at fair value as determined annually by an independent valuer. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

Employee Benefits

Short-term benefits

Employee benefits that the Council expects to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date and sick leave, retiring and long service leave entitlements expected to be settled within 12 months. A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences. The Council recognise a liability and an expense for bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

Long-term benefits

Long service leave and retirement leave

Entitlements that are payable beyond 12 months, after the end of the period in which the employee renders the related service, such as long service leave and retiring leave; are calculated on an actuarial basis. The calculations are based on:

- Likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information; and
- The present value of the estimated future cash flows.

Presentation of employee entitlements

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

Superannuation schemes

Defined contribution schemes

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

Council belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the board of trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme. Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme, the extent to which the surplus/ deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

Provisions

The Council recognises a provision for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event,
- it is probable that expenditures will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

Trade and Other Payables

Trade and other payables are initially measured at fair value, and subsequently measured at amortised cost using the effective interest method.

From Year 2 onward, Short-term payables are recorded at the amount payable.

Borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are expected to be settled within 12 months of balance date.

Accounting For Derivative Financial Instruments and Hedging Activities

The Council uses derivative financial instruments to hedge exposure to interest rate risks arising from financing activities. The Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value at each balance date.

The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The movement in the fair value of the derivative contracts that are not hedge accounted is recognised in the surplus or deficit.

Council has no designated hedging instruments.

Equity

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of reserve funds. The components of equity are:

- Retained earnings
- Restricted Reserves (trusts and bequests)
- Council Created Reserves (special funds, separate funds)
- Asset revaluation reserves
- Fair value through other comprehensive revenue and expense

Restricted Reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council. Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met. Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

Asset revaluation reserve

This reserve relates to the revaluation of property, plant, and equipment to fair value.

Fair value through other comprehensive revenue and expense reserve

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

Goods and Services Tax

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position. The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The budget figures are those approved by Council during workshops and as a result of the consultation for the Long Term Plan 2021-2031. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by Council for the preparation of the financial statements.

Critical Accounting Estimates and Assumptions

In preparing the financial forecasts and statements the Council has makes estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Landfill aftercare provision

The estimate of the provision for landfill post-closure is based on assumptions, which may be influenced by changes in technology and society's expectations and could affect future results.

The Council has responsibility under its resource consent to provide on-going maintenance and monitoring of the landfill after the site is closed. The responsibilities include fencing, drainage, signage, planting, coverage and monitoring the site for a set number of years after closure. The cash outflows for landfill post-closure are expected to occur in one to thirty three years' time. The long-term nature of the liability means that there are inherent uncertainties in estimating costs that will be incurred.

Infrastructural assets

There are a number of assumptions and estimates used when performing DRC valuations over infrastructural assets. These include:

- The physical deterioration and condition of an asset, for example Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets that are not visible, for example stormwater, wastewater and drinking water pipes which are underground. This risk is minimised by Council performing a combination of physical inspections and condition modelling assessments of underground assets;
- Estimating any obsolescence or surplus capacity of an asset; and

- Estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be affected by the local conditions, for example weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or under estimating the annual depreciation charge recognised as an expense in the surplus or deficit.

To minimise this risk, Council's infrastructural asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past experience. Asset inspections, deterioration and condition modelling are also carried out regularly as part of Council's asset management planning activities, which gives Council further assurance over its useful life estimates.

Experienced independent valuers perform Council's infrastructural asset revaluations.

Accounting Standards Issued For Public Benefit Entities

The Council is subject to Tier 1 reporting requirements of the Accounting Standard for Public Benefit Entities.

The financial statements are compliant with the new International Public Sector Accounting standards (IPSAS).

DRAFT

Long Term Plan Disclosure Statement – Financial Reporting and Prudence

The following information is the Long-term plan disclosure statement for period commencing 1 July 2025.

The purpose of this statement is to disclose the council’s planned financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The council is required to include this statement in its long-term plan in accordance with the [Local Government \(Financial Reporting and Prudence\) Regulations 2014](#) (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

1. Rates affordability

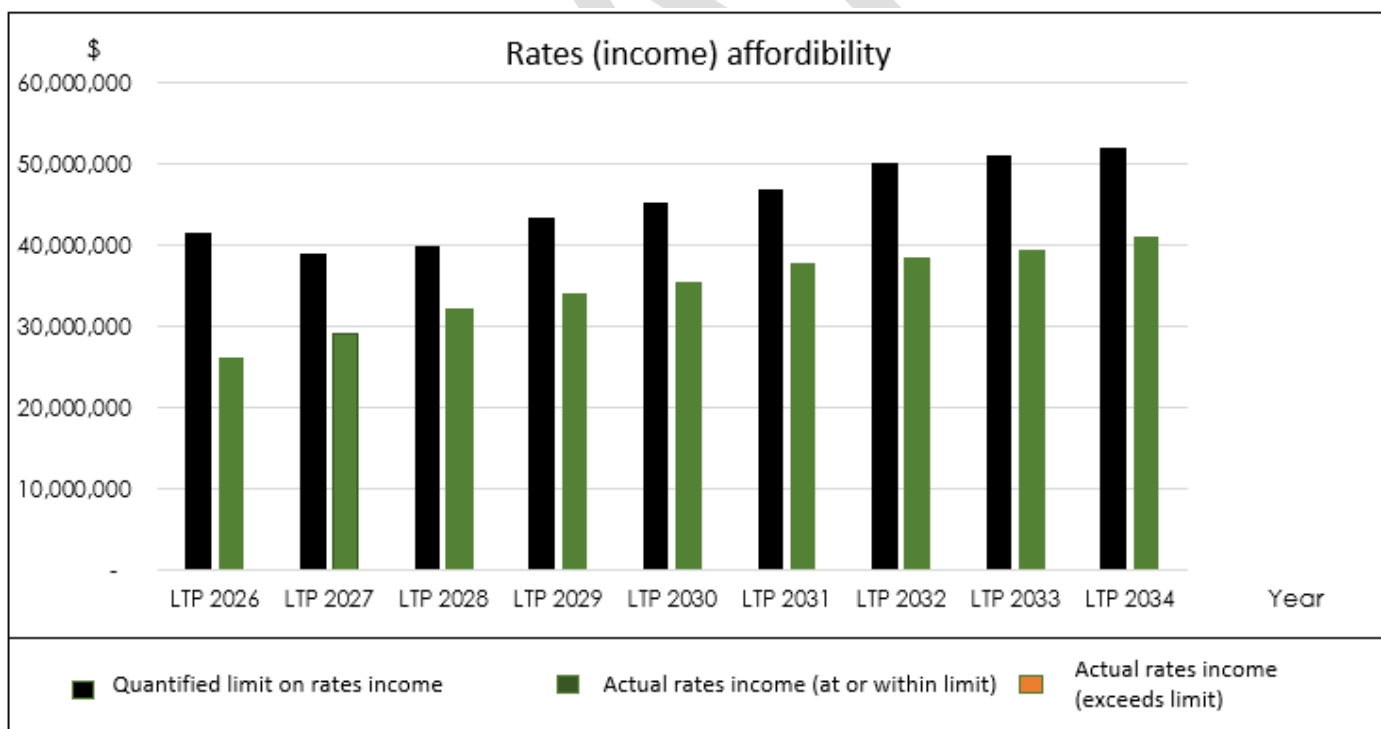
Council meets the rates affordability benchmark if -

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

Rates (income) affordability

The following graph compares the council’s planned rates income with a quantified limit on rates contained in the financial strategy included in this long-term plan. The overall limit for rates revenue is the aggregate of the maximum Council has prescribed for each of its activities (as outlined in the Revenue and Financing Policy). This means the limit for each year is individually set but the range is narrow.

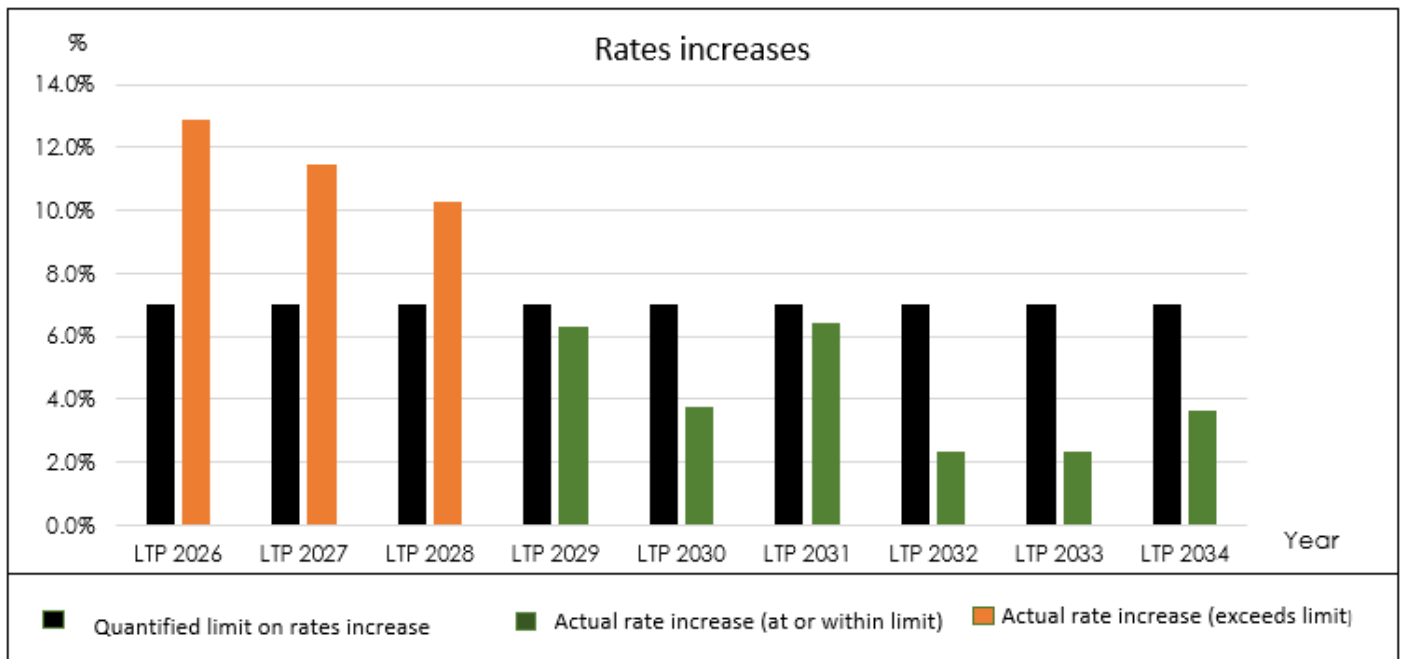
Council meets this benchmark in all years of the LTP.



Rates (increases) affordability

The following graph compares the council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is 7%.

Council does not meet the limit on rates increases in Years 1 – 3 of the LTP due to the necessity to meet requirements of Local Water Done Well.



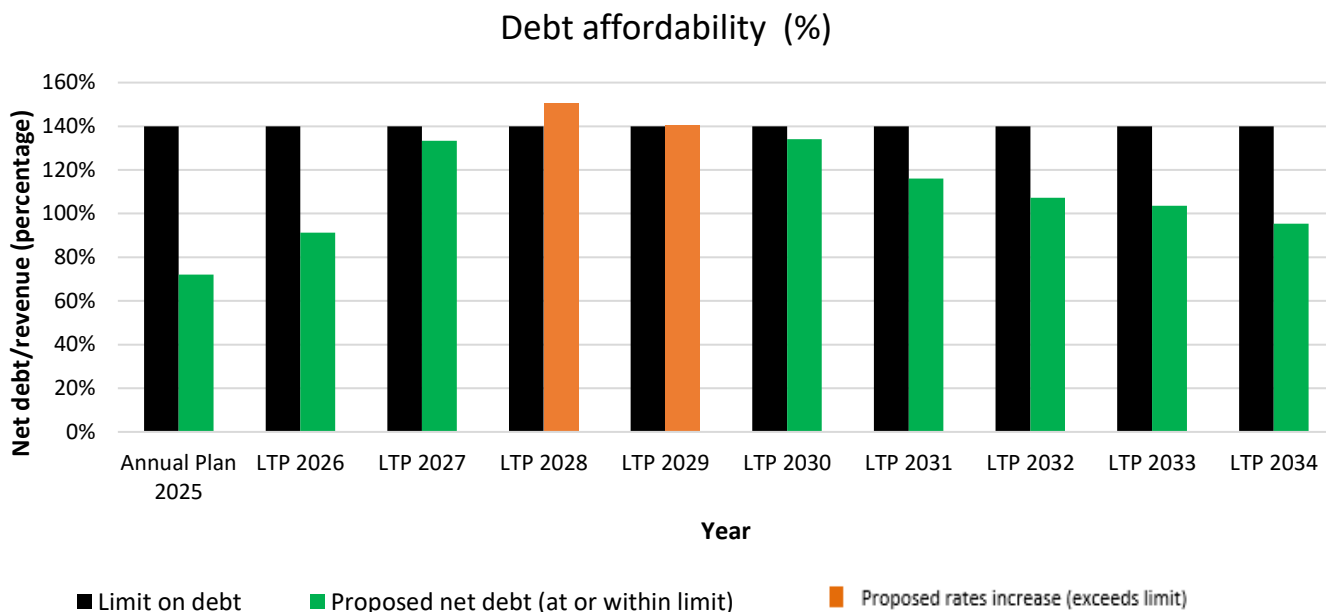
DRAFT

2. Debt affordability

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

The following graph compares the council’s planned debt with a quantified limit on borrowing contained in the financial strategy included in this long-term plan. The quantified limit is 140%.

This internal benchmark is not met in the years 2028 and 2029. The main driver of this is the forecast loan funding requirement for the Hokitika Wastewater Treatment Plant. However the LGFA limit is 175% and this benchmark is met in all years of the LTP.



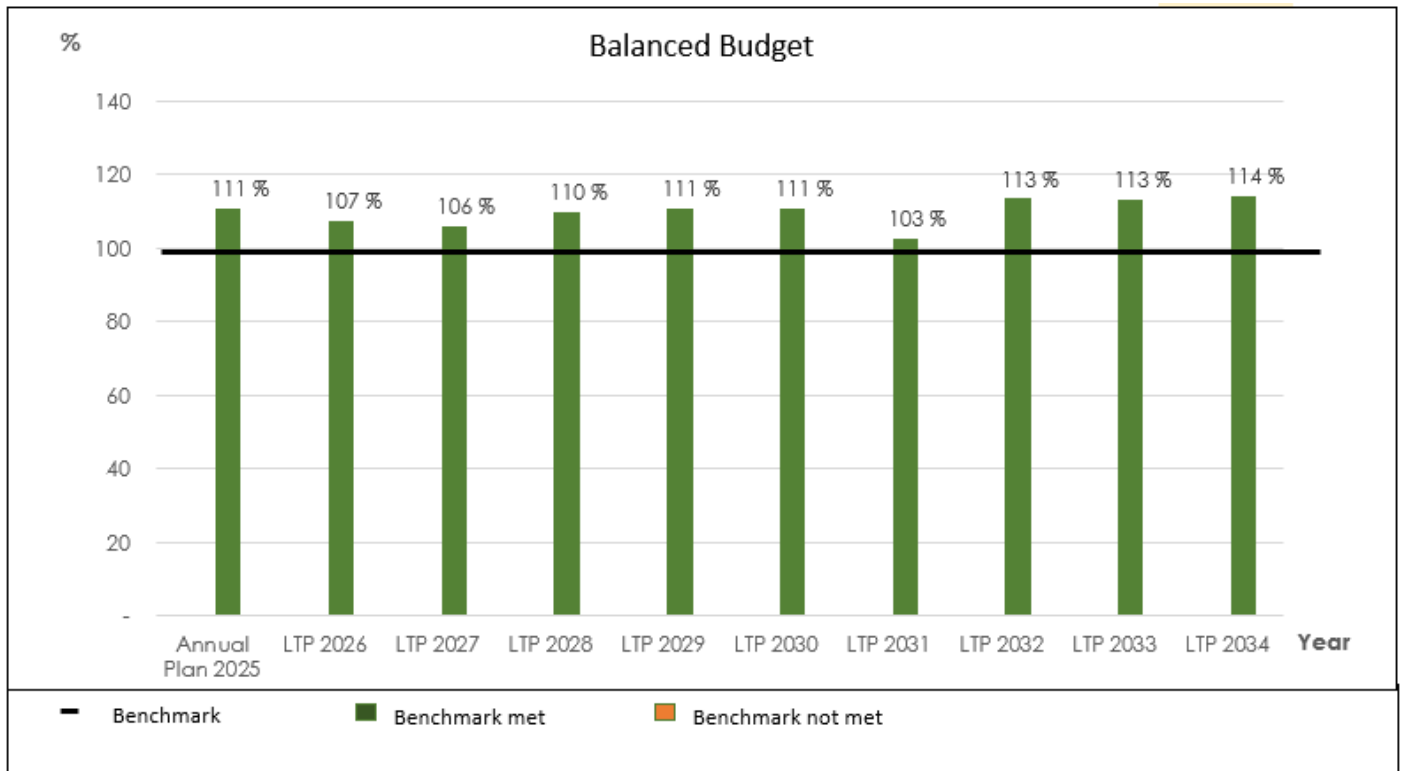
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3. Balanced budget benchmark

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

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

Council meets this benchmark in all years of the LTP.

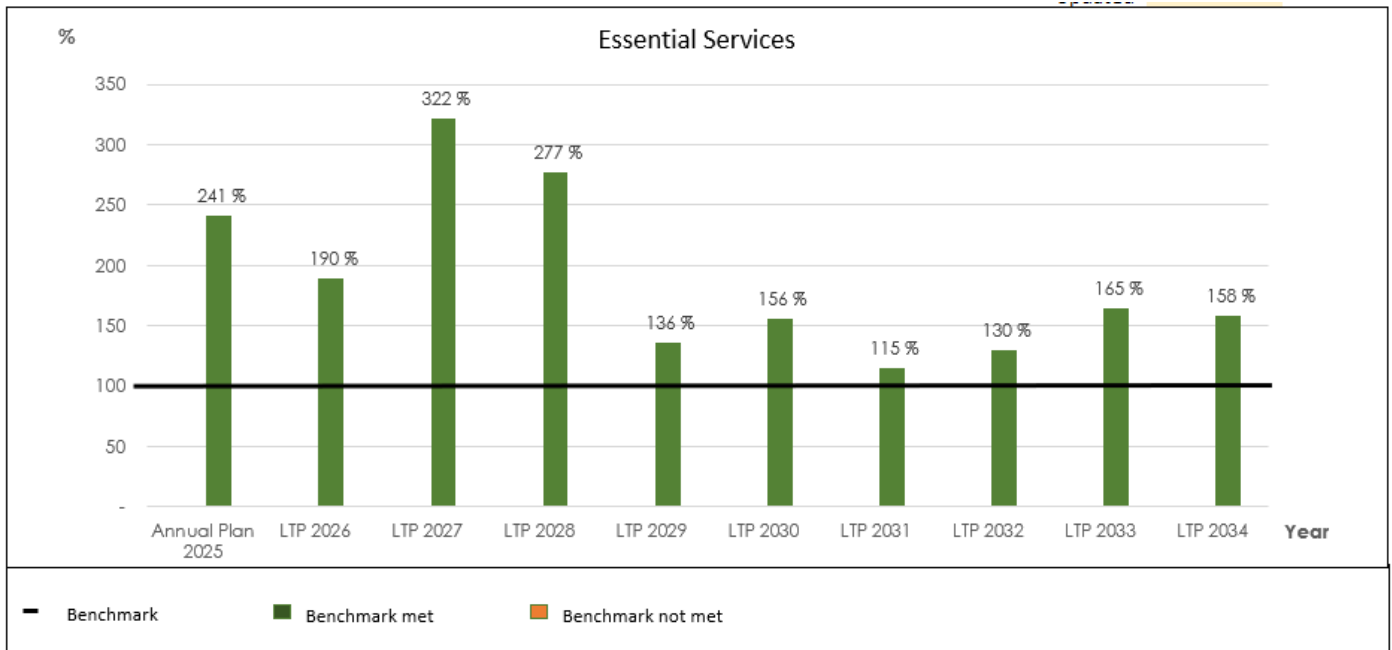


4. Essential services benchmark

The following graph displays the council's planned capital expenditure on network services as a proportion of expected depreciation on network services.

The council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

Council meets this benchmark in all years of the LTP.



DRAFT

5. Debt servicing benchmark

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

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

Council meets this benchmark in all years of the LTP.



Fees and Charges 2025/2026

Fees and charges are one of the ways the Council passes on some of the costs directly to those that benefit from Council services and facilities.

This means those who benefit from these services pay for them. Council has approved increases to fees for 2025/2026 to meet the increased costs of some services and reflect required cost recovery.

Fees and charges are in place for:

Amusement devices	Jackson Bay Wharf
Animal Control	Land Information Memoranda
Baches on unformed legal roads	Land Information Services
Building Consent Authority	Local Government Act activities
Cemeteries	Property files
Class 4 Gaming	Resource Management
Corporate Services	Sale and Supply of Alcohol
District Assets	Sports fields
Environmental Services	Temporary road closures
Financial Services	Visitor Information Services
Hokitika Museum	Waste Management
Hokitika Swimming Pool	Westland District Library

Full details of all fees are available from the Council, and on the Council website

[\[WEBLINK\]](#)

Policies and supporting information

Significance & Engagement Policy

Part I

1. PURPOSE [LGA S76AA (2)]

1.1. The purpose of the Westland District Council’s Significance and Engagement Policy (SEP) is –

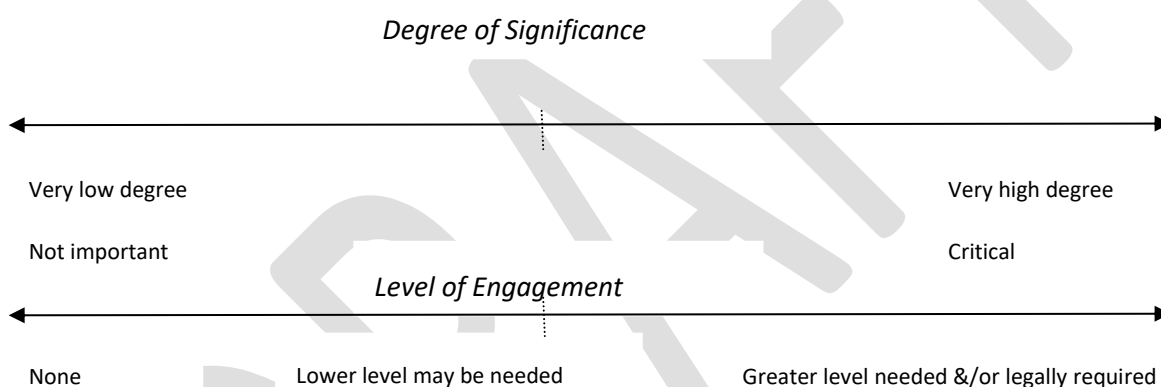
To enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.

To provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters.

To articulate the relationship between the significance of a matter and the corresponding level of engagement of parties that is required.

1.2. The Council believes in the importance of having a SEP as it provides a useful and accountable decision making framework for both the Council and the community.

Figure 1 determining significance and engagement



1.3. **Significance**, in respect to this policy, is the degree of importance of an issue, proposal or decision as assessed by the local authority, in terms of its likely impact on and likely consequences for –

- The current and future social, economic, environmental, or cultural well-being of the district or region.
- Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter.
- The capacity of the local authority to perform its role, and the financial and other costs of doing so.

A matter will be determined “Significant” if it has a “high degree of significance”. This is in accordance with the Local Government Act 2002 (LGA), section 5.

1.4. The LGA definition and/or use of the terms “significant”, “significance” and “engagement” apply in regard to this policy. Unless otherwise stated, common dictionary definitions apply for other terms in this policy.

1.5. The Council has a Consultation and Engagement Policy in place (adopted in 2022).

- 1.6. Engagement, in respect to this policy, is a process that can be undertaken at the outset, throughout, or at points during a decision-making process in order to inform the Council and to allow potentially affected parties to identify options for addressing the matter.
- 1.7. Consultation is a process that generally occurs after a proposal has been formed i.e. the Council shares the formed proposal with parties and receives final feedback. A decision can then be made. Consultation is an additional requirement under legislation, including the Local Government Act, Resource Management Act, Reserves Act, Rating Act and Land Transport Management Act. This SEP does not replace the Council's legal responsibility to consult.

2. GENERAL APPROACH [LGA s76AA (1)(a)]

- 2.1 Council's decision-making about the degree of significance of an issue, proposal or decision will be guided by Part II of this Policy.
- 2.2 Council's engagement practices will be guided by Part III of this Policy.
- 2.3 The Council will use the Special Consultative Procedure (SCP) whenever it is specifically required to by the LGA or other legislation.
- 2.4 Whenever a matter is identified by the Council as being of high significance, it will use the SCP procedure as a minimum procedure for consultation. It will undertake what it considers to be a corresponding high level of engagement about the proposal.
- 2.5 The Council will apply the principles of LGA section 82 in other instances of consultation.
- 2.6 The Council may choose to undertake engagement and/or consultation on occasions other than when a matter has been determined to be of high significance. In this instance it will justify why it is choosing to do so.

Part II

1. DETERMINING SIGNIFICANCE [LGA s76AA (1)(b)]

- 1.1 As per the LGA, section 5; a matter is "significant" if it has been determined to have a high degree of significance. The following list provides key questions that will help assess the overall degree of significance of a matter:
 - a. Does it involve a Council strategic asset? The LGA states that it is a significant decision to transfer ownership or control, or to construct, replace or abandon a strategic asset.
[The Council's *Strategic Assets* are listed in Part II, clause 2.2].
 - b. What is the impact on Council's levels of service, rates and/or Council debt?
 - c. How will the action or decision promote the Council's Vision or other priorities of Council, and to what degree?
 - d. What is the degree of impact on the community, individuals or groups?
 - e. Is there a likely impact on Māori cultural values and their relationship to land and water?
 - f. Is there a high degree of public interest?
 - g. Could the action or decision have significant consequences? The action itself may be minor but what will the outcome be.
 - h. Is it a reversible decision? The more difficult an action or decision is to reverse, generally the higher the significance is.

- i. Will climate change have an impact? The greater the impact, generally the higher the degree of significance.

2. COUNCIL'S STRATEGIC ASSETS [LGA s76AA (3)]

2.1 The LGA, section 76 AA (3) requires that the SEP must list the assets considered by the local authority to be Strategic Assets. These assets must be considered to be of high significance and as such corresponding engagement and consultation practices followed by the Council if transfer ownership or control of a strategic asset, or a decision to construct, replace or abandon a strategic asset is proposed.

2.2 The LGA, section 5, defines Strategic Assets as being the asset or group of assets held (owned) by the Council that it needs to retain if it is to maintain the capacity to achieve or promote an outcome that it determines to be important to the current or future well-being of the community.

- Hokitika Airport
- Urban roads, rural roads, bridges, footpaths
- Water, treatment, storage and reticulation network
- Wastewater reticulation and treatment facilities
- Stormwater reticulation
- Cass Square
- Community Reserves
- Community Halls
- Community Domains
- Hokitika Cemetery
- Kumara Cemetery
- Ross Cemetery
- Hokitika Museum/Carnegie Building
- Public Toilets
- Jackson Bay Wharf
- Westland District Library
- Council Headquarters
- Pakiwaitara Building
- Hokitika Swimming Pool
- Ross Swimming Pool
- West Coast Wilderness Trail
- Westroads Ltd

Part III

1. ENGAGEMENT EXPECTATIONS [LGA s82 (3) & (4)]

1.1 The Council will engage with parties *unless* it is unnecessary, inappropriate or impossible to do so. That is: a case must be proven in order to decide to not engage and it may be because of one or more of the following factors:

- a. The Council can demonstrate that it already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter.
- b. There is a need for confidentiality or commercial sensitivity.
- c. The costs of engagement or consultation outweigh the benefits of it.
- d. The matter has clearly already been addressed by the Council's policies or plans, which have previously been consulted on.

- e. An immediate or urgent response or decision is needed so that it is not reasonably practicable to engage.
 - f. Works are required unexpectedly, or following further investigations, on projects that have already been approved by the Council.
 - g. It is business as usual i.e. the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place.
- 1.2 In instances where active engagement with parties is not going to occur, Council officers still must give consideration to the views and preferences of persons likely to be affected by, or to have an interest in the matter.

2. APPROPRIATE FORMS OF ENGAGEMENT [LGA s76AA (1)(c)]

- 2.1 The Westland District encompasses a large geographic area; townships can be several hours drive from one another and there are many dispersed rural communities. This impacts on how the Council can effectively hold conversations with its citizens.
- 2.2 Poutini Ngāi Tahu, in their capacity as a Treaty Partner, are an important identity to engage with over many matters. Council's relationship with Poutini Ngāi Tahu and their associated Rūnanga, Te Runanga o Ngāti Waewae and Te Rūnanga o Makaawhio should remain fluid and evolve in accordance with these organisations' preferences. Although all of the SEP processes do include the engagement of Iwi, a separate and more specific policy or agreement could also be developed with Iwi about different kinds of Council decision-making.
- 2.3 The Council must also be mindful of tangata whenua in the District and whether an issue could be of importance to Māori people.
- 2.4 The Council believes it is important that it has a presence across the District and in particular that elected representatives and staff are active in all of its communities. Successful engagement exercises have been achieved when they were structured around having the conversations in the community that the issue affected, rather than expecting the community to come to Hokitika. If it is a District wide issue, then careful consideration is required about how best to distribute messages and be positioned to receive feedback.
- 2.5 Some communities in the Westland district have limited broadband internet coverage, which can limit electronic communications.

3. IN DETERMINING APPROPRIATE FORMS OF ENGAGEMENT, THE COUNCIL WILL: [LGA s76AA (1)(d)]

- 3.1 Recognise the relationship between determining the significance of an issue and the level and type of engagement that will be required.
- 3.2 Select engagement processes and methods that are appropriate to the stakeholders that will be involved (including the public's time commitment and travel requirements, location of information and/or meetings).
- 3.3 Ask potentially interested parties if they consider themselves to be stakeholders and/or how they would like to provide input into the development of the proposal.
- 3.4 Be responsive to new methods identified by stakeholders for better engagement.
- 3.5 Bear in mind Council and other agency engagement initiatives that are underway, planned or likely to occur soon in the District. Combined initiatives will be utilised where appropriate so as to achieve efficiencies and avoid the public experiencing engagement / consultation fatigue.

- 3.6 Determine whether the Council already holds relevant information from the public or key stakeholders about the matter (from previous engagement or consultation efforts) and can utilise it instead of initiating another round of conversations.
- 3.7 Recognise the possible role of stakeholders and contacts Council already has a relationship with, including the Iwi, resident and community associations, business and industry representative groups.
- 3.8 Provide reasonable access to free information and reasonable methods for the public and key stakeholders to be able to respond (timeframes and suitable forms of submission).
- 3.9 Consider the best use of Council money and other resources to achieve the chosen engagement plan.

Part IV

1. PROCEDURE [LGA 76AA (2)(b) & (c)]

- 1.1 The procedure for determining the level of significance and the corresponding engagement required:
 - 1.1.1 In the first instance Council Officers will be responsible for assessing a matter to determine its level of significance, in accordance with Part II of this Policy.
[To facilitate this operational process, the Council may choose to provide staff with a template, separate to but based upon Part II of this policy].
 - 1.1.2 Council Officers will then consider the corresponding extent and type of engagement that should occur, in accordance with Part III of this Policy. In general, the more significant an issue, the greater the need for community or stakeholder engagement.
 - 1.1.3 Any matter will be reported to the Council if it requires a Council decision to be made. The report will include –
 - a. An assessment of significance.
 - b. An assessment about the extent and type of community or stakeholder engagement that should occur.

2. THIS POLICY MAY BE AMENDED FROM TIME TO TIME [LGA s76AA, 4&5]

- 2.1 If the Council wants to amend this policy, it will consult in accordance with the Local Government Act, section 82, unless a decision is recorded that it “considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.”

3. DEVIATION FROM THIS POLICY [LGA s76AA, 6]

- 3.1 If the Council wishes to deviate from this policy it will follow the requirements of the Local Government Act, section 80, clearly identifying the inconsistency and the reasons for not following this policy, and stating any intention to amend the policy to accommodate the decision.

Revenue and Financing Policy

Introduction

This policy outlines the choices Council has made about the appropriate funding of operational and capital expenditure from the sources¹ of funds listed in the Local Government Act 2002 (LGA). The policy also shows how Council has complied with section 101(3)².

Determining the appropriate way to fund Council activities is complex. It is a process that takes account of many variables including, but not limited to, the following matters to assess funding needs:

- Legal
- Social
- Competition
- Affordability
- Impact of change
- Efficiency
- Equity
- Cost
- Intergenerational equity
- Transparency
- Accountability
- Business
- Strategic Alignment
- Benefit

In determining the appropriate Revenue and Financing Policy, Council plans to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

Funding Principles

Council has determined the following basic principles to guide the appropriate use of funding sources.

- User charges are preferred when a private benefit can be identified and it is efficient to collect the revenue.
- External subsidies, grants and other revenue options are fully explored prior to rates being used.
- Each generation of ratepayers should pay for the services they receive, and borrowing can assist to achieve this outcome.
- Capital expenditure to replace assets that reach their projected economic life is firstly funded from asset renewal reserves built up over time by funding depreciation, rates or borrowing.
- Capital expenditure to upgrade or build new assets is funded firstly from other sources (e.g. subsidies, grants, fundraising, financial contributions) and then borrowing.

Complying with these principles can at times be challenging. The Council must apply judgment in assessing many options to determine appropriateness in its development of budgets or acquisition of assets and the choice of funding sources to implement these.

¹ The sources of funds are listed in section 103(2).

² All legislative references are to the Local Government Act 2002 unless otherwise stated.

Related Policies

The **Development and Financial Contributions Policy** provides further analysis, as required by section 106(2)(c). This explains why Council has chosen to use financial contributions but not development contributions to fund the capital expenditure needed to meet increased demand for community infrastructure.

The **Westland District Plan** and the **Te Tai o Poutini Plan** determine those matters that financial contributions are required under the Resource Management Act 1991.

The **Liability Management Policy** places restrictions on the use of borrowing as a funding source.

The **Investment Policy** places conditions on how surplus funds should be invested, the reasons for holding investments, the type of investments that may be held, and how they might be used as a source of funds.

The **Rating Policy**, sits with the Funding Impact Statement, and further clarifies the funding requirements of Council by documenting matters not included in the Funding Impact Statement, rates resolution or this policy. It includes the allocation of activity rates requirements to different rate types, detailed definitions and maps for rating areas.

The **Funding Impact Statement** is included in each Long-term Plan and Annual Plan as required by clauses 15 or 20 of Schedule 10. This statement shows the basis for the rates calculation for the following year.

Together the above documents form the necessary components to lawfully charge under the LGA for the revenue requirements of Council. Council must also comply with other legislation in regard to the setting of some fees and charges and the Local Government (Rating) Act 2002 for the setting of rates.

Previous reviews

Council must prepare a Long Term Plan every three years. The last plan was for the period 2021-31, and a further plan was due to be prepared for the 2024-34 10 year period. However due to the uncertainty of the water services, Councils were able to prepare an enhanced annual plan for the 2024-25 year. This means that this Long Term Plan covers nine years and will be reviewed in two years.

At each review Council has considered particular activities that may need re-analysis and made incremental changes. Council changed the rating system to a capital value rating system in 2015 to better reflect the use of land. There have been no significant changes to this system.

Funding Sources for Operating Costs

Operating costs are the day-to-day spending that maintains the services delivered by Council. This includes contributions to the wear and tear on assets used (depreciation), interest charged on borrowing for capital projects and corporate overheads.

Council must consider the funding of each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges, such as swimming pool admission fees, others with targeted rates, such as a water rate, and others from the general rate, such as road maintenance. Distinct funding enables ratepayers or payers of other charges to assess more readily whether or not the cost of the service provided to them, either directly or indirectly, represents good value. They can also more easily determine how much money is being raised for the service and spent on the service, which promotes transparency and accountability. The funding sources for operating costs include:

User charges

User charges are used for services where there is a benefit to an individual or group. User charges is a broad group of revenue charged directly to an individual or entity. It includes:

- Entry fees
- Service charges
- Hire

- Rent, lease, licenses for land and buildings
- Permits
- Regulatory charges
- Fines and penalties
- Connection fees
- Disposal fees
- Deposits
- Private works
- Memberships
- Planning and consent fees
- Statutory charges
- Retail sales

The price of the service is based on a number of factors, including:

- The cost of providing the service.
- The estimate of the users' private benefit from using the service.
- The impact of cost to encourage/discourage behaviours.
- The impact of cost on demand for the service.
- Market pricing, including comparability with other councils.
- The impact of rates subsidies if competing with local businesses.
- Cost and efficiency of collection mechanisms.
- The impact of affordability on users.
- Statutory limits.
- Other matters as determined by Council.

Council's ability to charge user charges is limited by the powers conferred to it by many statutes and regulations. As a general rule fees for statutory functions should be set at no more than the cost of providing the service. In some cases legislation sets the fees at a level that is below cost and in other cases, where provided by legislation (e.g. Waste Minimisation Act 2008) Council may set fees at greater than the cost of providing the service. Council considers it appropriate to incorporate overhead charges in the determination of the cost of providing a service.

Where Council is charging for the sale of goods or services not required by statute, Council's preference is to charge a market price, having regard to the powers conferred by section 12. This includes leases, rents and licenses for land and buildings.

Fees and charges may be set by Council at any time and are reviewed by Council annually. A list of regular fees and charges is maintained on Council's website.

User charges revenue is allocated to the activity which generates the revenue.

Grants, sponsorship, subsidies and other revenue

Grants, sponsorship and subsidies are used where they are available. Many of these items are regular and predictable and therefore can be budgeted. Some items of other revenue are unexpected or unpredictable and may not be able to be prudently budgeted (e.g. reparation payments, Civil defence and other reimbursements, legal settlements and insurance pay-outs).

Council expects to continue receiving substantial subsidies for road maintenance from government or its agencies.

Investment revenue

Council has an Investment Policy which determines the types of investments Council has and procedures for the management of these. These investments generate revenue such as dividends, interest, forestry returns, rents and surpluses on disposal. The policy places some restrictions on the use of revenue generated from some investments.

Each source of revenue is receipted to the activity that owns the asset.

Council maintains reserves funds and much of the revenue received by Council is allocated to reserve balances and is not used to reduce rates requirements for operating costs.

Financial contributions

Council collects financial contributions under the Resource Management Act 1991. The purpose of these contributions is outlined in the Westland District Plan, the Te Tai o Poutini Plan, and Development and Financial Contributions Policy. Most contributions are made by vesting assets in Council. Some contributions are paid in cash and the Westland District Plan allows for some of these contributions to be used for operating expenses.

Council's approach is to deposit receipts into a reserve fund and to withdraw from that fund for specific projects. These projects are generally in addition to the normal operating budgets but may not meet the accounting definition of capital expenditure (e.g. the establishment of a garden).

The funds will be used for projects within the community rating zone where the funding originated.

Development contributions, proceeds from the sale of assets and lump sum contributions

Council does not collect revenue from lump sum contributions and development contributions to fund operating costs. Low value proceeds from sale of assets may be used to fund operating costs.

Reserve funds

Council maintains reserve funds. These cash reserves have generally come about from unspent rates, investment income, bequests or other revenue sources in a previous year. Many of these reserve funds are for capital expenditure however some of these reserve funds are available to meet operating costs.

Council generally uses these funds for the purposes that the reserve was created and usually for new projects additional to normal operating expenditure. Council at times may use these funds to minimise or smooth changes in rates.

Borrowing

Council may in exceptional circumstances borrow to fund operating costs where it is prudent to do so. Council has budgeted to not require borrowing for operating expenses, except as part of a major capital project, where accounting rules determine a project cost cannot be capitalised.

If an unexpected event occurs, Council has limited reserves and may during a financial year resolve to fund some operating expenses from borrowing.

Where Council has determined to smooth the rates short term borrowing may be required to cover expenditure, these circumstances are due to timing differences.

Rates

Having been prudent and appropriately exhausting all other funding sources, Council funds its remaining operating expenses from rates. For many activities this is the main funding source.

Council must determine whether the portion of an activity to be funded from rates is to be funded from a general rate or a targeted rate.

In doing this, while considering all the matters of section 101(3), Council placed emphasis on developing a simple more easily understood rating system. Council has taken the view that rates are more akin to a tax and are not a payment for services received.

As a result, the default stance is that an activity should be funded from the general rate unless Council determines a targeted rate is justified to more appropriately allocate the rates to a community or sector or connected property.

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Summary of sources of funding for operating expenditure by activity

Council has developed the above preferences for the use of the funding sources after completing an activity analysis for each activity. The tables below describe the extent each funding source is used expressed in ranges. These ranges are expressed as a percentage of the cost of the activity.

Council budgets will normally be set within these ranges. As these ranges are expressed as a percentage of the cost of the activity they may change over time because of changes in expenditure rather than changes in revenue. Budgets are set within these ranges, it is however likely that actual funding sources may be different from budgeted funding sources due to unexpected events happening during a financial year. In years subsequent to 2025/2026, if budgets were marginally outside these ranges, it is unlikely that Council will consider this to be a matter with a high degree of significance. As such Council is unlikely to update the policy. Significant changes are required to have the policy updated and these may require to be consulted upon.

Infrastructure

Land Transport

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and maintains the road and footpath network across the district, including bridges and street lighting.	Sustainable environment Diverse economy Live and play Resilient infrastructure	<p><i>Private Benefit:</i></p> <p>Users of the roads and footpaths accrue benefits. Industry and tourists receive significant benefit.</p> <p>Note: Subsidies from NZTA will be employed where possible.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community and visitors benefit from access to the roading and footpath network.</p>	<p>Grants, subsidies & other:</p> <p>40 - 60%</p> <p>Rates:</p> <p>General Rates 40 - 60%</p>

Drinking Water

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for safe and effective abstraction of water from the source, and the treatment, storage and distribution of water to connected supplies	Sustainable environment Resilient infrastructure	<p><i>Private Benefit:</i></p> <p>Fees are charged to extraordinary water users and contributions are required from new developments within the District to recognise the benefits the user will receive.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community benefits through safe drinking water being provided in areas of the district that are serviced, maintenance of public health and availability of water for key public services (e.g. firefighting) and amenities (e.g. swimming pools).</p>	<p>Grants, subsidies & other</p> <p>0 - 20%</p> <p>Investment Income:</p> <p>0 – 20%</p> <p>Borrowing:</p> <p>0 – 20%</p> <p>Rates:</p> <p>Targeted Rates 80 - 100%</p>

Wastewater

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for sewer services including the treatment and disposal of sewerage in townships throughout the District.	Sustainable environment Resilient infrastructure	<p><i>Private Benefit:</i></p> <p>Private benefit is provided to residents, businesses and industries able to connect to Council's sewer network and tradewaste scheme and dispose of wastewater. Only those connected or able to connect pay a Wastewater rate.</p> <p><i>Community-wide Benefit:</i></p> <p>There is community benefit provided through the health, economic and environmental benefits of</p>	<p>User fees:</p> <p>0 – 20%</p> <p>Rates:</p> <p>Targeted Rates 80 - 100%</p>

		having treated sewerage and industrial waste disposed of safely.	
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Stormwater

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for reticulated stormwater to the township of Hokitika and roadside drainage to the remainder of the District.	Sustainable environment Resilient infrastructure	<p><i>Private Benefit:</i></p> <p>Private benefit is provided to residents, businesses in areas where stormwater facilities are provided and reduce risk from flooding for residents' properties and communities.</p> <p><i>Community-wide Benefit:</i></p> <p>Community-wide benefit accrues through protection of assets such as roads and public facilities, and by enabling safe transit for residents within the Hokitika area during rainfall events. There is also community-wide benefit through improved environmental outcomes in stormwater treatment.</p>	<p>Rates:</p> <p>Targeted Rates 100%</p>

Solid Waste

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for the management of waste and recycling across the District, including the provision of transfer stations.	Sustainable environment Resilient infrastructure	<p><i>Private Benefit:</i></p> <p>Private benefit is accrued by individuals who use the transfer station to dispose of household and business waste, green waste and recycling.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community benefits from a system that enables waste separation, reduces illegal or incorrect disposal, encourages improved environmental outcomes and has a system in place for safe and efficient</p>	<p>User charges:</p> <p>20 - 40%</p> <p>Rates:</p> <p>General Rates: 20 – 40%</p> <p>Targeted Rates 20 - 40%</p>

		waste management, public health and improved environmental outcomes.	
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Planning and Regulatory Services

Consents and Compliance

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for the administration of the Building Act, Food Act, Sale and Supply of Liquor Act and the Health Act, including processing and granting consents and licences, inspecting and monitoring building work and food and liquor premises across the district.	Sustainable environment Diverse economy Live and play Resilient infrastructure.	<i>Private Benefit:</i> Consent and compliance services are provided by staff. <i>Community wide benefit:</i> Benefits the whole community by as consent and compliance services cater for current and future development, and provides residents with assurance that the environment they work and live in is safe and monitored in accordance with regulations.	Rates: General Rates 40 – 60% User charges: 20-40% Various fees and charges relating to building control and environmental health activities. Grants, subsidies & other 0 -20%

Responsible Camping

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for the administration of the Freedom Camping Act	Sustainable environment Live and play	<i>Private Benefit:</i> Compliance services are provided by staff. Fees are charged to recognise the direct benefit the applicant receives. <i>Community wide benefit:</i> Benefits the whole community by as monitoring responsible camping activities provides residents with assurance that the environment they work and live in is safe and	Grants, subsidies & other 100%

		monitored in accordance with regulations.	
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Resource Management

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
<p>This activity provides for the administration of the District Plan and the Te Tai o Poutini Plan, and all aspects of the resource consenting process and other district planning requirements, including receiving and processing the applications, monitoring consents and responding to public enquiries, and other permissions</p>	<p>Sustainable environment</p> <p>Diverse economy</p> <p>Embracing our culture</p> <p>Live and play</p> <p>Resilient infrastructure</p>	<p><i>Private Benefit:</i></p> <p>Fees are charged to recognise the direct benefit the applicant receives.</p> <p><i>Community wide benefit:</i></p> <p>Benefits the whole community by promoting sustainable management of natural and physical resources for present and future generations.</p> <p>Resource consents mainly benefit the individuals who require them. However, the wider district benefits through ensuring the environment is managed in accordance with the provisions of resource management legislation.</p>	<p>Rates:</p> <p>General rates: 80 - 100 %</p> <p>User charges: 0 - 20%</p>

Emergency Management

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
<p>This activity provides for the development of resilient communities through planning, training, education, co-ordination with partner agencies.</p>	<p>Embracing our culture</p> <p>Resilient infrastructure</p>	<p><i>Community wide benefit:</i></p> <p>The primary benefit is to the people and property of the whole district, enabling planning to mitigate the harm, and to recover from emergencies.</p>	<p>Rates:</p> <p>General rates: 100%</p>

Animal Control

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for animal control services including the confining of stray animals and managing aggressive animals.	Live and play	<p><i>Private Benefit:</i></p> <p>The owners of animals, particularly dogs, benefit from, and create the need for this activity.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community benefits from this activity minimising the negative impact of wandering and aggressive animals.</p>	<p>User charges:</p> <p>40 -60%</p> <p>Dog registrations, impounding, infringement and other fees and fines.</p> <p>Rates:</p> <p>General rates: 40 - 60%</p>

Community Services

Community Development and Assistance

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for funding, by way of grants and loans, to support individuals, community groups, facilities and events. This activity also administrates Safer Westland.	<p>Live and play</p> <p>Embracing our culture</p>	<p><i>Private Benefit:</i></p> <p>Recipients of the grants and loans receive the primary benefit.</p> <p><i>Community-wide Benefit:</i></p> <p>The funding criteria for the grants and loans is designed to support groups which provide benefits through their activities to the whole community.</p>	<p>Rates:</p> <p>General Rates: 60 - 80%</p> <p>Targeted Rates: 20 - 40 %</p> <p>Grants, subsidies & other</p> <p>0 - 20%</p>

Community Halls

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity manages and maintains community halls.	<p>Live and play</p> <p>Embracing our culture</p> <p>Resilient infrastructure</p>	<p><i>Private Benefit:</i></p> <p>The users of the halls accrue benefits.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community benefits from the provision of halls for recreation, events and civil defence.</p> <p>Note: Much of the revenue generated by community halls is collected by the committees who manage them.</p>	<p>Rates:</p> <p>General Rates: 20 - 40%</p> <p>Targeted Rates: 60 - 80%</p>

Township Development Fund

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides funding that is managed by local community associations and trusts.	<p>Live and play</p> <p>Embracing our culture</p>	<p><i>Private Benefit:</i></p> <p>Economic benefits accrue to private businesses are well maintained and alive with demonstrable community spirit.</p> <p><i>Community-wide Benefit:</i></p> <p>The District benefits from communities taking ownership of local projects. The volunteer contribution is significant.</p>	<p>Rates:</p> <p>Targeted Rates: 100%</p>

Facilities, and Leisure Services

Cemeteries

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for the maintenance and development of cemeteries across the district, including burials and interments.	<p>Sustainable environment</p> <p>Embracing our culture</p> <p>Resilient infrastructure</p>	<p><i>Private Benefit:</i></p> <p>Users of the cemetery, largely family and friends of the deceased, receive the primary benefit.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community benefits through the provision of sanitary interments maintaining the District's social history and heritage, and peaceful, and well maintained public spaces.</p>	<p>Rates:</p> <p>General Rates: 80 - 100%</p> <p>User charges:</p> <p>0 – 20%</p>

Land and Buildings

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and maintains a land a building portfolio of the benefit of the community.	<p>Live and play</p> <p>Resilient infrastructure</p>	<p><i>Private Benefit:</i></p> <p>Users of the assets accrue benefits.</p> <p><i>Community-wide Benefit:</i></p> <p>The whole community benefits through affordable management of community spaces.</p>	<p>Rates:</p> <p>General Rates: 80 - 100%</p> <p>Other revenue:</p> <p>0 – 20%</p>

Library

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and maintains the Westland District library service, including library books, resources and other services.	<p>Live and play</p> <p>Embracing our culture</p>	<p><i>Private Benefit:</i></p> <p>Users of the library accrue benefits.</p> <p><i>Community-wide Benefit:</i></p>	<p>Rates:</p> <p>General Rates: 80 - 100%</p> <p>Grants, subsidies & other</p> <p>0 – 20%</p>

		The whole community benefits from the access to the district library through access to information, community resources and a hub for social interaction.	User charges: 0 – 20%
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Museum

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides for management of the Hokitika Museum facility and services, including displays, archives and research services.	Live and play Embracing our culture	<i>Private Benefit:</i> Users of the museum service accrue benefits. <i>Community-wide Benefit:</i> The whole community benefits from the access to the Hokitika Museum through cultural enrichment, education and preservation of district heritage.	Rates: General Rates 80 -100% User charges: 0 – 20%

Parks and Reserves

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and maintains parks, reserves, and sports grounds.	Sustainable environment Live and play Embracing our culture	<i>Private Benefit:</i> Individuals and groups that use parks and sporting facilities accrue benefits. Fees are charged to recognise this benefit. <i>Community-wide Benefit:</i> The whole community benefits from provision and access to parks facilities across the district such as for active and passive recreational pursuits, health, education and wellbeing. Facilities contribute to community pride and perception of the district.	Rates: General Rates 0 – 20% Targeted Rates 80 - 100% User Charges: 0 – 20% Reserves Funds: 0 – 20%

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Public Toilets

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and maintains public toilets across the district.	Sustainable environment Live and play Resilient infrastructure	<i>Private Benefit:</i> Users of the public toilets, including visitors to the district benefit, and create the need for this activity. <i>Community-wide Benefit:</i> The whole community benefits through the provision of public toilets and maintaining public hygiene.	Rates: General Rates 100%

Swimming Pools

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity maintains and manages the Hokitika Memorial Swimming Pool and maintains the Ross Swimming Pool.	Live and play Embracing our culture Resilient infrastructure	<i>Private Benefit:</i> Users of the swimming pool accrue benefit from this activity. <i>Community-wide Benefit:</i> The whole community benefits from the provision of swimming pools in the district.	Rates: Targeted Rates 100%

Visitor Information Services

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and manages visitor information services for the District.	Diverse economy Live and play Embracing our culture	<i>Private Benefit:</i> Users of the visitor information services accrue benefit from this activity. <i>Community-wide Benefit:</i> The District economy benefits from the promotion of local	Rates: Targeted Rates 100%

		businesses and services, which provides employment for local residents.	
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West Coast Wilderness Trail

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity provides and maintains the West Coast Wilderness Trail cycleway from Taramakau to Ross.	Sustainable environment Diverse economy Live and play Resilient infrastructure	<i>Private Benefit:</i> Users of the walkways and cycleways accrue benefits. <i>Community-wide Benefit:</i> The whole community benefits from the provision of walkways and cycleways for recreational and commuting purposes. Note: Council is unable to charge users under the terms of Ngā Haerenga, New Zealand Cycle Trails Fund.	Rates: Targeted Rates 100%

Leadership

Democracy

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding operating expenditure
This activity supports and guides all activities carried out by Council and includes all work associated with elected members, governance functions, community engagement, leadership for direction setting, advocacy to central government and partnering with external agencies and Iwi.	Embracing our culture Diverse economy	<i>Community wide benefit:</i> The district as a whole benefits from the process and advocacy of ratepayers and community interests, the setting of policy and decisions made by Council.	Rates: General Rates 80 – 100%

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Corporate Services

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
This activity supports all activities carried out by Council and includes community engagement, communications, strategy, policy and plan development, elections, finance, performance and accountability reporting, Land Information Memoranda and customer service.	Embracing our culture Diverse economy	<i>Private Benefit:</i> Fees are charged to recognise the direct benefit the individual receives. <i>Community wide benefit:</i> Benefits the whole community by supporting communication and engagement for all residents.	Rates: General Rates 80 – 100% User charges: 0 – 20%

Council Controlled Organisations

Council Controlled Organisations

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
Council delivers services that require a more commercial focus through Council Controlled Organisations (CCOs).	Diverse economy	<i>Private Benefit:</i> Allows Council to undertake commercial activities with governance provided at arm's length, without impacting on Council's core services and provision of key infrastructure. <i>Community-wide Benefit:</i> The whole community benefits from the professional oversight and accountability of the CCO governance function. Financial distributions are offset rate requirements. Westroads Ltd is a key employer in the Westland District.	Investment Income: 100%

		Hokitika Airport facilitates accessible travel to and from the region.	
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Wildfoods Festival and Events

Service provided	Community wellbeing outcomes	Who benefits / creates need?	Funding (operating and capital expenditure)
Wildfoods Festival is managed and delivered by Destination Westland as the premier festival	Diverse economy	<p><i>Private Benefit:</i></p> <p>Private benefit is accrued by users of the service.</p> <p><i>Community-wide Benefit:</i></p> <p>The District's economy benefits from the visitors who attend the festival, and recommend visiting Westland to others.</p>	<p>Rates:</p> <p>Targeted Rates 80 - 100%</p>

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Funding Sources for Capital Costs

Capital costs are those costs associated with the purchase and improvement of assets and for the repayment of debt. The funding sources for capital costs include:

User charges

User charges are generally not available for capital costs as individual user contributions would generally be too large to be affordable. Borrowing and charging users annually for financing costs (interest and principal) via rates is often a more affordable method of charging users contributions.

Council does charge for capital works that are solely for private benefit (e.g. a network extension to a single dwelling) or where capital works are undertaken outside of asset management plans at the request of individuals (e.g. a rural seal extension for dust suppression).

Grants, subsidies, and other revenue

Council relies on a significant subsidy for capital works in its roads and bridges activity. Other activities are able to access grants and subsidies from time to time. Other revenue can be from many and varied sources and is unlikely to be predictable enough to budget for in advance. Other revenue used to fund capital expenditure could include bequests, insurance payouts, and legal settlements.

Grants, subsidies and other revenue are used wherever they are available.

Development contributions

Council has chosen not to collect development contributions.

Financial contributions

Council collects financial contributions under the Resource Management Act 1991. The purpose of these contributions is outlined in the Westland District Plan, Te Tai o Poutini Plan and Development and Financial Contributions Policy. Most contributions are received as revenue by the vesting of assets in Council; some contributions (reserve contributions) are paid to Council.

Council's approach is to deposit receipts into a reserve fund and to draw funds from that account for specific projects that meet the purpose for which the funds were collected.

Council has a Development and Financial Contributions Policy that, in addition to the requirements of sections 101(3) and 103 describes funding matters further as stipulated by section 106(2)(c).

Proceeds from the sale of assets

From time to time Council disposes of assets. Many of these are low value items and the revenue is received by the activity that owns the assets.

Council's property activity holds some higher value assets that are intended for sale. Unrestricted proceeds from the sale of these assets will be used to repay debt, unless resolved otherwise by Council. Restricted revenues will be placed in a reserve fund and used for the purpose required by the document that imposes the restriction (e.g. endowments).

Reserve funds

Council maintains various reserve funds for capital projects and will approve the use of the funds when a project meets the specific criteria for the reserve. These reserve funds may include bequests, depreciation or asset renewal reserves and financial contribution reserves.

Borrowing

For larger capital projects that provide a long-term benefit to the community, Council may determine that borrowing the funds is an appropriate method of allocating the costs of a project over time to users.

Borrowing, both the capital (principal) and interest components, is generally repaid by future rates or from depreciation reserves. Council may resolve to capitalise interest repayments on some debt, where it considers it most likely (prudent) that another funding source (e.g. property sales or grants) will be able to repay the accumulating debt.

Where it is not practical to obtain third party revenue and where reserve funds haven't previously been set aside, Council prefers borrowing as a funding source. Borrowing spreads the cost of the project over a longer period, smoothing changes in rates and contributing to intergenerational equity.

Lump sum contributions

Council has the option when undertaking a major project to seek lump sum contributions to the capital cost of the project from those who are identified in the projects 'capital project funding plan'³. Lump sum contributions are provided for in the Local Government (Rating) Act 2002 and have stringent requirements placed on how they are used. Where a lump sum payment option is proposed ratepayers choose to participate or not. Council has previously used these provisions and may do so in the future.

Council will consider for major projects, requiring funding from borrowing, whether it wishes to seek lump sum contributions.

Rates

Rates are used firstly to fund the day to day operational expenses including depreciation and borrowing interest costs. A portion of rates funds the capital (principal) repayments of debt where there are no depreciation reserves, generally using table loan calculations. Rates will be used to fund some small items of capital expenditure. Rates are not a practicable method to fund large projects in the year of expenditure.

Council funds some capital projects, for maintaining service levels, in advance by collecting rates for depreciation (an operating expense). These funds are placed into depreciation or asset renewal reserve funds.

Analysis for capital expenditure by activity

Council has developed the above preferences for the use of the funding sources for capital costs after completing an activity analysis for each activity. Council will fund capital costs on the same basis as determined by the operating costs funding policy, unless Council resolves otherwise. Such a resolution that follows the following funding guidelines will be considered consistent with this policy and not require amendment to the policy. It is not practicable to determine a funding policy for an unknown future project at this time.

Council uses the following guidelines when considering the funding of capital projects:

- All projects are first funded from grants, subsidy or other revenue.
- Renewal projects that maintain the same service level are then funded from reserves set aside for this purpose.
- Other reserve funds (e.g. financial contributions) are considered.
- Lump sum rating options are considered.
- Capital projects that have exhausted previous funding sources or are for new or increased service levels or for growth are then funded from borrowing.

A single project may have a mix of each of these funding options.

Generally, it is not practical to create separate funding policies for each and every capital project. Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity. Whenever Council resolves to consider funding for a capital project Council will consider the sources of funds

³ Local Government (Rating) Act 2002 - s.117A

above and the guidelines for applying those to a capital project. Generally, Council will resolve the funding policy at the time the project is proposed in an Annual Plan or Long-term Plan.

Overall impact funding considerations

Council is required by section 101(3)(b) to consider the overall impact of the allocation of liability for revenue needs on the community. It allows Council, as a final measure, to modify the overall mix of funding in response to these considerations.

1. Council may use accounting provisions and reserve funds to spread the costs of activities over multiple years for the purpose of smoothing the cost to users and ratepayers.
2. While an unbalanced budget is neither prudent nor sustainable in the long term, Council may choose to not fund some operating costs in the short term:
 - a. In order to phase costs and set rates at affordable levels.
 - b. Where short term expenditure [projects] is expected to deliver long term savings
3. Council may waive or discount fees and charges where it considers it appropriate to do so. Some matters Council may consider in deciding whether it is appropriate to waive fees are for social reasons, for the promotion of events and facilities, for commercial reasons, or to compensate for poor service.
4. Council may remit rates where it considers it appropriate to do so and as documented in the Rates Remissions Policy. These policies address social matters as well as adjusting rates for benefits that differ for some rates assessments (e.g. additional or no provision of some services).
5. Council having determined to use a differentiated rate will modify the rate to adjust the rate for different rating categories. This adjustment is complex and takes account of the matters raised in paragraph two of the introduction to this policy.

Rates

Council's final consideration of revenue and financing policy for rates comes:

- After consideration of how the funding source will be used to fund operating and capital costs, and
- After that has been applied to activities by considering their funding needs, and
- After being adjusted for the overall funding considerations.

The following section outlines the revenue and financing policy requirements that are relevant to setting rates. To have a full understanding of rates they should be read having regard to the analysis above and in conjunction with the Rating Policy, Funding Impact Statement and Rates Resolution.

General rates

Council has chosen to have two general rates; a uniform annual general charge (UAGC) and a general rate based on the value of the property.

Council has chosen capital value as the basis by which to calculate the general rate and to apply a differentiated general rate based on the use of a rating unit. The Rating Policy documents how Council calculates the general rate differentials.

Council has determined in this policy that all or part of the following activities should be funded from the general rate.

- Democracy
- Corporate services
- Consents and compliance
- Resource management
- Civil Defence Emergency Management
- Animal control
- Community Development and Assistance

- Community Halls
- Library
- Museum
- Parks and Reserves
- Public toilets
- Land and Buildings
- Cemeteries
- Land Transport
- Solid Waste
- Council owned utilities

The UAGC is assessed on each rateable rating unit and is used to fund all activities funded from general rates. The Rating Policy document describes how Council calculates the UAGC.

Targeted rates

Council has determined in this policy that all or part of the following activities should be funded from targeted rates:

- Community Development and Assistance
- Community Halls
- Township Development Fund
- Swimming Pools
- Visitor Information Services
- Parks and Reserves
- Land and Buildings
- West Coast Wilderness Trail
- Drinking Water
- Wastewater
- Stormwater
- Solid Waste

In funding the above activities from targeted rates Council uses the following types of targeted rates. More information on the calculation of each rate, including the percentage of the rate requirement of an activity to be collected for each rate and the rating area maps, can be found in the Rating Policy.

Name	Activities funded
Community rates	Activities where Council considers every property in a community zone receives a benefit.
Tourism promotions rate	Tourism promotion activities where Council considers businesses should contribute a greater portion.
Refuse collection rate	To fund the cost of kerb-side refuse collection, recycling and disposal.
Water rates	To fund water supply.
Sewerage rates	To fund wastewater treatment and disposal.
Kokatahi / Kowhitirangi special targeted rate	To fund projects in the Kokatahi community.
Kaniere sewerage capital contribution rate	To recover the capital cost of the extension of the sewerage system to Kaniere.
Hannahs Clearing water supply capital repayment rate	To recover the cost of installing water supplies.
Hokitika area promotions rate	To fund Destination Hokitika.
Franz Josef Glacier / Waiau and Fox Glacier – Glacier Country Tourism Promotions Rate	To fund Glacier Country Tourism Promotions.
Emergency Management Fund rate	To accumulate a reserve in case of an emergency.

Differentiation by Use

Council has chosen to differentiate the general rate and each community rate using the following categories of use:

- Residential
- Rural Residential
- Commercial
- Rural

Each year Council will determine the rating differential factors when it adopts its Rating Policy prior to the adoption of the Funding Impact Statement as part of an Annual Plan or Long-term Plan.

When setting the differential Council shall consider the following matters to determine the appropriate rating differential factors:

- Council's approach to rates funding as documented in this Revenue and Financing Policy.
- The activities funded by each rate.
- The effect (if applicable) of changes in valuations.
- The rates differentials and revenue collected from each sector for the previous year and the implications of changing those differentials as it affects individual ratepayers.
- For community rates the mix of properties and nature of services funded in each community.

Rates Remission Policy

This policy is prepared pursuant to Sections 109 and 110 of the LGA 2002. Council reviews this policy at least every six years. A summary of this policy is included with every Rates Assessment.

Decisions on remission of penalties will be delegated to committees, sub-committees or officers as set out in the Council's Delegations Manual.

Disputes over the application of the policy shall be in writing addressed to the Chief Executive.

Remissions for Community, Sporting and other Organisations

Objectives

To facilitate the on-going provision of non-commercial community services and recreational opportunities for the residents of the District. The purpose of granting rates remission to an organisation is to:

- Assist the continued existence of non-profit organisations
- Make membership of the organisation more accessible to the general public, particularly groups including children, youth, young families, and the elderly and economically disadvantaged people
- Ensure sports clubs are not penalised for having a liquor licence.

Conditions and Criteria

1. This policy does not apply to organisations meeting the criteria of Schedule 1 of the Local Government (Rating) Act 2002.
2. The policy will apply to land owned by Council and/or owned and occupied by a charitable organisation, which is used exclusively or principally for sporting, recreation, or community purposes.
3. The policy does not apply to any body (including a society, associated organisation, whether incorporated or not) that is carried on for the purpose of profit or gain.
4. The policy does not apply to groups or organisations who engage in recreational, sporting or community services as a secondary purpose only.
5. No remission will be granted on targeted rates for water supply, sewage disposal or refuse collection.
6. Organisations making first applications should include the following documents in support of their application:
 1. Evidence of constitution
 2. Statement of the organisation's objectives
 3. Full financial statements
 4. Information on planned activities and programmes
 5. Details of membership
7. All remissions made under this policy will be confirmed by Council or a delegated Committee in open meeting.
8. The list of entities receiving this remission will be reviewed on a three yearly basis.
9. Annual remissions of 50% of all rates, other than those detailed in (5) above, will be applied to those societies and associations who meet the criteria.

Remission of Penalties

Objective

To enable Council to act reasonably in its consideration of overdue rates which have not been received by the penalty date due to circumstances outside the ratepayer's control.

Conditions and Criteria

1. Automatic remission of penalty will be granted where payment is received within seven days of the penalty date provided the ratepayer has made no late payments for rates within the preceding three years.

2. Remission of penalty may be granted at the Council's discretion where regular payments are being made in accordance with an agreement to clear all outstanding rates within an agreed timeframe.
3. Remission of penalty will be considered in any one rating year where payment has been late due to significant family disruption. Remission will be considered in the case of death, serious illness or accident of a family member as at due date.
4. A penalty will be remitted where there is an administrative error on the part of Council or an agent acting for Council.
5. Each application will be in writing (including email) and will be considered on its merits.

Remission of Wastewater Charges to Schools

Objective

To provide relief and assistance to educational establishments in paying wastewater charges.

Conditions and Criteria

1. The policy will apply to educational establishments as defined in Schedule 1 Part 1 clause 6 (a-b) of the Local Government (Rating) Act 2002.
2. The policy does not apply to school houses or any part of a school used for residential purposes.
3. Wastewater charges for schools will be calculated as follows:
4. Staff plus pupil numbers ÷ 20 = number of pans. The wastewater charge for the educational establishment will be charged at:
5. 100% for the first four pans charges then the fifth to tenth pan charges will be discounted by 25% and all pan charges exceeding ten will be discounted by 50%.
6. The student numbers is the number of students on the roll on March 1 in the year immediately before the year in which the charge relates.
7. The number of staff is the number of full time equivalent and administration staff employed on 1 March immediately before the year in which the charge relates.

Remission on New Subdivisions

Objectives

- To provide temporary rates relief to new subdivisions to limit the immediate rates impact of multiple Uniform Annual General Charges (UAGC) and service charges in the first year.
- To provide a rating policy that is consistent with accommodating growth expectations for the District.
- To encourage or at least not discourage continued subdivision activity in the District as allowed by the District Plan.

Conditions and Criteria

1. The policy will apply to land that is:
 - a. newly subdivided into 3 lots or more where the titles have been issued; and
 - b. owned by the original developer who is holding the individual titles pending their sale.
2. Remission of the UAGC, Community Rate, Tourism Rate and unconnected service charges will be actioned quarterly for each unsold lot except one.
3. Remission will apply for a maximum of two rating years.
4. Council or delegated committee may consider, in open meeting, an extension beyond this upon written application from the developer.

Remission of Uniform Charges of Non-Contiguous Rating Units Owned by the Same Ratepayer

Objective

To provide relief from uniform charges for rural land which is non-contiguous, farmed as a single entity and owned by the same person.

Conditions and Criteria

1. Rating units that meet the criteria under this policy may qualify for a remission of the UAGC and specified targeted rates set on a fixed dollar charge per rating unit
2. The ratepayer will remain liable for at least one of each type of charge.
3. Applications will not be backdated
4. Rates types affected by this policy are:
 - Uniform Annual General Charge
 - Community rate
 - Tourism Rate
5. Rating units that receive a remission must be held in common ownership with each other and operated as a single farming or horticultural unit.
6. Applications for remissions must be in writing.
7. Remissions will continue (requiring no further application) until Council becomes aware of a change in circumstances or Council changes this policy.

Remission policy on contiguous land being acquired through adverse possession

Objective

To provide relief from rates set per rating unit or per separately used or inhabited part of a rating unit for land comprised of rating units that do not all meet the requirements of section 20 of the Local Government (Rating) Act 2002 only because each rating unit is not owned by exactly the same person or persons as the other rating units, but the same person or persons has been in continuous possession of and paying rates on the land they do not own for 5 or more years.

Conditions and Criteria

1. The applicant must own and be the ratepayer for at least one of the rating units for which relief is sought under this policy. The rates must be paid up to date on the rating unit(s) owned by the applicant
2. Each of the rating units under (1) must be owned by exactly the same person or persons as the others for the purposes of section 20(a) of the Local Government (Rating) Act 2002.
3. For rating units that the applicant does not own but for which they seek rates relief under this policy, the applicant must satisfy the Council that they have been in exclusive and continuous possession of the rating unit(s) for no less than 5 years, that they continue to be in possession of the rating unit(s) and that they have paid rates on the rating unit(s) for 5 years so that the rates for that period are paid to date.
4. The rating units under (1) and (3) must be used jointly as a single unit for the purposes of section 20(b) of the Local Government (Rating) Act 2002.
5. The rating units under (1) and (3) must be contiguous or separated only by a road, railway, drain, water race, river, or stream for the purposes of section 20(c) of the Local Government (Rating) Act 2002.
6. Applications will not be accepted for land in the circumstances referred to in section 159 subsections (a)-(e) of the Land Transfer Act 2017.
7. The Council will not be responsible for any impacts that obtaining a remission of rates may have on a persons ability to apply for creation of records of title in a persons name based upon adverse possession.
8. Rating units that meet the criteria under this policy may qualify for a remission of the rates set per rating unit or per separately used or inhabited part of a rating unit. Rates will be remitted to the extent that the rates

would have been reduced if section 20 of the Local Government (Rating) Act 2002 had applied (or further reduced if it already applies in part).

9. Rates relief granted under this policy will be provided for a maximum of 1 year after eligibility to apply for creation of records of title in a person's name based upon adverse possession.

Application

1. Applications must be made in writing (annually on the form supplied by the Council).
2. Eligible applications received during a rating year will be applicable from the commencement of the following rating year. Rates relief under this policy will not be backdated.

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Rates Postponement Policy

Policy on Postponement for Extreme Financial Hardship

The policy offers rates postponement to ratepayers that may be suffering or have suffered extreme financial hardship.

Objectives of the Policy

To assist ratepayers experiencing extreme financial circumstances which affect their ability to pay their rates

Conditions and Criteria

1. When considering whether extreme financial circumstances exist, all of the ratepayer's personal circumstances will be relevant including the following factors: age, physical or mental disability, injury, illness and family circumstances.
2. The ratepayer must be the current owner of, and have owned for not less than 5 years, the rating unit which is the subject of the application
3. The rating unit must be used solely as the primary residence for the applicant.
4. Ratepayers making application under this policy must provide Council with all information requested.
5. Any postponement of rates shall be for the period specified by Council.
6. The payment of postponed rates shall be as specified by Council.
7. All postponements shall be reviewed by Council every three years.
8. All postponements shall be by written contract signed by all parties.
9. All postponements shall be registered on the title.

Should Council determine that any information was provided with dishonest intent the postponement will be cancelled and all postponed rates will become immediately payable and subject to Council's penalty policies.

Policy on Remission and Postponement of Rates on Māori Freehold Land

This policy is prepared under Section 108 of the LGA 2002. Background

“Māori Freehold Land” is defined in section 5 of the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by the Māori Land Court by freehold order. Only land that is subject to such an order may qualify for remission under this policy. Schedule 11 of the LGA 2002 identifies the matters which must be taken into account by Council when considering rates relief on Māori Freehold Land. The matters that must be considered are specified in Sch. 11 as:

- a. the desirability and importance within the district of each of the objectives listed below: and
- b. whether, and to what extent, the attainment of any of those objectives could be prejudicially affected if there is no remission of rates or postponement of the requirement to pay rates on Māori freehold land; and
- c. whether, and to what extent, the attainment of those objectives is likely to be facilitated by the remission of rates or postponement of the requirement to pay rates on Māori freehold land; and
- d. the extent to which different criteria and conditions for rates relief may contribute to different objectives.

The objectives referred to above are specified in Sch. 11 as:

- a. supporting the use of the land by the owners for traditional purposes:
- b. recognising and supporting the relationship of Māori and their culture and traditions with their ancestral land:
- c. avoiding further alienation of Māori freehold land:
- d. facilitating any wish of the owners to develop the land for economic use:
- e. recognising and taking account of the presence of waahi tapu that may affect the use of the land for other purposes:
- f. recognising and taking account of the importance of the land in providing economic and infrastructure support for marae and associated papakainga housing (whether on the land or elsewhere):
- g. recognising and taking account of the importance of the land for community goals relating to:
 - a. The preservation of the natural character of the coastal environment.
 - b. the preservation of outstanding natural features.
 - c. the protection of significant indigenous vegetation and significant habitats of indigenous fauna.
- h. recognising the level of community services provided to the land and its occupiers
- i. recognising matters related to the physical accessibility of the land.

Policy

Having considered the above matters Council's Policy on Remission and Postponement of Rates on Māori Freehold Land is:

1. The Council may remit all or part of rates on Māori freehold land if Council is satisfied that the objectives sought to be achieved by the remission of rates are met.
2. The Council will not postpone the requirement to pay all or part of the rates on Māori freehold land, thereby treating Māori freehold land the same as other rating units in Westland District.

Development Contributions Policy

General

Section 102(2) of the LGA 2002 requires, among other things, that a local authority must adopt a policy on development contributions or financial contributions. Details relating to the specific matters that must be covered in any policy on development contributions or financial contributions are specified in Section 106 and these matters are explained below.

Council considers at this stage that it will continue to rely solely on the financial contributions specified in the Westland District Plan 2002 which was prepared and made operative pursuant to the provisions of the Resource Management Act 1991. The community is accustomed to the provisions of District Plan and until that is reviewed Council does not intend to change this particular policy.

Under Section 106 (2) (c) of the LGA the Council is required to explain why it has chosen to use financial contributions (and not to use development contributions) to fund any capital expenditure needed to meet increased demand for community infrastructure. The reason is that Council expects a low amount of growth, as per the Statistics NZ medium population forecasts, and the trend in the District is for subdivision to drive that growth. Subdivisions can be charged financial contributions as per the District Plan. Some other types of growth not requiring resource consent (e.g. additional development on an existing lot) might suggest the need for development contributions, but at present this is not expected to be a significant growth component for the District.

The financial contributions regime, with its focus on environmental effects, is also well-suited for a low-growth district in comparison with the development contributions regime, which requires specific projects to be listed in a multi-year capital expenditure programme and distributed across the expected additional units of demand over time. In short, the financial contributions regime is preferable for its administrative simplicity and its suitability to the District's expected growth. Currently, the financial contributions imposed on land subdividers and developers relate only to the actual costs incurred as a result of the land development or subdivision. The provisions within the District Plan provide for financial contributions to be paid on the grant of certain subdivision and land use consents.

Financial Contributions in the District Plan: Summary

Part 7 of the District Plan specifies the rules relating to financial contributions. The provisions of the District Plan on financial contributions relate to the subdivision or development of land. The relevant part of the District Plan specifies the circumstances and purposes under which financial contributions are required and the maximum amount is also specified. Financial contributions under the District Plan broadly fit into three categories:

- Services
- Amenity
- Recreation

Financial Contributions: Services

The District Plan requires the subdivider or land developer to be responsible for funding of work within the boundary of the subdivision or development that relates to the provision of services directly required by the subdivision or development. Financial contributions adopted in the District Plan are imposed to recoup actual costs associated with the construction and installation of new services, or any required upgrades to existing services.

For example, in the case of sewerage, the maximum amount payable where no sewerage system is available is the full actual cost of a disposal system including design and investigation, land acquisition and on-site sewerage. Where a sewerage system is available (and has adequate capacity to accommodate additional connections), the maximum amount payable is the full actual cost of connecting the allotments or buildings to that sewerage system. Where, however, the design capacity of the existing system is likely to need to be upgraded as a result of the subdivision, the contribution is limited to 50% of the cost for the upgrading of the system, to recognise potential benefits of the upgrade to other users.

Financial Contributions: Amenity

Land subdividers and developers can be required to undertake earthworks, landscaping, planting, fencing or screening as part of a subdivision or land development, to mitigate environmental effects. In some areas, particularly the Glacier region and Hokitika, off-street car parking is required to be provided. Where such car parking cannot readily be provided, a 'cash in lieu' contribution is provided for within the District Plan.

Financial Contributions: Recreation

The District Plan provides for financial contributions towards recreation facilities and also reflects the thrust of the Resource Management Act 1991 in terms of esplanade reserves. Council recognises that Westland is fortunate to have an abundance of open spaces which can be used for recreation purposes and Council considers that there is a limited need for additional recreation land. Council's policy direction in this regard is to upgrade existing recreational facilities. Contributions toward recreation facilities are detailed in the schedule of fees and charges.

Future Changes

The Westland District Plan is undergoing a complete review through the Te Tai o Poutini One District Plan, including the Financial Contributions section. If any changes are proposed, this policy will be amended through a special consultative procedure and concomitantly with the District Plan. Likewise, any change to Council's current position of not imposing development contributions will see a change to this policy through a special consultative procedure as a precursor to a development contributions regime. Notwithstanding the above, this policy will be reviewed three yearly as part of the review of the Long Term Plan when the appropriateness of the policy will be assessed and changes recommended by Council.

Significant Forecasting Assumptions

In planning for the future we must make assumptions. These carry a level of risk, as they may not hold true. The impacts of these can largely be mitigated through review, with any changes included in Annual and Long-Term Plans.

Assumption		Source base information
General assumptions		
1.1	Population change	Westland District Environmental Scan September 2023 – Dot Loves Data, Stats NZ InfoShare
1.2	Demographic change	Westland District Environmental Scan September 2023 – Dot Loves Data, Stats NZ InfoShare
1.3	Tourism	Infometrics Regional economic profile, West Coast Wilderness Trail Monthly Report for Trail Managers, three trail counters at strategic points along the Westland section of the trail.
1.4	Land use	Council's rating database.
1.5	Service Levels	Activity and Asset Management Plans, and Statements of Service.
1.6	Demand	Activity and Asset Management Plans
1.7	Availability of staff, contractors and materials	Activity and Asset Management Plans, Westland District Environmental Scan September 2023 – Dot Loves Data
1.8	Resource Consents	Asset Management Plans and 2025 – 2055 Infrastructure Strategy.
1.9	Strategic Assets	Statement reflects current legislative environment.
1.10	Climate change	Ministry for the Environment, NIWA Regional Projections: Zone 6, Te Tai o Poutini Plan
1.11	Natural Hazards and Major Adverse Events	2025-2055 Infrastructure Strategy
1.12	Joint arrangements or Shared Service Arrangements / Council Controlled Organisations (CCOs)	Institutional knowledge, statement reflects current status.
1.13	Legislative requirements on Council	Statement updated to reflect current status
1.14	Council political structure	Future for Local Government Report: <i>He piki tūranga, he piki kotuku</i> , Government Policy, institutional knowledge
1.15	Impact of Technology advances	Institutional knowledge, statement reflects current status.
1.16	Income levels / Affordability	Institutional knowledge, statement reflects current status.
Financial assumptions		
2.1	Inflation	BERL Economics
2.2	Interest rates on borrowing	PWC
2.3	Return on Investments	Portfolio information

2.4	Funding sources	Revenue and Financing Policy and Financial Strategy
2.5	External funding	Institutional knowledge, statement reflects current status.
2.6	Asset lives and depreciation	2024 – 2034 Finance Strategy and 2025 – 2055 Infrastructure Strategy
2.7	Timing and level of Capital Expenditure	2025 – 2034 Finance Strategy, Asset Management Plans and 2025 – 2055 Infrastructure Strategy
2.8	Asset Values	Significant Accounting Policies
2.9	NZ Transport Agency Financial Assistance	NZTA
2.10	Emissions Trading Scheme	Market basis
2.11	Waste Disposal Levy	Ministry for the Environment, Waste Minimisation (Calculation and Payment of Waste Disposal Levy) Regulations 2009
2.12	Rating base	Rating database and Stats NZ
2.13	NZ Waste Strategy	West Coast Regional Waste Management and Minimisation Plan, Solid Waste Asset Management Plan and 2025 – 2055 Infrastructure Strategy.
2.14	Earthquake Prone Building legislation	Asset Management Plan and 2025 – 2055 Infrastructure Strategy.
2.15	Water Reform	Water Service Delivery Plan, Asset Management Plan and 2025 – 2055 Infrastructure Strategy
2.16	Forecasting effectiveness	Annual Reports 2021/2022 – 2023/2024

The assumptions used for planning projects for 2024 to 2034 are outlined below:

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
General assumptions				
<p>1.1 Population change</p> <p>Stats NZ medium growth population projections show the population of the District will remain fairly static over the period of the plan, with a slight increase from 8,860 to 8,900 by 2028, returning to 8,860 by 2033. From the mid-2030's population is projected to steadily decrease by an annual average of 0.2%.</p> <p><i>Comment: Population projections do not represent forecasts but indicate what the future size and structure will be if the underlying assumptions regarding births, deaths and migration prevail.</i></p> <p><i>In recent years the 'natural' population increase has been slightly negative, and this trend is expected to deteriorate further. This reflects the age makeup of the Westland District population. Growth will be reliant on net migration.</i></p> <p><i>Potential growth could occur with expected economic development and increase in residential development particularly around Hokitika.</i></p>	Medium	<p>Population growth is significantly higher than forecast in a localised area, putting pressure on infrastructure.</p> <p>Or the population significantly declines resulting in under-utilisation of infrastructure.</p>	<p>The total population of the district might grow less than forecast over the next two years. This would affect the affordability thresholds as there will be fewer ratepayers and it can be expected that rates will become a higher proportion of average household income.</p>	<p>Council will continue to monitor population change in the District.</p> <p>Generally, small increases in population can be managed within the existing level of service. Declines in population will not necessarily result in a lower number of ratepayers as the number of people per household is declining.</p>
<p>1.2 Demographic change</p> <p>The District is predicted to experience an ageing population over the life of the Long Term Plan.</p> <p>The District will become slightly more ethnically diverse over the life of the Long Term Plan.</p> <p><i>Comment: Based on medium population projections from Stats NZ, the number of youth (aged below 15 years) is projected to decrease steadily from 1,370 in 2023 to 930 in 2053. The working age population (15-64 years of age) is expected to reduce slightly from 5,590 in 2023 to 4,670 in 2053. The 65 years and older age group is the fastest growing age group expanding from 1,900 in 2023 to 2,500 in 2053, which will represent 30% of the population.</i></p>	Medium	<p>Demographic changes across the district at a higher or lower rate than forecast.</p>	<p>Changes to projected demographics may place pressure on some Council services due to increased demand over time, leading to provision of a lower level of service. It could also lead to a mismatch of service levels to the community expectations.</p> <p>As the population ages, this may lead to</p>	<p>Council will continue to monitor demographic change in the District and adapt or redirect service levels and activity provision to meet needs where possible within reasonable costs. It will consult with targeted groups on service levels where necessary.</p> <p>Options exist where affordability issues may arise.</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p><i>The majority of this growth takes place in the next twenty years as the relatively large ‘baby boomer’ cohort moves into the 65 years and older age group.</i></p> <p><i>Ethnically, the population is expected to remain largely NZ European/New Zealander with a slowly increasing Māori, Asian and Pacific Islands population.</i></p>			<p>increasing affordability issues due to increasing numbers of residents on fixed incomes.</p>	
<p>1.3 Tourism</p> <p>That tourism will grow and surpass pre-Covid-19 levels.</p> <p><i>Comment: Tourism levels of expenditure will continue to increase post Covid-19. It may not go back to pre-Covid-19 level for Glacier Country.</i></p> <p><i>Cultural tourism will increase and dominate the West Coast offering.</i></p> <p><i>Demand for West Coast Wilderness Trail will continue to increase mainly for the domestic market.</i></p>	High	<p>That projected tourism rates are significantly higher or lower than expected.</p>	<p>Significant drop in revenue in the Glacier Country tourist area and associated service industries for international tourists. This will be somewhat offset with increasing cultural tourism and high West Coast Wilderness Trail demand.</p> <p>Potential asset failure due to unsustainable growth of tourism resulting in service outages and need for new unbudgeted infrastructure that would increase Council’s debt.</p>	<p>Council will continue to monitor tourism growth and economic indicators provided by external agencies such as Infometrics.</p> <p>Council will work with Development West Coast and other agencies to determine proactive engagement with key stakeholders to mitigate economic impacts and to diversify tourist offerings.</p> <p>Improvements to asset management and condition knowledge reduces the likelihood of unbudgeted infrastructure costs.</p>
<p>1.4 Land use</p> <p>Council’s rating base is represented by the following types: Commercial 597, 9%, Residential 2,752, 40%, Rural 1,963, 29% and Rural-Residential 1,549, 22%, as at January 2025.</p>	Low	<p>That these factors change.</p>	<p>Changes in land use could result in a need to change differentials over the life of the plan.</p>	<p>The funding approach adopted in this plan will accommodate small variances in these characteristics of the District.</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<i>Comment: The proportions are not expected to change significantly during the life of this Council Plan.</i>				
<p>1.5 Service Levels</p> <p>Levels of service will largely remain at current levels</p> <p><i>Comment: Service level changes may be initiated from increased community expectations or demand, a need to vary levels of service within the district due to local expectations, or changes required because of government legislation, regional or district policy. Legislative change may also impose significant new service levels on the Council. The way that services are provided may change but this may have not significant effect on service levels. Legislation may also impose a reduction on service levels where a subsidy is sought to fund that activity.</i></p>	Medium	<p>Significantly enhanced or increased service levels are demanded by the community or required by the government on local authorities in one or more areas of activity.</p> <p>A decreased levels of service due to the reduced level of subsidy funding available for that activity.</p> <p>Decreased level of service due to the impacts of climate change, where the cost of maintaining the level is prohibitive, or due to physical changes the service is no longer possible.</p>	<p>Increased or retaining an existing level of service could require additional cost and/or resources to provide them.</p> <p>Decreasing an existing level of service will have a negative impact on the community.</p>	<p>The Council monitors existing service provision within its operations and sets levels of service through activity management planning and corporate planning processes. Service levels may change due to technology enhancements.</p> <p>Minor changes can be made to service levels where budget, contracts and resources allow. These will generally occur within existing budgets.</p> <p>Significant changes in service levels will be confirmed with the community via consultation. These may require increases to fees or rates, depending on how the service involved is funded.</p>
<p>1.6 Demand</p> <p>Assumption: Actual demand will remain within projected levels.</p>	Low	Changes in demand are significantly higher or	Significant and consistent variation from projected demand levels	Council will continue to monitor demand factors, growth and development changes across its

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p><i>Comment: The impact of demand on Council activities will vary. Activities will be influenced by factors specific to them (e.g. a rise in building consents for building control). Activities may also be influenced by broader factors or trends (e.g. population change, demographic changes, household changes).</i></p>		<p>lower than expected.</p> <p>Demand significantly reduces for one or more activity so that they are no longer financially viable.</p>	<p>may adversely affect WDC's ability to meet levels of service at an affordable cost</p> <p>Increased or improved service levels require additional cost and/or resources to provide them.</p>	<p>activities and adapt or redirect activity provision to meet needs within reasonable costs.</p>
<p>1.7 Availability of staff, contractors and materials</p> <p>Assumption: Appropriately skilled staff, contractors and necessary materials will be available to undertake the work required to undertake operations and capital projects agreed in the Long Term Plan.</p> <p><i>Comment: The availability of skilled staff and contractors could continue to be affected by skills shortages. The ready supply of materials could be affected by the slow-down in the economy.</i></p>	Medium	<p>There is a risk that resources may not be available to complete budgeted works. This may have an impact on project timeframes and costs..</p> <p>Council's work programme and the delivery of community outcomes could be negatively impacted if key roles within Council are vacant.</p>	<p>If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects.</p>	<p>The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.</p> <p>Council will undertake shared procurement with other West Coast councils as much as practical.</p> <p>Ensure robust internal recruitment practices and business continuity processes are in place.</p> <p>Monitor Council's overall programme delivery, including delivery challenges</p>
<p>1.8 Resource Consents</p> <p>Assumption: That the conditions of resource consents held by Council will not be changed significantly and that Council will be able to renew and obtain necessary resource consents for its planned projects.</p>	Medium	<p>Resource consent conditions are changed through review or renewal.</p>	<p>Projects will cost more if compliance requirements change or may not proceed as planned if consents are not obtained.</p>	<p>Appropriate planning for resource consent applications/renewals should ensure that they are obtained. All project planning will include planning and a risk</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p><i>Comment: Resource consents due for renewal can be found within the relevant Activity Management Plan for individual activities and the Infrastructure Strategy. There are two major Wastewater Treatment resource consent renewals and one Solid Waste earthworks/rock protection renewal during the 10 year period of this Long Term Plan.</i></p>			<p>Environmental standards and technological advancements may also require significant upgrades to plant and equipment further increasing costs to Council.</p>	<p>assessment of resource consenting.</p> <p>Monitoring of compliance with existing resource consent conditions will provide a record of compliance for future processes and renewals.</p> <p>The renewal of consents is dependent upon the legislative and environmental standards and expectations that exist at that time.</p>
<p>1.9 Strategic Assets</p> <p>Assumption: Council will remain involved in all activities involving strategic assets* and continue to own and control strategic assets.</p> <p>*As listed in the Significance and Engagement policy</p> <p><i>Comment: Future legislative changes to services may affect Council's strategic assets. Any changes of this nature would be subject to a legislative process and potentially local consultation process.</i></p>	Medium	<p>Changes in control or ownership of strategic assets could have implications for Council staffing requirements, levels of service and community influence in any decision-making process.</p>	<p>Changes in control or ownership of strategic assets could affect the level of service provided to the community, and the ability of Council for input into decision making.</p>	<p>Currently changes in control or ownership of strategic assets must occur as part of an LTP development or amendment, with a formal process required through the Local Government Act.</p> <p>The Council will consult with the community under the requirements of the Local Government (Water Services Preliminary Arrangements) Act 2024 prior to adopting its Water Service Delivery Plan.</p> <p>New government legislation could override this requirement.</p>
1.10 Climate change	Medium	Despite forecasts, adaption and	Council priorities and budgets may	Climate change risk is mitigated by good asset management

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p>Assumption: Changes in the climate will generally follow the published Ministry for the Environment projections which were downscaled from the Intergovernmental Panel for Climate Change Sixth Assessment Report by the National Institute of Water and Atmospheric Research.</p> <p>Specific impacts on Council activities and services are likely to include:</p> <p>Land Transport: more frequent flooding of roads and instability of land, damage to bridges from treefall and debris;</p> <p>Three Waters Services: this includes security of water supply issues, water shortages, reduction in water quality, increased wastewater overflows from heavy rainfall, and flood protection assets not working;</p> <p>Coastal infrastructure and property: sea-level rise causing coastal erosion, risk of storm surges and inundation that will put property and assets at risk, and some places might become uninsurable. Most Westland towns are susceptible to these risks;</p> <p>Increasing intensity of rainfall will leave assets vulnerable to slips, fallen trees and wash-outs.</p> <p>More information on the potential impacts of climate change on Council services and on community wellbeing is detailed in the Infrastructure Strategy.</p> <p>Climate change is recognised as a significant issue. The uniqueness of the district means that climate change only amplifies the effects of natural hazards on our infrastructure assets and risks our economy.</p> <p>Council's strategic response to climate change requires the creation of policies, plans and actions which will require significant community consultation and involvement.</p> <p>Council may be required to provide information on climate change adaption</p>		<p>mitigation strategies there is risk of extreme events which cannot be predicted.</p>	<p>need to be redirected to address any unforeseen risks and issues.</p> <p>Unrealised effects of climate change are likely to create additional costs to mitigate their impacts, such as improving protection of critical infrastructure.</p> <p>More severe weather events resulting from climate change may increase damage to infrastructure and place pressure on vulnerable communities.</p>	<p>practise via adoption of a lifecycle management approach and a risk based renewal strategy.</p> <p>Council's Infrastructure Strategy will address the likely effects of climate change on the lifecycle of significant infrastructure.</p> <p>Council will continue to improve modelling the impacts of climate changes by taking risk based approach in the next Long Term Plan.</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p>under the Climate Change Response Act 2002.</p> <p><i>Comment: Council has interpreted the Ministry for the Environment's projections and summarised them as:</i></p> <p>Rainfall – Increase in rainfall (particularly in winter and spring) with more frequent extreme rainy days.</p> <p>Rivers - Mean annual flood occurrence slightly increases.</p> <p>Coastal - Increased mean Sea-level rise and storms may see increase of coastal erosion and inundation.</p> <p>Temperature - Higher mean temperatures in air and water.</p> <p>Wind - Increase in extreme windy days, particularly westerly winds.</p> <p><i>Council will participate in regional climate change forums to influence and ensure best practice is developed and implemented.</i></p> <p><i>The Te Tai o Poutini Plan provides consistency in development rules and natural hazard management across the region.</i></p>				
<p>1.11 Natural hazards and major adverse events</p> <p>Assumption:</p> <p>It is assumed that there will be no major impact from an adverse event, should one occur during the period covered by the Long Term Plan, for example, earthquake, pandemic or significant flood. While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management.</p> <p><i>Comment: Council will continue to fund emergency management functions and utilise Te Tai o Poutini Plan controls to address risk from potential natural hazards.</i></p>	High	<p>There is a risk that a major adverse event will occur and result in damage to assets and additional costs to the Council.</p>	<p>Any major event will have a significant impact on the Council and the community.</p>	<p>Council has a Civil Defence Emergency Plan that will be implemented in the event of an emergency.</p> <p>Council has comprehensive insurance but will also be seeking Government support in the form of a Disaster Relief Fund for the replacement of infrastructure assets in the event of a natural disaster.</p> <p>Capital improvement</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p><i>Council does not budget for specific natural disaster events. Instead, focus is on ensuring assets have capacity to mitigate impacts.</i></p>				<p>projects are identified in the Activity Management Plans to strengthen the resilience of critical assets.</p>
<p>1.12 Joint arrangements or Shared Service Arrangements / Council Controlled Organisations (CCOs)</p> <p>Assumption: Existing joint arrangements or shared service arrangements are expected to remain over the life of this plan.</p> <p>New joint arrangements, shared service arrangements or CCO arrangements are likely to occur over the life of this plan.</p> <p><i>Comment: We work with the Region's other territorial authorities on appropriate joint arrangements and shared services where there are shared benefits, such as service or cost improvements.</i></p> <p><i>Council streamlined its CCO structure when adopting the Enhanced Annual Plan 2024, reducing the number of CCOs from three to two and does not anticipate changes over the life of this plan.</i></p>	Low	<p>New arrangements are proposed due to legislative requirements or existing arrangements are no longer viable.</p>	<p>Additional costs may be created as the result of the failure of an existing arrangement, or the desire or need for a new arrangement.</p> <p>Efficiencies may be made through the use of shared services and CCOs.</p>	<p>Joint arrangements or shared service arrangements or CCO creation are undertaken following analysis of the potential benefits and costs and any proposed changes are subject to robust analysis.</p> <p>Where government legislation is involved, this will be monitored for any impacts on joint or shared service arrangements.</p> <p>Under Section 17A of the Local Government Act 2002, Councils are required to review the cost-effectiveness of current arrangements including governance, funding and delivery of activities every six years, unless the current arrangements cannot be altered within the following two years, or the Council is satisfied that the potential benefits of undertaking a review do not justify</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
				the cost of the review. A s 17A review is undertaken when contracts are renewed.
<p>1.13 Legislative requirements on Council</p> <p>Assumption: A change in Government legislation will lead to increasing legislative and regulatory compliance requirements or lead to significant impacts on delivery of certain activities over the period of the Long Term Plan.</p> <p><i>Comment: A number of legislative changes have occurred or been signalled which will impact local government to various degrees, including:</i></p> <ul style="list-style-type: none"> • <i>Repeal and replacement of the RMA reform legislation and National Policy Statements, including permanent fast-tracking legislation.</i> • <i>Repeal of the Three Waters Reform legislation and adoption of Local Water Done Well policy and legislation. Refer also assumption 2.16, Local Water Done Well.</i> • <i>Government Policy Statement on Transport, which could drive funding from local roading to nationwide projects.</i> • <i>Amendments to the Local Government Act, including refocussing the purpose of local government, funding and financing arrangements, and transparency and accountability.</i> 	Medium	Council may not have the resourcing in personnel or funding to respond to the changing landscape.	Levels of service may be impacted, or rates become unaffordable. If Council does not respond appropriately to legislative changes there is likely to be government intervention	<p>Council will monitor the wider legislative and policy landscape and consider the impacts of proposals on Council activities.</p> <p>Council may submit or advocate on specific proposals (including regionally) to minimise or improve impacts on Council operations.</p> <p>Where new requirements are confirmed, Council staff will implement and reprioritise strategic priorities if necessary.</p>
<p>1.14 Council political structure</p> <p>Assumption: There will be no significant changes to the Council political structure (i.e. Council Elected Members).</p> <p><i>Comment: The Future for Local Government Review proposed consideration of local government amalgamation, however they indicated this needs to be led by local government and supported by the central</i></p>	Low	Changes in the Council political structure are made.	Changes in the political structure could either be minor or major depending on the nature of the changes. For example, an amalgamation will have a significant	Any changes in political structure will occur through either representation review processes or formal processes driven either by the community, Council or central government.

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<i>government. The current Coalition Government does not support the reviews recommendations and will not be going forward with them.</i>			impact on the delivery of Council services.	Council will monitor the community and legislative sentiment regarding changes to political structure.
<p>1.15 Impact of Technology advances</p> <p>Assumption: Technological advances will continue to enhance delivery of services.</p> <p><i>Comment: Technological advances enable Council to deliver services differently. These advances can occur on many levels across many of our services (e.g. improvements to water treatment techniques, implementation of new systems to replace manual Council processes, digitisation of documents).</i></p> <p><i>Motivation for implementing technological advances can come from an ongoing desire to improve our level of service, efficiency gains or from community expectations. Advances can impact on cost of delivery, job roles and resources.</i></p>	Low	Council will not be able to fully utilise technological advances.	Implementation of technological advances is subject to consideration of their benefits and costs and enhancements provided to service delivery.	Council will monitor technology and implement new technology where it will benefit the community.
<p>1.16 Income Levels/ Affordability</p> <p>Assumption: Ratepayers will be able to continue to afford to pay all rates set.</p>	Low	An increasing number of ratepayers are unable to afford to pay all rates set.	Council will not collect the required amount of rates income to meet funding needs for service delivery.	<p>Regular review of Revenue and Financing Policies.</p> <p>Discussions on affordability are a focus of Council when the rates are being set for a Long Term Plan or Annual Plan.</p> <p>Environmental scans of the District's economy are completed every three years.</p> <p>Debtor numbers are monitored.</p>
<i>Financial assumptions</i>				
<p>2.1 Inflation</p> <p>Assumption: The LTP is prepared on the inflation rates assumed in the table</p>	Medium	That rate of inflation	A significant change in inflation will	The Council will review its budget annually through the

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk																																																																													
<p>below for periods beyond 2024/2025 which is based on Local Government Cost Index (LGCI) legacy scenario prepared by BERL in October 2024. BERL quote the index at 30 June for each year:</p> <p>Opex = Operational; Capex = Capital</p> <table border="1" data-bbox="113 465 592 920"> <thead> <tr> <th colspan="3">OPEX</th> </tr> <tr> <th>YEAR</th> <th>Transport</th> <th>All others</th> </tr> </thead> <tbody> <tr><td>2026</td><td>0.00%</td><td>0.00%</td></tr> <tr><td>2027</td><td>1.80%</td><td>3.00%</td></tr> <tr><td>2028</td><td>3.00%</td><td>2.80%</td></tr> <tr><td>2029</td><td>2.70%</td><td>2.50%</td></tr> <tr><td>2030</td><td>2.60%</td><td>2.40%</td></tr> <tr><td>2031</td><td>2.50%</td><td>2.30%</td></tr> <tr><td>2032</td><td>2.40%</td><td>2.20%</td></tr> <tr><td>2033</td><td>2.40%</td><td>2.10%</td></tr> <tr><td>2034</td><td>2.20%</td><td>2.10%</td></tr> </tbody> </table> <table border="1" data-bbox="113 954 592 1435"> <thead> <tr> <th colspan="4">CAPEX</th> </tr> <tr> <th>YEAR</th> <th>Transport</th> <th>3 Waters</th> <th>All Others</th> </tr> </thead> <tbody> <tr><td>2026</td><td>0.00%</td><td>0.00%</td><td>0.00%</td></tr> <tr><td>2027</td><td>1.80%</td><td>4.30%</td><td>3.10%</td></tr> <tr><td>2028</td><td>3.00%</td><td>4.00%</td><td>2.90%</td></tr> <tr><td>2029</td><td>2.70%</td><td>3.70%</td><td>2.60%</td></tr> <tr><td>2030</td><td>2.60%</td><td>3.50%</td><td>2.50%</td></tr> <tr><td>2031</td><td>2.50%</td><td>3.00%</td><td>2.40%</td></tr> <tr><td>2032</td><td>2.40%</td><td>2.70%</td><td>2.30%</td></tr> <tr><td>2033</td><td>2.40%</td><td>2.30%</td><td>2.20%</td></tr> <tr><td>2034</td><td>2.20%</td><td>2.20%</td><td>2.10%</td></tr> </tbody> </table>	OPEX			YEAR	Transport	All others	2026	0.00%	0.00%	2027	1.80%	3.00%	2028	3.00%	2.80%	2029	2.70%	2.50%	2030	2.60%	2.40%	2031	2.50%	2.30%	2032	2.40%	2.20%	2033	2.40%	2.10%	2034	2.20%	2.10%	CAPEX				YEAR	Transport	3 Waters	All Others	2026	0.00%	0.00%	0.00%	2027	1.80%	4.30%	3.10%	2028	3.00%	4.00%	2.90%	2029	2.70%	3.70%	2.60%	2030	2.60%	3.50%	2.50%	2031	2.50%	3.00%	2.40%	2032	2.40%	2.70%	2.30%	2033	2.40%	2.30%	2.20%	2034	2.20%	2.20%	2.10%		differs from assumed rate	result in changed revenue and expenditure. This could be significant and may adversely affect the ability of Council to set rates at a level that is affordable to the community.	LTP / Annual Plan process and may adjust work programmes / budgets where necessary.
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<p>2.2 Interest rates on borrowing</p> <p>Assumption: Interest on borrowing is assumed to be between 4.11% - 5.44% over the life of the LTP.</p> <p><i>Comment: For each \$10 million of borrowing a 1% increase in interest rates increases Council's borrowing costs by \$100,000.</i></p>	Medium	Forecast interest rates on borrowing is higher or lower than forecast.	A significant change in interest rates will result in changed revenue and expenditure. This could be significant and may adversely affect the ability of the Council to set rates at a level that is affordable to the community.	The Council will review its budget annually through the LTP / Annual Plan process and may adjust work programmes / budgets where necessary.																																																																													

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p>2.3 Return on Investments</p> <p>Assumption: Council has calculated interest income based on our current portfolio, which is made up mainly of term deposits. The deposit interest rate assumption is between 3.5% and 3.75%.</p> <p>Cash investments will return income based on the interest rate assumption.</p> <p>Distributions from our CCTO have been budgeted for in the plan.</p> <p><i>Comment: In the 2024/2025 year current cash at bank is approximately \$5m, while we only have \$3m in term deposits (loan prefunding). This is because our current account is offering higher interest rates than 30-, 60- and 90-day term deposits.</i></p>	High	<p>Forecast returns are higher or lower than forecast.</p>	<p>Council income could increase or decrease as investment returns fluctuate up and down.</p>	<p>Council maintains a long term investment portfolio with fixed interest rates which minimises fluctuations. Council also uses short-term deposits, depending on the immediate cash requirements of Council.</p> <p>Investments are managed using the Liability Management and Investment Policies to minimise risks.</p> <p>Changes in investment returns are generally partially offset by a change in borrowing costs.</p>
<p>2.4 Funding Sources</p> <p>Assumption: Current Funding sources (including external funding sources) do not change over the first three years of this plan.</p> <p><i>Comment: Funding sources are specified in the Revenue and Financing Policy and Financial Strategy. This applies to user fees, charges and external funding towards projects and assets.</i></p>	Medium	<p>Projected revenue from user charges or financial assistance is not achieved.</p> <p>Levels and sources of funding differ from those forecast.</p>	<p>Revenue could reduce without the ability to reduce expenditure proportionately. In this event, the account would run in deficit, with charges reviewed for the next financial year.</p> <p>Project and asset funding could result in projects being revised or alternative funding sources used.</p>	<p>Levels of revenue from user charges have been set at realistic levels in accordance with the ratios outlined in the Revenue and Financing Policy.</p> <p>Funding for projects and assets is considered before the commencement of each project or asset.</p> <p>A significant impact from changes in funding or funding sources may result in revised capital work programmes, or changes in the level of user fees and charges,</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
				borrowing or rating requirements.
<p>2.5 External funding</p> <p>Assumption: Council will continue to receive external funding to top up infrastructure activities.</p>	High	That funding arrangements differ to what has been assumed in forecasting.	Changes to external project and asset funding could result in projects being revised or alternative funding sources used, impacting on future costs to ratepayers.	The Council will assess the availability of funds as part of the budget process and may revise its programme that is set out in the Long Term Plan. This may include deciding to defer activities or include caveats for projects to proceed only if external funding is pursued and awarded.
<p>2.6 Asset lives and depreciation</p> <p>Assumption: Asset lives will follow those set out in the asset valuation and statement of accounting policies.</p> <p><i>Comment: An asset valuation is completed every three years prior to the Long Term Plan. This provides an indicative renewal profile for the Activity Management Plans and the Infrastructure Strategy.</i></p> <p><i>The Statement of Accounting Policies provides a summary of asset lives.</i></p>	Medium	There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned.	If assets require replacement more quickly than forecast, renewal or capital expenditure projects may need to be brought forward.	The Council will consider the funding implications of any early replacements as they occur. Early replacement will result in a write-off of the book value of the asset, increasing expenditure in the year it occurs.
<p>2.7 Timing and level of Capital expenditure</p> <p>Assumption: That that the timing and cost of capital projects and associated operating costs are determined through the Council's activity management planning process.</p> <p><i>Comment: Capital expenditure estimated costs are based on Council's best estimates and known planned expenditure. Materials and labour costs have increased significantly higher than consumers price index. A best practise project management approach ensures</i></p>	High	There is a risk that capital projects may not occur as planned. This may have an impact on the costs of the project especially in periods of high inflation and cost escalations.	<p>If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects.</p> <p>Under-delivery of the capital works programme</p>	<p>The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.</p> <p>Regular monitoring and reporting of the capital works programme will be undertaken to ensure completion.</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<i>delivery of the capital works programme.</i>			may result in a backlog of capital projects that will delay the completion of other capital projects in the next Annual Plan or LTP period.	<p>A capital delivery plan will be developed alongside an analysis of staff resources to ensure it is feasible.</p> <p>An analysis of the prior years projects will be undertaken to when three months are remaining to ensure there is a minimal amounts of carry forwards.</p>
<p>2.8 Asset Values</p> <p>Assumption: That The Council re-values its assets so that carrying values are maintained at fair value.</p> <p><i>Comment: Revaluations will take place a minimum of every three years and that replacement value of the assets will reflect construction costs.</i></p>	Medium	There is a risk that price level changes will be greater or lower than those assumed and that revaluation movements will be higher or lower than forecast.	<p>If price levels increase by more than forecast, the value of the Council's assets and the associated depreciation charge will increase. If price levels increase by less than that forecast, the value of the Council's assets and associated depreciation will increase less quickly. The impact of any such changes on rates will depend on whether the depreciation charge is funded by rates.</p>	<p>Renewals are funded and spread over a long timeframe.</p> <p>Revaluation affects the carrying value of fixed and infrastructural assets and the depreciation charge in the years subsequent to the revaluation.</p> <p>The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.</p>
2.9 NZ Transport Agency Financial Assistance	High	There is a risk that this approved funding will	Funding would need to be obtained from alternative	The Council will assess the availability of NZTA funds as part of the

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p>Assumption: NZTA financial assistance through the National Land Transport Fund (NLTF) will continue for the life of this plan.</p> <p><i>Comment:</i></p> <ol style="list-style-type: none"> 1. <i>The financial assistance rate of 64% will apply to all maintenance, operations and renewals works as approved in the National Land Transport Plan (NLTP).</i> 2. <i>The financial assistance rate of 64% will apply to all capital works as approved in the NLTP.</i> 3. <i>The financial assistance rate of 64% is only valid for the first 2 years of the LTP. This rate is reviewed 3 yearly (by NZTA) as part of the NLTP process.</i> 4. <i>The subsidy for the Special Purpose Road (Haast Jacksons Bay Road) will be at 100% for the first 2 years only of the Long Term Plan. The status of the Special Purpose Road may revert to normal financial assistance rates for the next and subsequent NLTP's.</i> 5. <i>Emergency works funding will be available for remedial works whenever qualifying events occur.</i> 6. <i>If NZTA-approved budget is less than requested, Council will re-evaluate. And either, cover the shortfall or reprioritise the programme to fit the budget with a reduced level of service.</i> 7. <i>The overall value of the funding estimated for the Land Transport Programme shall be based on the activity management plan/programme business case, informed by published guidance from Waka Kotahi.</i> <p><i>The NLTP provides strategic direction for 10 years and a business case sits alongside this. The NLTF is only for three years.</i></p>		<p>not cover all the planned/necessary operational and capital expenditure.</p>	<p>sources or work programmes adjusted.</p> <p>Levels of service may need to be adjusted.</p> <p>If sufficient funding is not available Council may decide to defer activities or provide additional funding.</p>	<p>budget process and may revise its roading and transport programme that is set out in the Long Term Plan.</p>
<p>2.10 Emissions Trading Scheme</p>	<p>Low</p>	<p>That costs may change and/or</p>	<p>Any increase or decrease in costs will need</p>	

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p>Assumption: That any costs or actions required regarding the Emissions Trading Scheme are adequately incorporated into the relevant AcMPs and Long Term Plan.</p> <p><i>Comment: Council has ETS liability each year (a requirement to surrender NZUs) in relation to Butler's Landfill.</i></p>		targets may not be met.	to be resourced differently to the planned approach.	<p>Historical costs have been used as a basis to forecast costs.</p> <p>Costs will be monitored on an on-going basis.</p>
<p>2.11 Waste Disposal Levy</p> <p>Assumption: The Government's national waste disposal levy continues to increase every year.</p> <p><i>Comment: The levy increased to \$60 per tonne as of 1 July 2024, progressively increasing to \$75 per tonne by 1 July 2027. This may increase further throughout the 10 years of the LTP.</i></p>	Low	The waste disposal levy will increase.	An increase in user charges at transfer stations	Transfer Station fees and charges and waste volumes are continuously monitored.
<p>2.12 Rating base</p> <p>Assumption: There will be an increase in the rating base over the 10 years of this LTP, given predicted increase in household growth.</p> <p><i>Comment: Due to increasing subdivisions and resource consent application for building throughout the district the rating base can be expected to grow.</i></p>	High	Rating units could grow or contract at an increased rate.	An increase in the overall rating base could result in a decrease in rates for rating units as the total rates are spread across a larger rating base. If the rating base was to reduce, there could be an increase in rates.	The rating base is reviewed annually when determining the rates for the year.
<p>2.13 NZ Waste Strategy</p> <p>Assumption: Industry and consumers will increasingly bear the costs of waste disposal in order to encourage greater waste minimisation, linked to the recent threefold cost increase and expansion of the waste disposal levy.</p> <p><i>Comment: The Waste Strategy is a roadmap for the next here decades for a low-emissions, low-waste society built upon a circular economy.</i></p>	Medium	There is a risk that Council be unable to meet the targets or will face increased costs and experience community pushback.	Communities may not be prepared for the new collection schemes and increased waste disposal costs, leading to less buy-in for waste minimisation	The Regional Waste Management and Minimisation Plan focuses on enabling the West Coast community to reduce waste generated by focussing its action plan on education and establishing the right policy framework.

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
<p>2.14 Earthquake Prone Building Legislation</p> <p>Assumption: Council has an in-depth understanding of the seismic strength of its own buildings and, that where buildings have been identified for seismic strengthening, the costs and programmes in the LTP are sufficient to undertake the work within the required timeframes.</p> <p><i>Comment – Council owns numerous earthquake prone buildings. This includes Council HQ, Pakiwaitara and some community halls.</i></p>	<p>Medium</p>	<p>There is a risk that earthquake strengthening work will be greater than anticipated.</p>	<p>Significant capital expenditure may be required to supplement forecasted costs.</p>	<p>Cost estimates have been sought for Council owned earthquake prone buildings. These have been included in our capital programme.</p> <p>Capital expenditure will be monitored throughout the duration of the projects.</p>
<p>2.15 Water reform</p> <p>Assumption: Council will continue to operate Water Supply, Wastewater and Stormwater services.</p> <p><i>Comment: Council is currently working through the ‘Local Water Done Well’ requirements which significantly differ from the previous proposed reform. Council is looking to progress with the establishment of an internal business unit for the delivery of water services.</i></p>	<p>High</p>	<p>Central Government’s preferred delivery option is not the option Council has chosen to progress. Council is developing a Water Services Delivery Plan that is subject to Council approval after the LTP adoption. There is a risk operating and funding models may change from the assumption of a single business unit.</p> <p>Additionally, there is a risk that there will be significant change resulting from a change in government</p>	<p>A change in delivery models will mean financial forecasts and capital programmes will be delivered by a new body. Assets and liabilities associated with 3 Waters could be transferred as well. If assets and debt are not transferred, there will be higher debt servicing costs for Council.</p> <p>Planning for management of these services will be unnecessary.</p>	<p>Planning can be updated as part of future Long Term Plans or Annual Plans.</p>

Forecasting Assumption	Level of uncertainty	Risk statement	Consequence of variation to assumptions	Approach to mitigation of risk
		<p>during the next election.</p> <p>Risk Level: High</p>		
<p>2.16 Forecasting effectiveness</p> <p>Assumption: Council’s long term budget forecasting is accurate for the delivery of capital projects and Council activities.</p> <p><i>Comment: The Council forecasts its Long Term budget based on its capital plan and anticipated operational expenditure for each activity over the lifetime of the plan.</i></p>	High	Forecasting of budgets may not always match requirement in future years.	<p>Forecasting of Council budgets was undertaken with the information available up to March 2025. There is always risk of unplanned work arising or external factors influencing the funding requirements of Council. No allowance has been made in Council’s budgets for these factors, which are unknown at the time of preparing the Long Term Plan.</p>	<p>Forecast budgets are reviewed annually based on current capital expenditure, carryovers and prior year operational spending.</p> <p>The capital project plan is reviewed annually to account for carryover expenditure and assess the current requirements for appropriate levels of service for Council’s activities.</p>

Council Controlled Organisations

The Local Government Act 2002 requires Council to include information in the Long Term Plan on Council-controlled organisations (CCOs) in which it is a stakeholder. In particular, Council must include:

- Its significant policies and objectives regarding ownership and control of the organisation.
- The nature and scope of the activities to be provided by the organisation.
- The key performance targets and other measures by which performance may be judged.

Council is the sole shareholder in two organisations that are classified as CCOs as defined by the Local Government Act 2002. The organisations are:

- Destination Westland Ltd
- Westroads Ltd



Council monitors its interests in its CCOs through the Council Controlled Organisation Oversight Committee (the Committee) including:

- Reviewing CCO strategy documents.
- Reviewing Statements of Intent.
- Recommending the content of annual letters of expectation to Council.
- Reviewing the Annual Reports, half yearly reports and quarterly management accounts.
- Identifying director appointments.
- Review director remuneration.

The Committee makes recommendations to Council for final decision on these matters.

The companies provide their draft Statement of Intent to the Council by 14 February, and a completed Statement of Intent on or before 15 June each year along with a half yearly report. The results of the Annual Report are presented to the Council by 30 September each year. Financial and operational information is reported quarterly.

Destination Westland Ltd

Destination Westland Ltd (DWL) is a council-controlled organisation responsible for aviation, property management and events.

Mission Statement

Striking a balance between investing in capital to upkeep and improve our assets and producing long-term profitable operational results.

Values

Safety	Trust	Accountability	Respect	Teamwork
Health and safety is everyone's business, and everyone is expected to share in our commitment to avoid all accidents and incidents.	Acting with credibility, professionalism and integrity every day.	Being responsible for our actions and behaving openly and straightforwardly.	Recognising each other's differences. Being considerate to each other and our environment.	Our unifying value: We are One Team working together in a positive spirit towards the same goal

Goals and objectives:

Health, Safety & Risk Management

We will manage all our operations to achieve a zero-harm workplace.

We will:

- Embed a Civil Aviation Authority (CAA) compliant Safety Management System in both of our Aerodromes and flow that through to
- Promote health, safety, and wellness through regular discussions with our whole team and ensure it is central to all that we do.
- Identify critical risks and develop plans to reduce them.

Commercial

- a. Develop new opportunities across the core strategic focus areas – Manage and Leverage Assets to Attract Investment.
- b. Provide quality, efficient and cost-effective management services on a commercially competitive basis.
- c. Conduct business in a professional manner in accordance with the mandate and Company statement of Intent.
- d. Consistent with achieving the objectives above, deliver both financial & nonfinancial returns to the Shareholder.

Growth Focus

- e. Grow and diversify revenue streams from existing activities.
- f. Seek out opportunities for new revenue streams.
- g. Be enabling for partnership in new activities.
- h. Enhance the value of the Shareholders' investment.

Subsidiary Companies

- Nil

Governance

The Directors of Destination Westland are appointed to govern and direct the company’s activities, and have the following roles:

1. Strategic vision and governance.
2. Develop strategy implementation plans with management, to ensure consistency with vision and governance objectives.
3. Financial planning and management to achieve strategic and governance objectives.
4. Company performance monitoring and review.
5. Manage relationships with Shareholders, stakeholders and external parties at a governance level.
6. Manage Company Risk and Compliance requirements

Directors are appointed by the shareholder, Westland District Council. The current Board of Directors is made up of:

- Chris Gourley (Chair)
- Marie-Louise Tacon
- Peter De Goldi

The Directors are appointed on rotation policy. Board evaluation will be conducted annually and facilitated by the Chair. Directors will consider training requirements annually to ensure that professional standards are adhered to.

Nature and scope of activities

The Company’s core strategic focus areas:

<p>Managing core infrastructure</p>	<p>Developing and executing a long-term strategy to oversee and enhance the critical infrastructure of Westland including the Airport, Heliport and Property.</p>
<p>Leveraging our assets</p>	<p>Generate operating profits that align with our primary focus areas: Airport, Heliport and Property.</p> <p>Achieve this by boosting aviation movements, enhancing land utilisation, and fostering business expansion linked to our assets.</p>
<p>Attracting investment</p>	<p>Collaborate with local and central government entities to establish robust investment streams that promote appropriate levels of capital and infrastructure expenditure. Engage with private investors aligned with our core focus areas: Airport, Heliport and Property.</p>

Key Performance Measures

Destination Westland Ltd agrees its key financial and non-financial performance indicators with its shareholder, Westland District Council. These are included in the Destination Westland Ltd Statement of Intent, available from [Westland District Council’s website](#). The annual Statement of Intent is finalised by 30 June.

The objectives, nature and scope of activities and measurements for the 2024/2025 year are:

Financial performance targets

- a. To show year on year revenue and net profit growth wherever possible.
- b. To provide acceptable levels of return on investment across all activities.

Financial performance measures

- a. The ratio of net profit before taxation and revaluations (before extraordinary items) to average shareholder funds within a range of 1% and 6% for the year commencing 1 July 2023.
- b. The ratio of net profit before taxation and revaluations to average total assets (including any revaluation) of 1% for the year commencing 1 July 2024.
- c. The Net Debt/EBITDA Range within a range of 4x-5x for the year commencing 1 July 2024.
- d. The FFO/Net Debt Range to be within a range of 12%-20% for the year commencing 1 July 2024.

Non-financial performance measures

	Performance Measure	Target
Aged Care Housing	Occupancy is maximised	No less than 90%
	Tenant satisfaction	Satisfaction with the provision of the Company's aged care rental housing is greater or equal to 95%
Leasehold properties	Annual % of properties available	Annual percentage of leasehold properties available for lease to be equal or more than 80%
Communication		Maintain high levels of communication with WDC.
Health and Safety	Time loss through injury	Time loss through injury to be zero
Environmental	Environmental incidents	No notifiable environmental incidents on company managed or owned property
Aviation	Annual CAA Audit findings	Nil major findings

From Destination Westland Ltd Statement of Intent 2024 - 2027

Westroads Ltd

Westroads Ltd is a Council Controlled Trading Organisation which largely undertakes construction and maintenance activities in the Westland and Canterbury regions.

Company Mantra and Values

At Westroads “Excellence” is a way of life:

We pursue improvement in all we do	We are committed to the team	We are performance driven
<ul style="list-style-type: none"> • Learning from our mistakes • Looking for better ways • Being innovative • Embracing change 	<p><i>Safety comes first</i></p> <ul style="list-style-type: none"> • Keep ourselves, our team and the public safe • We all lead by example • Have courage to correct unsafe behaviour • Follow established procedures • Ask if unsure 	<p><i>Plan and communicate</i></p> <ul style="list-style-type: none"> • Understand the requirements in detail • Plan using team knowledge • Communicate effectively
	<p><i>Respect goes a long way</i></p> <ul style="list-style-type: none"> • Respect ourselves, our teammates, clients and the public • Respect the Company’s assets and image • Trust our people to do the right thing • Listen openly • Respect and protect the environment 	<p><i>Always do our best</i></p> <ul style="list-style-type: none"> • Come to work to work • Deliver the plan efficiently • Do it right first time
	<p><i>Value our people</i></p> <ul style="list-style-type: none"> • Together we achieve more • “Please” and “Thanks” goes a long way • Care enough to provide constructive feedback • Develop our people through training, mentoring and support • Provide opportunities for career advancement • Reward competitively 	<p><i>We take Pride</i></p> <ul style="list-style-type: none"> • Lead by example • Take pride in ourselves, our work and our Company • Enjoy work and celebrate success

Objectives

Primary objectives of the Company are:

- Returning a distribution to shareholders that makes a significant contribution to the Council.
- Maintaining a significant presence in Westland including employing local people and having equipment available throughout the district.

- c. Successfully bidding for contestable contracts tendered by Council and other significant organisations and businesses.

Subsidiary Companies

- Nil

Nature and scope of activities

The nature of Westroads Ltd activities will be that of a general contractor and a trading organisation offering goods and services for sale and plant and equipment for hire. Its activities will include:

- a. Three Water Services –maintenance and construction.
- b. Roading maintenance and construction, including bridge maintenance and construction.
- c. Greenspace maintenance and construction including maintenance of the Council's parks and reserves.
- d. Waste management services including landfill and transfer station operation.
- e. General civil contracting activities include carpark, driveway and building pad construction.
- f. Vehicle and equipment maintenance services including automotive maintenance and engineering services.
- g. The manufacture and supply of aggregates/sand and base course products.
- h. The supply of goods, materials, services and equipment for sale or hire.
- i. Any other relevant activity as determined by the Directors from time to time.

Governance

The company is governed by a four-member board of directors. Directors are appointed by the shareholder, Westland District Council. The current Board of Directors is made up of:

- Mark Rogers (Chair)
- Rob Caldwell
- Peter Cuff
- Ross Pickworth

The directors role includes:

- a. Strategic governance
- b. Financial oversight
- c. Management performance review
- d. Overseeing tender prices for major tenders
- e. Ensuring statutory and regulatory compliance.

One director retires each year in rotation. Directors can make themselves available for reappointment. Board evaluation is conducted at least biannually and is facilitated by the Chair. Directors consider training requirements annually to ensure that professional standards are adhered to.

Key Performance Measures

These are included in the WRL Statement of Intent, available from [Westland District Council's website](#). The annual Statement of Intent is finalised by 30 June.

The objectives, nature and scope of activities and measurements for the 2024/2025 year are:

Financial performance targets

- The ratio of net profit before taxation and revaluations (before extraordinary items) to average shareholder funds shall be at least 10% for the three years commencing 1 July 2024.
- An annual dividend to the shareholder within a range of 40- 70% of the Company's net profit after tax, after adjusting for returns to shareholders via a subvention payment.

- Compliance with statutory and regulatory requirements that will allow the Company and the Council to comply with the Local Government Act 2002.

Social performance targets

Westroads Ltd is committed to:

- Attracting and retaining the best people for our organisation.
- Maintaining a high level of transparent and effective communication with our shareholder.
- Being an asset to the community through returns to the Council.
- Supporting local community initiatives.
- Providing employment in the district and ensuring the community receives competitive prices for work done.

Employee and Safety performance measuring

The Company has the following performance measures regarding employees and safety:

- Number of incidents notifiable to WorkSafe – Target Zero
- Continue to promote Safety First
- Achieving a TRIFR below 1.5 per 100,000 manhours
- Training expenditure as a percentage of Revenue Target – Target 0.8%
- Staff turnover rates excluding fixed term and temporary workers <20%

Strategy

The company will update its Strategy document every year and provide a copy of this to its shareholder.

From Westroads Ltd Statement of Intent 2024 - 2025

Potential Significant Negative Effects of Council Activities on Community Wellbeing

Council's activities are provided with the aim of maintaining or improving community wellbeing. The positive contributions to wellbeing are outlined in the description of each Activity. Some activities can also cause significant negative effects that need to be managed or mitigated. The following table lists the potential significant negative effects that have been identified, and actions that are taken to mitigate these effects. Where an activity is not listed, the Council has not found any significant negative effects on the community.

Activity	Effect	Mitigation
Cemeteries	Leachate from cemeteries can enter the groundwater and waterways.	Consent requirements for new cemeteries require effects on the environment and neighbouring properties to be mitigated.
Democracy	Some decisions made by Council may be contrary to the views of individuals in the community.	Council undertakes engagement activities and makes decisions for the good of the wider community.
Drinking Water	Increasing demand for water and ensuring consistency of supply during drought periods can negatively affect the natural water resources of the district.	Council adheres to the conditions of resource consents and implements water efficiency measures including timely water maintenance and repair work, and community water conservation education.
	Standards imposed by legislation are expensive to meet and maintain.	Educate the community about the necessity to meet the standards to ensure the safety of the community.
Emergency Management	A better understanding of the risk profile of Westland may impact future development and investment decisions in the district.	Encourage use of the risk profile to make smart development and investment decisions.
Land and Buildings	Community facilities may be subject to anti-social behaviour such as graffiti and vandalism.	Encourage community pride in facilities.
Land Transport	Contaminated road water runoff causing environmental degradation.	Stormwater management treatment initiatives. Monitor work done and possible contaminated road water runoff. Encourage off-road stock corridors and road underpasses.
	Road deterioration where renewals are not completed affects vehicles through increased wear and associated costs.	Good Road Assessment and Maintenance Management (RAMM) data.

Activity	Effect	Mitigation
		<p>Timely renewals and forward planning of works.</p> <p>Condition monitoring of assets.</p>
	<p>Disturbances such as noise, lights and dust due to high traffic volumes.</p>	<p>Apply appropriate speed limits.</p> <p>Quality road maintenance to reduce nuisance on unsealed roads.</p>
<p>Public toilets</p>	<p>Toilet cleanliness sometimes compromised based on visitor numbers.</p>	<p>Contracted cleaning is adjusted seasonally to reduce likelihood of unclean facilities.</p>
<p>Resource Management</p>	<p>Some of the central Government legislative requirements are not suited to the unique Westland geographical environment, can be costly to implement and provide minimal benefit to the community.</p>	<p>Council makes submissions to relevant consultations to ensure our view is considered in the development of legislation.</p>
	<p>Development can affect the environment through destroying habitat and causing pollution, and cause disturbance to neighbouring properties.</p>	<p>Ensure the Te Tai o Poutini Plan is applied appropriately.</p>
<p>Solid Waste</p>	<p>Landfills (existing and closed) can potentially have negative effects on the environment and public health, such as leachate, contamination, odour, dust, vermin and litter.</p>	<p>Site operational plans include actions to mitigate any negative effects.</p> <p>Landfills are managed to comply with resource consents. These include monitoring gas and leachate.</p>
	<p>Service costs driven by national factors outside of Council's control cause higher costs than the community would like.</p>	<p>Maintain a user pays approach, reducing subsidisation from other ratepayers.</p>
<p>Stormwater</p>	<p>Stormwater may contain contaminants such as sediments, oils, greases, rubbish and metal/organic materials that have washed off roads or other surfaces.</p>	<p>Systematic identification, prioritisation and implementation of network improvements will be used to help address environmental effects.</p>
	<p>Localised adverse impacts for property result from blocked or damaged stormwater drains, or failure of pumps during storm events</p>	<p>Renewals, maintenance, and prompt responses to reactive issues minimise the impacts.</p>

Activity	Effect	Mitigation
Swimming Pools	Swimming pool facilities are high energy users.	The Ross swimming pool facility uses solar heating. Council plans to replace the diesel boiler at the Hokitika swimming pool facility with a more environmentally friendly option. Both swimming pools use heat recovery technology, insulating pool covers and recycle water. This reduces water usage and retains heat, thereby using less energy and lowering the Council's carbon footprint.
Township Development	Conflict within the community about the direction for the funding or projects it wants Council to undertake.	Funds are carried over until agreement can be reached.
	Different funding levels for each community due to size of each community.	Communities can apply to reduce or increase the amount of funding allocated to the community's reserve fund.
Wastewater	Wastewater can have negative environmental effects due to odour, noise, overflows and effluent discharge.	Effects are managed through complying with resource consents, monitoring and effective prioritisation of infrastructure upgrades.
West Coast Wilderness Cycle Trail	Health and safety consequences from an increased number of cyclists on narrow rural roads.	Increase the amount of trail that is off-road to improve cyclist and vehicle user safety.

Infrastructure Strategy

The Westland District Council Infrastructure Strategy is available on our website here: [XXXXXX](#)

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