

Mahere Pae  
Tawhiti  
Long Term Plan

2018  
-2028

# HĀPĀTĪA

*uplifting our community*



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## WĀHANGA TUARUA - PART TWO

## TE TŌHAU NUI TUATAHI NGĀ RATONGA WAI - ACTIVITY GROUP ONE WATER SERVICES

- Puna Wai
- Wai Āwhā
- Wai Paru
- Water Supply
- Stormwater
- Wastewater

## PUNA WAI - WATER SUPPLY

### WHAT THE COUNCIL DOES

Council owns and operates water supply systems in Wairoa, Frasertown, Tuai, Blue Bay and Mahanga.<sup>4</sup> The Wairoa and Frasertown reticulation comprises treated water from the Water Treatment Plant in Frasertown. The raw water is sourced from the Waiau River. The network includes storage tanks (24-hours' supply required), a pump station and approximately 80km of reticulation.

The Mahanga supply is a non-potable supply sourced from a shallow groundwater bore and is considered a 'supplementary' supply. Residents are required to have a tank for collection of rainwater. The Tuai supply is sourced from the Waimako Spring, and then reticulated. The supply has recently been upgraded and now complies with the Drinking Water Standards.

Council develops and implements a Water Supply Asset Management Plan to ensure that agreed levels of service can be delivered to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure a level of asset management is delivered.<sup>5</sup>

### WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity

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<sup>4</sup> Section 5.2

<sup>5</sup> Section 1.4

<sup>6</sup> Section 1.2

<sup>7</sup> Section 1.2

- develop and implement the most cost-effective strategies for operating
- develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision making
- sustainability.

There is also a statutory basis for Council's involvement in the water supply activity.<sup>6</sup> Current legislation and regulations which set the minimum service levels that must be provided, and which affect asset operation, maintenance and development of the water supply activity include:

- Local Government Act 2002
- Health Act 1956
- Health (Drinking-water) Amendment Act 2007
- Local Government (Rating) Act 2002.

Council is required to maintain water supply services under section 130 of the Local Government Act 2002.<sup>7</sup>

**For more details:**

Please refer to the relevant section of the 3 Waters Activity Management Plan. Alternatively contact Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have. The water supply webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz).

## COMMUNITY OUTCOMES AND HOW THE WATER SUPPLY ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table WS1 shows the community outcomes of the water supply activity (please refer to page 28 for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

Each system typically comprises the following key components:

- water sources
- water treatment (Mahanga is untreated and is a supplementary supply only)
- water storage
- water reticulation network
- pump stations.

The Wairoa, Frasertown and Tuai supplies have adequate capacity for the foreseeable future. The Mahanga supply is adequate as a non-potable supplementary supply but will likely require more capacity if developed as a potable supply.

The water treatment plant, intake and associated assets are considered to be in good condition and adequate for the foreseeable future, although this is partly determined by changes in legislation. The pump station at the Wairoa township boundary is also fit for purpose as are the

boundary tanks. Planned renewals of the Tawhara tanks by 2018 will ensure 24-hours' storage of treated water.<sup>8</sup>

Reticulated networks are generally in fair to good condition. However, the 6.7km trunk main from Frasertown to Wairoa is over fifty years old (2.5km replaced in 2011) and is considered a critical asset.<sup>9</sup> Council plans to spend \$200,000 every year for 30 years on renewals to the Wairoa pipelines to safeguard the network's continued service capability.

A reactive maintenance regime in the past has generally meant that any performance issues have been dealt with effectively and efficiently. However, a move to proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.<sup>10</sup>

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for the water supply activity is: 'To comply with the New Zealand Drinking Water Standards.'<sup>11</sup>

Council intends to monitor customer water supply needs through the level of service and performance measure framework. This framework utilises the customer service request (CSR) system, annual surveys and submission service.<sup>12</sup>

Table WS2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.<sup>13</sup>

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<sup>8</sup> Section 5.2

<sup>9</sup> Section 5.2

<sup>10</sup> Section 6.7

<sup>11</sup> Section 1.6

<sup>12</sup> Section 2.5

<sup>13</sup> Section 2.5

## MAJOR ISSUES AND PROJECTS IN THE NEXT THIRTY YEARS

Maintaining an affordable local service is the key focus for the future. Specific issues over the next thirty years include:

- changes in legislation and government direction
- provision of adequate storage (note. 24 hours of storage is now in place for Wairoa)
- changes in technology
- delivering a sensible renewals profile to maintain levels of service
- natural disaster preparation.

## COMPLIANCE WITH THE NEW ZEALAND DRINKING WATER STANDARDS

To comply with this standard, Council developed a Water Safety Plan, which identifies risks to the delivery of the water supply service. These risks have treatment options, costs and timeframes associated.

## RETICULATION RENEWALS

An annual allocation of \$230,000 per year has been made for pipe renewals in Wairoa for the next 30 years, primarily based around the implementation of a condition assessment and renewals programme, as well as \$215,000 for Blue Bay bore rehabilitation and plant renewals in 2018/19 and \$300,000 over 30 years for Tuai reticulation renewals.

## CAPITAL WORKS

A sum of \$285,000 has been allocated for a treatment upgrade to the Mahanga supply before 2018/19. This is to upgrade the supply to meet the New Zealand Drinking-water standards.

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of assessment management will ensure that the water supply's assets are managed in the most effective and efficient way to give optimum solutions and deliver what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.<sup>14</sup>

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<sup>14</sup> Section 8.2



# WAIROA

Table WS1: Relevant community outcomes.

WATER SUPPLY ACTIVITY					
COMMUNITY OUTCOMES	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
<b>WATER SUPPLY CONTRIBUTION</b>	Water is considered to be an integral part of being prosperous.	The provision made for communities to have a say in how their water is supplied via the level of service and performance measure framework.	A well-managed water supply results in a quality service for our community.	Constant monitoring of water quality ensures a healthy standard is maintained.	Constant monitoring ensures the provision of the water supply takes environmental considerations into account.

Table WS2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<i>Council will own, operate and maintain reliable drinking water systems serving Wairoa, Frasertown, Tuai and Mahanga, protecting public health.</i>	1, 2, 5, 7 & 8	All domestic households and non-domestic premises connected to the water supply systems will be provided with a service that delivers a reliable supply of drinking-water.	<p>The method of measurement for this performance measure is the percentage of respondents who indicate they are 'very satisfied' or 'fairly satisfied' with the Water Supply expressed as a percentage excluding 'don't know' respondents.</p> <p>The annual target is for the sum of 'very satisfied' and 'fairly satisfied' to be no less than 80%.</p>
<i>Council will comply with current standards, legislation and Council bylaws.</i>	7, 8 & 9	Council shall meet the requirements of the New Zealand Drinking-water Standards Council and all legislative requirements.	<p>The method of measurement for this performance measure is the extent to which the drinking water supply complies with:</p> <p>(a) Part 4 of the Drinking-water Standards (bacteria compliance criteria), and (b) Part 5 of the Drinking-water Standards (protozoal compliance criteria).</p> <p>The annual target for this measure is 100% compliant.</p>

*Council will maintain water supplies to ensure long-term sustainability.*

7, 8 & 9	Percentage of water loss from the reticulation systems through leakage, shall reduce with time.	The method of measurement for this performance measure is the percentage of real water loss from the local authority's networked reticulation system (calculated using minimum night flow).  The annual target for this measure for percentage of water loss being 46%, 44% and 42% for each of the years.
	The average consumption of drinking water per day, per resident shall reduce with time.	The annual target for this measure is 550 litres per person per day, in 2018/19, reducing to 540 in 2019/20 and 530 in 2020/21.

*Customers will receive a prompt and efficient service.*

7	Complaints received annually shall not exceed stated limits:	The method of measurement for this performance measure is analysis of the CSR database to identify the number of complaints related to each of the water supply complaint categories.  The target is to receive no more than the following number of complaints per 1000 connections: <ul style="list-style-type: none"> <li>• 20 for drinking water clarity</li> <li>• 20 for drinking water taste</li> <li>• 20 for drinking water odour</li> <li>• 40 for drinking water pressure or flow</li> <li>• 40 for continuity of supply</li> <li>• 20 for response to issues.</li> </ul>
	Council shall respond to faults/interruptions in the network reticulation.	The method of measurement for this performance measure is analysis of the CSR database to identify the number of call-outs in response to a fault or unplanned interruption to the networked reticulation system, the following median response times will be measured: <ol style="list-style-type: none"> <li>(a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site</li> <li>(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</li> <li>(c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site</li> </ol>

(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.

The target for this performance measure is: (a) 1 hour for Wairoa/Frasertown and 2 hours for other areas; (b) 4 hours from Wairoa/Frasertown and 5 hours for other areas. Priority Work in Contract: (c) 2 days and (d) 3 working days. Note these measures correspond to the 3 Waters maintenance contract response times for emergency works and priority works.

*Council will implement systems/processes to ensure continued service delivery in emergency events.*

7 Contingency plans shall be implemented for emergency events such as earthquake, tsunami and fire which result in the inability to provide the service. The method of measurement for this performance measure is that the contingency plans have been reviewed and presented to a civil defence team meeting each year.

2017/18 ANNUAL PLAN	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>INCOME</b>										
- Capital Subsidy	-	-	-	-	-	-	-	-	-	-
560,797 Fees and Charges	400,500	416,812	426,912	437,416	448,728	460,848	473,776	487,512	502,056	517,812
49,824 Investment Income	64,686	65,492	73,283	75,816	75,960	73,703	73,954	72,088	70,160	71,182
- Reserves	-	-	-	-	-	-	-	-	-	-
<b>610,621 TOTAL INCOME</b>	<b>465,186</b>	<b>482,304</b>	<b>500,195</b>	<b>513,232</b>	<b>524,688</b>	<b>534,551</b>	<b>547,730</b>	<b>559,600</b>	<b>572,216</b>	<b>588,994</b>
<b>EXPENDITURE</b>										
28,950 Employee Benefit Expenses	219,648	229,178	233,584	243,443	248,157	258,323	263,361	273,858	279,238	290,093
521,786 Depreciation and Amortisation	587,083	629,886	637,522	645,344	691,552	705,480	718,632	775,295	784,277	788,419
14,443 Finance Costs	1,183	2,332	2,297	2,263	2,229	2,195	2,161	2,126	2,092	2,058
1,675,292 Other Operating Expense	1,630,853	1,684,137	1,745,805	1,773,365	1,843,272	1,882,226	1,909,754	1,968,011	2,038,840	2,110,067
(490,925) Internal Recoveries	(400,000)	(411,200)	(421,200)	(431,600)	(442,800)	(454,800)	(467,600)	(481,200)	(495,600)	(511,200)
<b>1,749,546 TOTAL EXPENDITURE</b>	<b>2,038,767</b>	<b>2,134,332</b>	<b>2,198,008</b>	<b>2,232,816</b>	<b>2,342,411</b>	<b>2,393,424</b>	<b>2,426,307</b>	<b>2,538,090</b>	<b>2,608,846</b>	<b>2,679,436</b>
<b>(1,138,925) NET SURPLUS/(DEFICIT) FROM OPERATIONS</b>	<b>(1,573,581)</b>	<b>(1,652,028)</b>	<b>(1,697,813)</b>	<b>(1,719,584)</b>	<b>(1,817,723)</b>	<b>(1,858,873)</b>	<b>(1,878,577)</b>	<b>(1,978,490)</b>	<b>(2,036,630)</b>	<b>(2,090,442)</b>

**PROSPECTIVE FUNDING IMPACT STATEMENT  
WATER SUPPLY**

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
1,061,693	Uniform, General and Targeted Rates	1,520,785	1,614,025	1,659,810	1,729,797	1,825,347	1,877,567	1,896,271	1,996,184	2,054,324	2,140,086
1,051,722	Fees charges and targeted rates for water supply	800,500	828,012	848,112	869,016	891,528	915,648	941,376	968,712	997,656	1,029,012
49,824	Interest and Dividends from Investments	64,686	65,492	73,283	75,816	75,960	73,703	73,954	72,088	70,160	71,182
<b>2,163,239</b>	<b>Total Source of Operating Funding</b>	<b>2,385,971</b>	<b>2,507,529</b>	<b>2,581,205</b>	<b>2,674,629</b>	<b>2,792,835</b>	<b>2,866,918</b>	<b>2,911,601</b>	<b>3,036,984</b>	<b>3,122,140</b>	<b>3,240,280</b>
<b>Application of Operating Funding</b>											
1,409,326	Payments to staff and suppliers	1,501,609	1,557,155	1,598,069	1,648,259	1,711,568	1,738,652	1,785,353	1,840,117	1,892,367	1,985,949
14,443	Finance costs	1,183	2,332	2,297	2,263	2,229	2,195	2,161	2,126	2,092	2,058
294,916	Internal Charges and Overheads applied	348,892	356,159	381,320	368,549	379,861	401,897	387,762	401,752	425,710	414,211
<b>1,718,685</b>	<b>Total Application of Operating Funding</b>	<b>1,851,684</b>	<b>1,915,646</b>	<b>1,981,686</b>	<b>2,019,071</b>	<b>2,093,658</b>	<b>2,142,744</b>	<b>2,175,276</b>	<b>2,243,996</b>	<b>2,320,170</b>	<b>2,402,218</b>
<b>444,554</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>534,287</b>	<b>591,883</b>	<b>599,519</b>	<b>655,557</b>	<b>699,177</b>	<b>724,174</b>	<b>736,326</b>	<b>792,988</b>	<b>801,971</b>	<b>838,062</b>
<b>Total Sources of capital funding</b>											
<b>Source of Capital Funding</b>											
-	Increase in Debt	268,500	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	<b>Total Source of Capital Funding</b>	<b>268,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Application of Capital Funding</b>											
-	Decrease in Debt	-	8,072	8,072	8,072	8,072	8,072	7,072	7,072	7,072	7,072
70,000	Capital expenditure - to improve the level of service	315,000	11,135	11,385	11,645	11,925	40,650	35,925	12,885	13,245	45,585
1,053,208	Capital expenditure - to replace existing assets	885,380	323,820	305,370	312,910	321,030	329,730	339,010	348,870	359,310	370,620
(678,655)	(Increase) Decrease in reserves	(397,593)	248,856	274,692	322,930	358,150	345,722	354,319	424,161	422,344	414,785
<b>444,554</b>	<b>Total Application of Capital Funding</b>	<b>802,787</b>	<b>591,883</b>	<b>599,519</b>	<b>655,557</b>	<b>699,177</b>	<b>724,174</b>	<b>736,326</b>	<b>792,988</b>	<b>801,971</b>	<b>838,062</b>
<b>(444,554)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(534,287)</b>	<b>(591,883)</b>	<b>(599,519)</b>	<b>(655,557)</b>	<b>(699,177)</b>	<b>(724,174)</b>	<b>(736,326)</b>	<b>(792,988)</b>	<b>(801,971)</b>	<b>(838,062)</b>
-	<b>Funding Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## WAI ĀWHĀ – STORMWATER

### WHAT THE COUNCIL DOES

The stormwater activity consists of a network of pipes, open drains and outlets. The stormwater activity specifically relates to Wairoa urban area, Tuai village and Mahia Beach. Other rural networks of primarily open drains with some culverting are treated as part of the roading asset.

Stormwater assets include:

- approximately 39km of pipework
- manholes, catchpits and sumps
- inlets and outlets
- junctions.<sup>15</sup>

Council develops and implements a Stormwater Asset Management Plan to ensure that these assets can deliver agreed levels of service to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure an appropriate level of asset management is delivered.<sup>16</sup>

### WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity

- develop and implement the most cost-effective strategies for operating, maintaining, replacing and/or improving the assets
- develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision-making
- sustainability.

There is also a statutory basis for Council's involvement in this activity.<sup>17</sup> Current legislation and regulations, which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the stormwater activity, include the Resource Management Act 1991. Council is in the process of lodging a 'global' stormwater discharge consent with Hawke's Bay Regional Council. Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to deliver the services currently provided and to continue to focus on the previously adopted community outcomes.

**For more details:**

Please refer to the relevant section of the 3 Waters Activity Management Plan. Alternatively contact Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have. Stormwater information can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

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<sup>15</sup> Section 5.4

<sup>16</sup> Section 1.4

<sup>17</sup> Section 1.2

## COMMUNITY OUTCOMES AND HOW THE STORMWATER ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table SW1 shows the community outcomes of the stormwater activity (please refer to page 28 for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

Council has insufficient information to fully determine the material or condition of the older water pipes although they are generally considered to be in acceptable condition. Much of the network is older than fifty years and there is some evidence of infiltration of stormwater into the sewerage system, but much of this is from groundwater. The system is considered to have adequate capacity for the foreseeable future.

A reactive maintenance regime in the past has generally meant that any performance issues have been dealt with effectively and efficiently. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.<sup>18</sup>

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'Effective and efficient management of the collection and disposal of stormwater to ensure that the capacity of available facilities is optimised and that the environment is not compromised.'*<sup>19</sup>

Council wants to know what customers need to better deliver the stormwater service as an effective solution. Council intends to monitor this through the level of service and performance measurement framework. This framework utilises the customer service request system, annual surveys and submission service.<sup>20</sup>

Table SW2 below details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.<sup>21</sup>

## MAJOR ISSUES AND PROJECTS IN THE NEXT THIRTY YEARS

Affordability and sustainability in a declining population base are key factors to consider. Specific issues over the next thirty years include:

- stagnant and ageing population with associated funding problems
- changes in legislation and government direction
- ageing infrastructure
- natural disaster preparation.

## PIPING OF OPEN DRAINS

Council will continue to pipe open drains to the value of around \$170,000 per year. This equates to approximately 300m of open drain each year. There are over 22kms of open drains in the Wairoa township.<sup>22</sup>

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<sup>18</sup> Section 6.6

<sup>19</sup> Section 1.6

<sup>20</sup> Section 2.5

<sup>21</sup> Section 2.5

<sup>22</sup> Section 6.8

## STORMWATER RENEWALS

A sum of \$1.22 million has been made available for reactive and programmed pipe renewals in Wairoa for the next ten years, together with a provision of \$50,000 in 2018/19 to obtain a global discharge consent.

There may be renewal or upgrade requirements as a result of the resource consent, and as a result of the inflow and infiltration investigations being undertaken for the sewerage system.

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of assessment management will ensure that stormwater assets are managed in the most effective and efficient way to give optimum solutions, delivering what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.<sup>23</sup>

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<sup>23</sup> Section 8.2

# WAIROA

Table SW1: Relevant community outcomes.

		STORMWATER ACTIVITY						
COMMUNITY OUTCOMES	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 2: A safe and integrated infrastructure.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>	
STORMWATER CONTRIBUTION	The stormwater infrastructure can support the economy by ensuring flooding has a minimal effect on business operations.	Stormwater infrastructure outside of Wairoa, Tuai and Mahia is considered a roading asset.	Ensures recreation facilities are free from minor flooding and safety hazards.	Inclusion in the strategic direction of the activity through the LTP submission process.	Flooding is considered a health hazard, which an adequate stormwater system can alleviate.	Sustainable management of the activity ensures a sustainable future.	Compliance with legislative requirements and involvement of key stakeholders ensure the environment is at the forefront of decisions involving stormwater.	



Table SW2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<i>Council will comply with current legislation and Council bylaws.</i>	1, 2, 4, 7 & 9	Council shall comply with conditions of consent for any systems.	<p>The method of measurement for this performance measure is compliance with the resource consents for discharge from the stormwater system, measured by the number of:</p> <ul style="list-style-type: none"> <li>(a) abatement notices</li> <li>(b) infringement notices</li> <li>(c) enforcement orders</li> <li>(d) convictions</li> </ul> <p>received in relation to those discharges.</p> <p>The annual target for (a) to (d) is zero.</p>
<i>Council will maintain stormwater systems to ensure long-term sustainability.</i>	1, 2, 4, 5, 7, 8 & 9	The stormwater system shall be managed to limit the number of flooding events where 'flooding event' means an overflow of stormwater from the stormwater system and the impact of those flooding events on properties.	<p>The method of measurement of this performance measure is :</p> <ul style="list-style-type: none"> <li>(a) The number of flooding events that occur in the district.</li> <li>(b) For each flooding event, the number of habitable floors affected</li> </ul> <p>(Expressed per 1000 properties connected to the district's stormwater system).</p> <p>The annual target is that (b) will not exceed 50 inhabitable floors per 1000 properties affected by a flooding event.</p>
<i>Customers will receive a prompt and efficient service.</i>	5	<p>Level of customer satisfaction through annual survey indicates 'fairly good', 'very good' or better minimum 80% approval rating</p> <p>Council shall respond to flooding events.</p>	<p>The annual target for this measure is 80% of respondents indicate they are 'very satisfied' or 'fairly satisfied' with stormwater, expressed as a percentage excluding 'don't know' respondents.</p> <p>The method of measurement for this performance measure is the median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site.</p> <p>The annual target for emergency work is 1 hour and urgent work 2 hours. Emergency work and urgent work are as defined in the 3 Waters Contract.</p>

The total number of complaints received shall not exceed 50 per 1000 connections.

The method of measurement for this performance measure is the number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the stormwater system.

The annual target is 50 or less.

*Council will implement systems/processes to ensure continued service delivery in emergency events.*

1, 2, 4 & 7

Contingency plans shall be implemented for emergency events such as flooding, earthquake, tsunami or fire which result in the inability to provide the service.

The method of measurement for this performance measure is the contingency plans have been reviewed and presented to a civil defence team meeting each year.

## PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE STORMWATER DRAINAGE

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
	- Fees and Charges	-	-	-	-	-	-	-	-	-	-
18,850	Investment Income	34,125	38,740	38,082	38,054	37,046	35,017	33,769	31,958	30,858	31,124
	- Reserves	-	-	-	-	-	-	-	-	-	-
<b>18,850</b>	<b>TOTAL INCOME</b>	<b>34,125</b>	<b>38,740</b>	<b>38,082</b>	<b>38,054</b>	<b>37,046</b>	<b>35,017</b>	<b>33,769</b>	<b>31,958</b>	<b>30,858</b>	<b>31,124</b>
	<b>EXPENDITURE</b>										
194,114	Depreciation and Amortisation	181,110	199,967	203,866	207,963	225,606	241,784	258,245	279,717	285,067	290,387
18,415	Finance Costs	56,581	69,713	73,286	77,079	81,094	85,352	89,896	94,770	100,003	105,319
257,626	Other Operating Expense	198,959	203,608	215,426	211,611	217,904	228,721	224,754	232,499	244,477	242,031
<b>470,155</b>	<b>TOTAL EXPENDITURE</b>	<b>436,650</b>	<b>473,288</b>	<b>492,578</b>	<b>496,653</b>	<b>524,604</b>	<b>555,857</b>	<b>572,895</b>	<b>606,986</b>	<b>629,547</b>	<b>637,737</b>
<b>(451,305)</b>	<b>NET SURPLUS/(DEFICIT) FROM OPERATIONS</b>	<b>(402,525)</b>	<b>(434,548)</b>	<b>(454,496)</b>	<b>(458,599)</b>	<b>(487,558)</b>	<b>(520,840)</b>	<b>(539,126)</b>	<b>(575,028)</b>	<b>(598,689)</b>	<b>(606,613)</b>

**PROSPECTIVE FUNDING IMPACT STATEMENT  
STORMWATER DRAINAGE**

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
451,305	Uniform, General and Targeted Rates	393,875	428,065	450,056	455,851	485,617	518,715	536,793	572,458	595,864	603,669
18,850	Interest and Dividends from Investments	34,125	38,740	38,082	38,054	37,046	35,017	33,769	31,958	30,858	31,124
<b>470,155</b>	<b>Total Source of Operating Funding</b>	<b>428,000</b>	<b>466,805</b>	<b>488,138</b>	<b>493,905</b>	<b>522,663</b>	<b>553,732</b>	<b>570,562</b>	<b>604,416</b>	<b>626,722</b>	<b>634,793</b>
<b>Application of Operating Funding</b>											
131,708	Payments to staff and suppliers	64,050	65,843	67,445	69,110	70,903	72,825	74,874	77,052	79,358	81,856
18,415	Finance costs	56,581	69,713	73,286	77,079	81,094	85,352	89,896	94,770	100,003	105,319
125,918	Internal Charges and Overheads applied	134,909	137,765	147,981	142,501	147,000	155,896	149,879	155,447	165,119	160,175
<b>276,041</b>	<b>Total Application of Operating Funding</b>	<b>255,540</b>	<b>273,321</b>	<b>288,712</b>	<b>288,690</b>	<b>298,997</b>	<b>314,073</b>	<b>314,649</b>	<b>327,269</b>	<b>344,480</b>	<b>347,350</b>
<b>194,114</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>172,460</b>	<b>193,484</b>	<b>199,427</b>	<b>205,215</b>	<b>223,666</b>	<b>239,659</b>	<b>255,913</b>	<b>277,147</b>	<b>282,242</b>	<b>287,443</b>
<b>Total Sources of capital funding</b>											
<b>Source of Capital Funding</b>											
-	Increase in Debt	275,000	231,300	129,168	137,387	145,886	155,084	165,507	177,304	190,097	196,081
-	<b>Total Source of Capital Funding</b>	<b>275,000</b>	<b>231,300</b>	<b>129,168</b>	<b>137,387</b>	<b>145,886</b>	<b>155,084</b>	<b>165,507</b>	<b>177,304</b>	<b>190,097</b>	<b>196,081</b>
<b>Application of Capital Funding</b>											
-	Decrease in Debt	-	6,500	11,126	13,709	16,457	19,375	22,477	25,787	29,333	33,135
306,914	Capital expenditure - to improve the level of service	275,000	231,300	129,168	137,387	145,886	155,084	165,507	177,304	190,097	196,081
429,732	Capital expenditure - to replace existing assets	110,000	262,140	105,300	107,900	110,700	176,235	175,350	120,300	123,900	134,190
(542,532)	Increase/(Decrease) in reserves	62,460	(75,156)	83,001	83,606	96,509	44,049	58,086	131,060	129,009	120,118
<b>736,646</b>	<b>Total Application of Capital Funding</b>	<b>447,460</b>	<b>424,784</b>	<b>328,595</b>	<b>342,602</b>	<b>369,552</b>	<b>394,743</b>	<b>421,420</b>	<b>454,451</b>	<b>472,339</b>	<b>483,524</b>
<b>(194,114)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(172,460)</b>	<b>(193,484)</b>	<b>(199,427)</b>	<b>(205,215)</b>	<b>(223,666)</b>	<b>(239,659)</b>	<b>(255,913)</b>	<b>(277,147)</b>	<b>(282,242)</b>	<b>(287,443)</b>
-	<b>Funding Balance</b>	-	-	-	-	-	-	-	-	-	-

## WAI PARU - WASTEWATER

### WHAT THE COUNCIL DOES

Council owns and operates wastewater systems in Wairoa, Tuai, Mahia and Opoutama.<sup>24</sup> The Wairoa network services a mix of residential, commercial and light industrial properties, through a network of gravity pipes, pump stations and rising mains, discharging via oxidation ponds to the estuary of the Wairoa River.

The Tuai network serves the local village and was designed on the basis that grey water and sewage (black water) are reticulated as separate systems. The Mahia Beach township system has been recently completed and comprises private septic tanks, discharging into a public system of reticulation, to a pump station, and rising main that transfers wastewater to treatment ponds over the hills. The treated wastewater is used to irrigate a plantation forest owned by Hawke's Bay Regional Council.

The Opoutama system has also been recently completed and comprises a network of pipes and pump stations, discharging into a treatment plant at the former Blue Bay subdivision site, and the discharge of treated wastewater into the ground.

Council develops and implements a Wastewater Asset Management Plan to ensure that these assets can deliver agreed levels of service to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure a level of asset management is delivered.<sup>25</sup>

### WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity
- develop and implement the most cost-effective strategies for operating, maintaining, replacing and/or improving the assets
- develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision-making
- sustainability.

**For more details:**

Please refer to the relevant section of the 3 Waters Activity Management Plan. Alternatively contact Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have.

The wastewater webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

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<sup>24</sup> Section 5.3

<sup>25</sup> Section 1.4

There is also a statutory basis for Council's involvement in the wastewater activity.<sup>26</sup> Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the wastewater activity include:

- Waste Minimisation Act 2008
- Health Act 1956
- Hazardous Substances and New Organisms Act 1996
- Resource Management Act 1991.

## COMMUNITY OUTCOMES AND HOW THE WASTEWATER ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table WW1 shows the community outcomes of the wastewater activity (please refer to page 28 for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

Each system typically comprises the following key components:

- network of pipes
- pump stations

- treatment plants
- disposal facilities.

Council has insufficient information to fully determine the material or condition of the older pipes. Much of the Wairoa network is older than fifty years and there is evidence of inflow and infiltration of stormwater into the sewerage system which can result in discharges of wastewater during high rainfall.<sup>27</sup>

The systems are considered to have adequate capacity for the foreseeable future. The Opoutama and Mahia schemes have the ability to increase capacity if necessary in the future and the Wairoa system will be assessed as part of the project to upgrade the treatment plant for the new resource consent application.<sup>28</sup>

A reactive maintenance regime in the past has generally meant replacement of assets based on asset failure or legislative requirements. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted. In particular, Council is currently implementing condition assessments and investigations to determine priority renewals to address inflow and infiltration.<sup>29</sup>

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'Reliable and safe collection and disposal of sewage.'*<sup>30</sup> Council wants to know what customers need to better deliver the wastewater service as an effective solution. Council intends to monitor this through the level of service and performance measure framework. This framework utilises the customer service request (CSR) system, annual surveys and submission service.<sup>31</sup>

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<sup>26</sup> Section 1.2

<sup>27</sup> Section 5.3

<sup>28</sup> Section 5.3

<sup>29</sup> Section 6.6

<sup>30</sup> Section 1.6

<sup>31</sup> Section 2.5

Table WW2 details what the Council will deliver as a level of service statement. The community outcomes that the statement contributes to are also detailed. How Council will monitor progress is included as performance measures, with associated yearly targets.<sup>32</sup>

## MAJOR ISSUES AND PROJECTS IN THE NEXT THIRTY YEARS

Affordability and sustainability in a declining population base are key factors to consider as well as changes in legislation. Specific issues over the next thirty years include:

- stagnant and ageing population with associated funding problems
- changes in legislation and government direction
- ageing infrastructure and inflow and infiltration issues
- the Wairoa treatment plant discharge consent expires in 2019.<sup>33</sup>

## WASTEWATER RENEWALS

A provision of \$1.96 million over the next ten years has been made for reactive and programmed pipe renewals in Wairoa. The Wairoa renewals programme will primarily be determined from the inflow and infiltration investigations being undertaken for the sewerage system.

There is a provision for 4 pump station renewals at \$25,000 every other year, between 2018/19 and 2024/25.

## WAIROA TREATMENT PLANT

The current discharge consent for the Wairoa wastewater system expires in 2019. Discharge of secondary treated effluent into the lower reaches of the Wairoa River will probably not be acceptable beyond the life of the current consent.

Council is at the stage of engaging a consultant to undertake a feasibility study into options for the treatment and discharge of wastewater in Wairoa. Council conducted extensive consultation through the stake holder group over a 12 month period resulting in WDC being nominated for a nationally recognised award. Preparation of an interim consent application will progress in late 2018 to enable Council to continue to operate its wastewater treatment facility under current conditions while the project progresses.

Provision has been made for \$6.5 million of expenditure to develop and implement a new system. There is the inclusion of \$600,000 to provide standby generators for all the pump stations in Wairoa and \$1.25 million for upgrading the Wairoa rising main.

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of assessment management will ensure that the wastewater assets are managed in the most effective and efficient way to give optimum solutions, and deliver what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure implementation<sup>34</sup>

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<sup>32</sup> Section 8.2

<sup>33</sup> Section 6

<sup>34</sup> Section 2.5

# WAIROA

Table WW1: Relevant community outcomes.

	WASTEWATER ACTIVITY					
<b>COMMUNITY OUTCOMES</b>	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
<b>WASTEWATER CONTRIBUTION</b>	Provision is made for the ability to create business growth around the disposal of wastewater.	Development of wastewater plans takes into account cultural values.	Development of wastewater plans takes into account cultural values.	A well-managed wastewater disposal system ensures the safe hygiene of the community.	The planning of the wastewater activity is sustainable into the future.	Recognition that wastewater can cause harm to the environment if not managed properly.

Table WW2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOMES	PERFORMANCE MEASURE	TARGET 2018 - 2020
<i>Council will comply with current legislation and Council bylaws.</i>	7 & 9	Council shall comply with conditions of consent for all systems.	<p>The method of measurement for this performance measure is compliance with the resource consents for discharge from the wastewater system, measured by the number of:</p> <ul style="list-style-type: none"> <li>(a) abatement notices</li> <li>(b) infringement notices</li> <li>(c) enforcement orders</li> <li>(d) convictions</li> </ul> <p>received in relation to those discharges.</p> <p>The annual target for (a) to (d) is zero.</p>

1, 7, 8 & 9      There shall be no dry weather sewage overflows.

The method of measurement for this performance measure is the number of dry weather sewage overflows from the sewage system, expressed per 1000 connections to the system.

The annual target is that instances will not exceed 16 per 1000 connections - this is over the 4 networks.

*Customers will receive a prompt and efficient service.*

7, 8 & 9      Council shall respond to sewage overflows resulting from a blockage or other fault in the sewerage system.

The method of measurement for this performance measure is analysis of the CSR database to identify the number of requests relating to sewage overflows resulting from a blockage or other faults in the sewerage system, with the following median response times measured:

(a) attendance time: from the time that the Council receives notification to the time that service personnel reach the site

(b) resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.

The target for this performance measure is (a) 1 hour for Wairoa and 2 hours for Tuai areas; (b) 4 hours for Wairoa and 5 hours for Tuai areas. Priority Work in Contract: (c) 2 days and (d) 5 working days. Note these measures correspond to the 3 Waters maintenance contract response times for emergency works and priority works.

The total number of complaints received shall not exceed the stated limit.

The method of measurement for this performance measure is analysis of the CRS database to identify the number of complaints related to each of the wastewater complaint categories.

The target for this performance measure is complaints received annually shall not exceed:

- 20 for sewage odour
- 20 for sewerage system faults



*Council will implement systems/processes to ensure continued service delivery in emergency events.*

7 & 9

Contingency plans shall be implemented for emergency events such as flooding, earthquake, tsunami or fire which result in the inability to provide the service.

- 20 for sewerage system blockages
- 20 for responses to issues with sewerage system per annum and expressed per 1000 connections.

The method of measurement for this performance measure is the contingency plans have been reviewed and presented to a civil defence team meeting each year.

**PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE  
WASTEWATER**

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
	- Capital Subsidy	-	-	-	-	-	-	-	-	-	-
2,526	Fees and Charges	200,000	202,800	205,300	207,900	210,700	213,700	216,900	220,300	223,900	227,800
57,621	Investment Income	79,831	64,293	63,130	62,459	62,998	61,054	63,593	65,847	68,744	68,367
	- Reserves	-	-	-	-	-	-	-	-	-	-
<b>60,147</b>	<b>TOTAL INCOME</b>	<b>279,831</b>	<b>267,093</b>	<b>268,430</b>	<b>270,359</b>	<b>273,698</b>	<b>274,754</b>	<b>280,493</b>	<b>286,147</b>	<b>292,644</b>	<b>296,167</b>
	<b>EXPENDITURE</b>										
426,546	Depreciation and Amortisation	470,251	549,359	603,138	684,133	766,381	780,736	791,453	829,283	848,022	831,895
315,246	Finance Costs	60,947	71,927	112,621	198,693	249,647	254,982	246,673	238,365	230,056	221,747
1,010,526	Other Operating Expense	865,995	888,276	932,315	928,401	953,655	999,308	997,129	1,027,980	1,079,674	1,082,612
<b>1,752,318</b>	<b>TOTAL EXPENDITURE</b>	<b>1,397,193</b>	<b>1,509,562</b>	<b>1,648,074</b>	<b>1,811,226</b>	<b>1,969,683</b>	<b>2,035,026</b>	<b>2,035,256</b>	<b>2,095,628</b>	<b>2,157,752</b>	<b>2,136,255</b>
<b>(1,692,171)</b>	<b>NET SURPLUS/(DEFICIT) FROM OPERATIONS</b>	<b>(1,117,362)</b>	<b>(1,242,469)</b>	<b>(1,379,644)</b>	<b>(1,540,867)</b>	<b>(1,695,985)</b>	<b>(1,760,272)</b>	<b>(1,754,763)</b>	<b>(1,809,481)</b>	<b>(1,865,108)</b>	<b>(1,840,088)</b>

## PROSPECTIVE FUNDING IMPACT STATEMENT WASTEWATER

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>Total Sources of Operating Funding</b>										
	<b>Source of Operating Funding</b>										
1,077,958	Uniform, General and Targeted Rates	897,684	1,018,585	1,128,639	1,309,588	1,498,703	1,582,955	1,597,344	1,636,692	1,680,949	1,667,639
2,526	Fees charges and targeted rates for water supply	100,000	102,800	105,300	107,900	110,700	113,700	116,900	120,300	123,900	127,800
57,621	Interest and Dividends from Investments	79,831	64,293	63,130	62,459	62,998	61,054	63,593	65,847	68,744	68,367
<b>1,138,105</b>	<b>Total Source of Operating Funding</b>	<b>1,077,515</b>	<b>1,185,678</b>	<b>1,297,069</b>	<b>1,479,947</b>	<b>1,672,401</b>	<b>1,757,709</b>	<b>1,777,837</b>	<b>1,822,839</b>	<b>1,873,593</b>	<b>1,863,806</b>
	<b>Application of Operating Funding</b>										
637,983	Payments to staff and suppliers	600,350	617,160	642,699	647,778	664,587	693,968	701,809	722,221	756,224	767,247
315,246	Finance costs	60,947	71,927	112,621	198,693	249,647	254,982	246,673	238,365	230,056	221,747
372,543	Internal Charges and Overheads applied	265,645	271,116	289,616	280,623	289,067	305,340	295,320	305,759	323,450	315,365
<b>1,325,772</b>	<b>Total Application of Operating Funding</b>	<b>926,942</b>	<b>960,203</b>	<b>1,044,936</b>	<b>1,127,094</b>	<b>1,203,301</b>	<b>1,254,290</b>	<b>1,243,802</b>	<b>1,266,345</b>	<b>1,309,730</b>	<b>1,304,359</b>
<b>(187,667)</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>150,573</b>	<b>225,476</b>	<b>252,133</b>	<b>352,854</b>	<b>469,100</b>	<b>503,419</b>	<b>534,035</b>	<b>556,494</b>	<b>563,863</b>	<b>559,446</b>
	<b>Total Sources of capital funding</b>										
	<b>Source of Capital Funding</b>										
289,052	Targeted Capital Rates - Wastewater Scheme	255,227	154,876	146,255	136,668	125,874	113,550	114,649	102,082	87,198	69,145
-	Increase in Debt	200,000	154,200	364,000	897,650	310,700	-	116,900	-	185,850	-
-	Lump sum contributions	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>289,052</b>	<b>Total Source of Capital Funding</b>	<b>555,227</b>	<b>409,076</b>	<b>610,255</b>	<b>1,134,318</b>	<b>536,574</b>	<b>213,550</b>	<b>331,549</b>	<b>202,082</b>	<b>373,048</b>	<b>169,145</b>
	<b>Application of Capital Funding</b>										
	Decrease in Debt	-	12,692	26,056	66,541	131,578	171,440	179,968	179,968	179,968	179,968
413,084	Capital expenditure - to improve the level of service	140,380	164,480	537,030	712,140	719,550	341,100	-	-	-	-
1,518,573	Capital expenditure - to replace existing assets	1,705,000	736,800	1,074,775	2,095,340	1,223,975	341,100	204,575	60,150	557,550	63,900
(1,830,272)	Increase/(Decrease) in reserves	(1,139,580)	(279,421)	(775,472)	(1,386,849)	(1,069,429)	(136,671)	481,041	518,457	199,393	484,724
<b>101,385</b>	<b>Total Application of Capital Funding</b>	<b>705,800</b>	<b>634,551</b>	<b>862,389</b>	<b>1,487,172</b>	<b>1,005,674</b>	<b>716,969</b>	<b>865,584</b>	<b>758,575</b>	<b>936,911</b>	<b>728,592</b>
<b>187,667</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(150,573)</b>	<b>(225,476)</b>	<b>(252,133)</b>	<b>(352,854)</b>	<b>(469,100)</b>	<b>(503,419)</b>	<b>(534,035)</b>	<b>(556,494)</b>	<b>(563,863)</b>	<b>(559,446)</b>
	<b>Funding Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# WAIROA

## NGĀ RATONGA WAI - WATER SERVICES COMBINED ACTIVITY STATEMENTS

### PROSPECTIVE ACTIVITY STATEMENT WATER SERVICES

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
	- Capital Subsidy	-	-	-	-	-	-	-	-	-	-
563,323	Fees and Charges	600,500	619,612	632,212	645,316	659,428	674,548	690,676	707,812	725,956	745,612
126,295	Investment Income	178,642	168,525	174,495	176,329	176,004	169,774	171,316	169,893	169,762	170,673
	- Reserves	-	-	-	-	-	-	-	-	-	-
<b>689,618</b>	<b>TOTAL INCOME</b>	<b>779,142</b>	<b>788,137</b>	<b>806,707</b>	<b>821,645</b>	<b>835,432</b>	<b>844,322</b>	<b>861,992</b>	<b>877,705</b>	<b>895,718</b>	<b>916,285</b>
	<b>EXPENDITURE</b>										
28,950	Employee Benefit Expenses	219,648	229,178	233,584	243,443	248,157	258,323	263,361	273,858	279,238	290,093
1,142,446	Depreciation and Amortisation	1,238,444	1,379,212	1,444,526	1,537,440	1,683,540	1,728,001	1,768,331	1,884,294	1,917,365	1,910,700
348,104	Finance Costs	118,711	143,972	188,205	278,034	332,970	342,529	338,730	335,261	332,152	329,125
2,943,444	Other Operating Expense	2,695,807	2,776,021	2,893,545	2,913,377	3,014,831	3,110,255	3,131,637	3,228,490	3,362,991	3,434,711
(490,925)	Internal Recoveries	(400,000)	(411,200)	(421,200)	(431,600)	(442,800)	(454,800)	(467,600)	(481,200)	(495,600)	(511,200)
<b>3,972,019</b>	<b>TOTAL EXPENDITURE</b>	<b>3,872,610</b>	<b>4,117,182</b>	<b>4,338,660</b>	<b>4,540,694</b>	<b>4,836,698</b>	<b>4,984,307</b>	<b>5,034,458</b>	<b>5,240,703</b>	<b>5,396,145</b>	<b>5,453,428</b>
<b>(3,282,401)</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>(3,093,468)</b>	<b>(3,329,045)</b>	<b>(3,531,953)</b>	<b>(3,719,049)</b>	<b>(4,001,266)</b>	<b>(4,139,985)</b>	<b>(4,172,466)</b>	<b>(4,362,998)</b>	<b>(4,500,427)</b>	<b>(4,537,143)</b>

## PROSPECTIVE FUNDING IMPACT STATEMENT WATER SERVICES

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
3,122,266	Uniform, General and Targeted Rates	2,812,344	3,060,676	3,238,506	3,495,236	3,809,667	3,979,237	4,030,409	4,205,334	4,331,137	4,411,394
1,054,248	Fees charges and targeted rates for water sup	900,500	930,812	953,412	976,916	1,002,228	1,029,348	1,058,276	1,089,012	1,121,556	1,156,812
126,295	Interest and Dividends from Investments	178,642	168,525	174,495	176,329	176,004	169,774	171,316	169,893	169,762	170,673
<b>4,302,809</b>	<b>Total Source of Operating Funding</b>	<b>3,891,486</b>	<b>4,160,013</b>	<b>4,366,413</b>	<b>4,648,481</b>	<b>4,987,899</b>	<b>5,178,359</b>	<b>5,260,001</b>	<b>5,464,239</b>	<b>5,622,455</b>	<b>5,738,879</b>
<b>Application of Operating Funding</b>											
2,179,017	Payments to staff and suppliers	2,166,009	2,240,158	2,308,212	2,365,146	2,447,059	2,505,445	2,562,037	2,639,391	2,727,949	2,835,052
348,104	Finance costs	118,711	143,972	188,205	278,034	332,970	342,529	338,730	335,261	332,152	329,125
793,377	Internal Charges and Overheads applied	749,446	765,040	818,917	791,674	815,929	863,132	832,961	862,957	914,279	889,751
<b>3,320,498</b>	<b>Total Application of Operating Funding</b>	<b>3,034,166</b>	<b>3,149,170</b>	<b>3,315,334</b>	<b>3,434,854</b>	<b>3,595,958</b>	<b>3,711,106</b>	<b>3,733,728</b>	<b>3,837,609</b>	<b>3,974,380</b>	<b>4,053,928</b>
<b>982,311</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>857,320</b>	<b>1,010,843</b>	<b>1,051,079</b>	<b>1,213,627</b>	<b>1,391,941</b>	<b>1,467,253</b>	<b>1,526,273</b>	<b>1,626,630</b>	<b>1,648,075</b>	<b>1,684,951</b>
<b>Total Sources of capital funding</b>											
<b>Source of Capital Funding</b>											
289,052	Target Capital Rate	255,227	154,876	146,255	136,668	125,874	113,550	114,649	102,082	87,198	69,145
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Increase in Debt	743,500	385,500	493,168	1,035,037	456,586	155,084	282,407	177,304	375,947	196,081
-	Lump sum contributions	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>289,052</b>	<b>Total Source of Capital Funding</b>	<b>1,098,727</b>	<b>640,376</b>	<b>739,423</b>	<b>1,271,705</b>	<b>682,460</b>	<b>368,634</b>	<b>497,056</b>	<b>379,386</b>	<b>563,145</b>	<b>365,226</b>
<b>Application of Capital Funding</b>											
789,998	Capital expenditure - to improve the level of s	730,380	434,179	722,837	949,494	1,033,468	735,721	410,949	403,016	419,715	461,841
3,001,513	Capital expenditure - to replace existing asset	2,700,380	1,322,760	1,485,445	2,516,150	1,655,705	847,065	718,935	529,320	1,040,760	568,710
(2,520,147)	Increase (Decrease) in reserves	1,474,713	105,721	417,780	980,312	614,772	253,101	893,444	1,073,680	750,745	1,019,626
<b>1,271,364</b>	<b>Total Application of Capital Funding</b>	<b>1,956,047</b>	<b>1,651,218</b>	<b>1,790,502</b>	<b>2,485,332</b>	<b>2,074,401</b>	<b>1,835,887</b>	<b>2,023,328</b>	<b>2,006,016</b>	<b>2,211,220</b>	<b>2,050,177</b>
<b>(982,311)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(857,320)</b>	<b>(1,010,843)</b>	<b>(1,051,079)</b>	<b>(1,213,627)</b>	<b>(1,391,941)</b>	<b>(1,467,253)</b>	<b>(1,526,273)</b>	<b>(1,626,630)</b>	<b>(1,648,075)</b>	<b>(1,684,951)</b>
<b>-</b>	<b>Funding Balance (General Rates)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## NGĀ WHAKAREKĒ AROMATAWAI O TE WAI ME NGĀ TIKANGA AKUAKU - WATER & SANITARY SERVICES ASSESSMENT VARIATIONS

### LEGISLATION

In 2005, Council prepared a Water and Sanitary Services Assessment (Assessment) as required under section 125 of the Local Government Act (LGA) 2002.

The LGA Amendment Bill (No.3) has made some significant changes to the requirements for that Assessment. Whilst Council still needs to undertake water and sanitary services assessments, the process for undertaking those Assessments and the extent of information required are no longer dictated. Section 6 of Schedule 10 of the LGA requires Council to identify any significant variations between the Water and Sanitary Services Assessment and the proposals in the Long-term Plan (LTP).

### COUNCIL'S WATER & SANITARY SERVICES ASSESSMENT

The purpose of the Assessment is to assess, from a public health perspective, the adequacy of water and other sanitary services available to communities within a territorial authority's district. Council reviewed and updated the Assessment in 2015 and a further review is scheduled in light of the Mahanga water supply referendum. As part of that review, it is important to assess any significant variations to the 2015 proposals. Council reports the following:

**WATER SUPPLY:** Options to upgrade the Mahanga water supply are being investigated following a referendum in 2017, which resulted in 70% of the community wanting Council to retain the supply. The supply will be upgraded to meet the Drinking-Water Standards New Zealand (DWSNZ) 2005 revised 2008. Options to upgrade the Blue Bay supply are also underway to service the Blue Bay subdivision. Resilience issues in Wairoa have been addressed through increased storage of treated water and investigations for an alternative Wairoa source are planned, as well as investigations into the need to service other communities.

**WASTEWATER TREATMENT:** Public wastewater treatment systems are now fully operational in Mahia Beach and Opoutama. Investigations and consultation on options to upgrade the Wairoa wastewater treatment plant are well underway with construction planned to commence 2020. As an interim measure Council will lodge an application with Hawke's Bay Regional Council 6 months before the current consent expires, which will allow the status quo to continue until the new BPO is rolled out and key milestones are reached.

**WASTEWATER & STORMWATER RETICULATION:** Effective renewals programmes for wastewater and stormwater reticulation are being developed and implemented for Wairoa following an inflow and infiltration study and ongoing condition assessments. Piping of open stormwater drains is an ongoing programme of works.

**CEMETERIES:** Development of the existing Wairoa Cemetery and investigations into the provision of a public cemetery in Mahia continue as deemed necessary.

**PUBLIC TOILETS:** Provision has been made in the 2018-28 LTP for capital works projects to include a new facility in the Wairoa CBD. Recent works include a new facility at the Whangawehi boat ramp and upgrade of the public toilet at Blacks Beach.

**WASTE MANAGEMENT:** This is addressed through the Waste Management and Minimisation Plan (2017). Proposals under the 2015 Water and Sanitary Services Assessment are generally in line with the relevant Asset Management Plans and the 2018-28 LTP. Key areas are:

**WATER SUPPLY:** Upgrade of the Mahanga water supply to meet DWSNZ and an upgrade of the Blue Bay supply.

**WASTEWATER & STORMWATER RETICULATION:** Continuation of renewals and upgrades to address inflow and infiltration.

**WASTEWATER TREATMENT:** New/upgraded Wairoa wastewater treatment plant in line with expiry of the current resource consent in 2019.

*In summary, there are no significant variations between the proposed 2018-28 Long-term Plan and Council's 2015 Water and Sanitary Services Assessment.*

## TE TŌHAU NUI TUARUA WHAKAHAERE PARA - ACTIVITY GROUP TWO WASTE MANAGEMENT

- Whakahaere Para me Ngā Whakarerekē Iti Noa
- Waste Management & Minimisation Variations

## WHAKAHAERE PARA - WASTE MANAGEMENT

### WHAT THE COUNCIL DOES

The waste management facilities provide a service by which refuse can be disposed of in a controlled manner. Council's initiative to reduce waste to landfill is changing the way people dispose of their waste. Continued education and more emphasis on diversion and recycling will require new infrastructure and a different way of operating.

The waste management activity comprises the asset-based facilities of the:

- Landfill
- recycling centre.

The activity also includes the service-based functions of:

- litter collection
- domestic refuse collection
- kerbside recycling.

Council develops and implements a Waste Management Asset Management Plan to ensure that these assets can deliver agreed levels of service to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure a high level of asset management is delivered.

### WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity

develop and implement the most cost-effective strategies for operating, maintaining, replacing and/or improving the assets

- develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision making
- sustainability.

There is also a statutory basis for Council's involvement in the waste management activity. Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the waste management activity include:

- Health Act 1956
- Hazardous Substances and New Organisms Act 1996
- Local Government Act 2002
- Resource Management Act 1991
- Litter Act 1979
- Waste Minimisation Act 2008.

**For more details:**  
Please refer to the relevant section of the Waste Management Activity Management Plan.  
Alternatively contact Wairoa District Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have.

More information on the waste management activity can be found on the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)



## COMMUNITY OUTCOMES AND HOW THE WASTE MANAGEMENT ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table WM1 shows the community outcomes of the waste management activity (please refer to Section One for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

Assets at the landfill include:

- landfill cell
- buildings
- weighbridge office, including computer hardware and software
- weighbridge pit and plant
- drainage systems
- leachate system
- access road/handling areas and fencing.

Based on current usage, the landfill site has capacity for more than a hundred years with a new cell required in approximately thirty years. The condition of sealed areas is good, and is considered to be adequate for the next ten to fifteen years. The buildings are deemed to be adequate for current and likely future usage, and in good condition with a new recycling area canopy having been constructed in 2011. New diversion facilities have recently been constructed and can be expanded as necessary.

A reactive maintenance regime in the past has generally meant that any performance issues are dealt with effectively and efficiently. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'Reliable and safe collection and disposal of waste'*. Council wants to know what customers need to better deliver the waste management service as an effective solution. Council intends to monitor this through the level of service and performance measurement framework.

Table WM2 below details what Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT THIRTY YEARS

Affordability and sustainability in a declining population base are key factors to consider. Specific issues over the next thirty years include:

- declining and ageing population with associated funding problems
- changes in legislation and government direction
- the way the service is delivered to ensure sustainability: the Wairoa landfill consent expires in 2031.

Our approach to waste management and minimisation will continue to shift more towards providing comprehensive recycling, recovery, and diversion services at the landfill, while still providing a high quality and environmentally responsible disposal option for the district. A comprehensive education programme will focus on encouraging better use of the services Council provides.

## COMMUNITY SERVICES

Council is proactive in involving communities to manage their own areas with smaller community-based waste management operations in Tuai and Raupunga, with a proposed trial in Mahia.

## LANDFILL SUSTAINABILITY

With a declining population base and increasing waste diversion and recycling practices, waste to landfill is reducing which is likely to put pressure on the affordability and sustainability of the landfill operation, due to the fixed operating costs.

This has led to discussions around the future of the service in Wairoa and making the operation more economically viable. Options around this, such as accepting waste from outside the district, are being considered and will be specifically consulted upon at the appropriate time.

Economic benefits of extending the 'catchment' of the landfill would likely include reduced charges to the public and increased revenue due to increased volumes of waste over the weighbridge. Discussions are underway with Gisborne District Council, with both councils committed to exploring the option of GDC waste entering WDC landfill.

## MAJOR PROJECTS

The extent of renewals and capital works over the next ten years is partly dependent on future decisions around accepting waste from outside the district or other options in relation to the sustainability of the facility.

The following works will be required regardless:

- renewals of access ways (\$90,000 included in the roading budget)
- upgrade and renewals of landfill/recycling centre buildings (\$20,000 per year over 10 years)
- renewal of handstand areas (\$30,000 in 2018/19 and again in 2028/29)  
*(Costs are based on current day rates).*

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of assessment management will ensure that waste management assets are managed in the most effective and efficient way to give optimum solutions, and deliver what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.

# WAIROA

Table WM1: Relevant community outcomes.

		<b>WASTE MANAGEMENT</b>						
<b>COMMUNITY OUTCOMES</b>	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 2: A safe and integrated infrastructure.</i>	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>	
<b>WASTE MANAGEMENT CONTRIBUTION</b>	Provision is made for the ability to create business growth around the disposal of waste.	Well-managed waste disposal reduces the risk of harm to communities.	Council is developing a waste management model with local hapū and iwi.	Waste can cause harm to the environment if not managed properly.	Education component within the waste activity looks to educate and gain support from local communities about responsible rubbish management.	The planning of waste activity is sustainable into the future, reducing risk to health and well-being.	Waste can cause harm to the environment if not managed properly.	

Table WM2: Level of service table with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<i>Council will continue to own and deliver the waste management activity to ensure protection of public health and the environment.</i>	2, 7 & 9	Council will operate and maintain the Wairoa landfill for the disposal of domestic and commercial refuse, being open for the public at least: · 5 hours per day · 300 days per year.	Achieve measure.
<i>Customers will receive a prompt and efficient service.</i>	5	Council shall continue to provide for the community-run waste disposal and recycling service in Waikaremoana and Raupunga. Missed household refuse service requests responded to by 12 pm the next day (on validation).	Achieve measure.
<i>Provide safe and reliable refuse and recycling kerbside collection services and rural waste services.</i>	5, 7 & 9	Minimum frequency of kerbside refuse and recycling service in Wairoa & Frasertown - fortnightly. Minimum frequency of collection from specified dropoff points from Mahia, Nuhaka and Mohaka – twice a month. No health and safety breaches by waste services contractors.	Achieve measure.
<i>effects on the natural environment are minimised</i>	9	Zero significant non-compliance events with the resource consent conditions for the Wairoa Landfill	Achieve measure.
<i>Council facilitates waste minimisation practices and promotes reduction of the amount of waste going to landfill</i>	9	Zero significant non-compliance events with the resource consent conditions for the closed landfill sites The amount of material diverted from landfill by the Wairoa community increases from 75 tonnes (note target excludes green waste)	Achieve measure.

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT WASTE MANAGEMENT

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
362,000	Fees and Charges	485,000	494,700	504,400	515,070	526,710	538,835	550,960	564,055	578,120	592,670
-	- Investment Income	-	-	-	-	-	-	-	-	-	-
-	- Reserves	-	-	-	-	-	-	-	-	-	-
<b>362,000</b>	<b>TOTAL INCOME</b>	<b>485,000</b>	<b>494,700</b>	<b>504,400</b>	<b>515,070</b>	<b>526,710</b>	<b>538,835</b>	<b>550,960</b>	<b>564,055</b>	<b>578,120</b>	<b>592,670</b>
	<b>EXPENDITURE</b>										
-	- Employee Benefit Expenses	45,285	46,146	47,022	47,916	48,827	49,755	50,700	51,663	52,644	53,644
98,893	Depreciation and Amortisation	103,117	104,945	105,467	106,149	106,695	107,253	107,825	108,412	109,209	110,027
5,700	Finance Costs	50,892	55,659	55,500	55,590	55,461	55,351	55,264	55,197	55,461	55,747
1,066,292	Other Operating Expense	1,176,917	1,172,541	1,220,425	1,227,556	1,256,883	1,315,203	1,309,534	1,343,218	1,402,100	1,407,020
-											
<b>1,170,885</b>	<b>TOTAL EXPENDITURE</b>	<b>1,376,211</b>	<b>1,379,290</b>	<b>1,428,413</b>	<b>1,437,211</b>	<b>1,467,866</b>	<b>1,527,562</b>	<b>1,523,322</b>	<b>1,558,490</b>	<b>1,619,414</b>	<b>1,626,438</b>
<b>(808,885)</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>(891,211)</b>	<b>(884,590)</b>	<b>(924,013)</b>	<b>(922,141)</b>	<b>(941,156)</b>	<b>(988,727)</b>	<b>(972,362)</b>	<b>(994,435)</b>	<b>(1,041,294)</b>	<b>(1,033,768)</b>

**PROSPECTIVE FUNDING IMPACT STATEMENT  
WASTE MANAGEMENT**

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>Total Sources of Operating Funding</b>										
	<b>Source of Operating Funding</b>										
808,885	Uniform, General and Targeted Rates	836,920	851,767	881,781	886,753	905,344	929,945	935,026	956,302	979,923	992,320
362,000	Fees charges and targeted rates for water sup	485,000	494,700	504,400	515,070	526,710	538,835	550,960	564,055	578,120	592,670
<b>1,170,885</b>	<b>Total Source of Operating Funding</b>	<b>1,321,920</b>	<b>1,346,467</b>	<b>1,386,181</b>	<b>1,401,823</b>	<b>1,432,054</b>	<b>1,468,780</b>	<b>1,485,986</b>	<b>1,520,357</b>	<b>1,558,043</b>	<b>1,584,990</b>
	<b>Application of Operating Funding</b>										
901,017	Payments to staff and suppliers	1,028,785	1,021,266	1,056,342	1,071,153	1,095,188	1,142,424	1,145,236	1,172,214	1,219,016	1,231,041
5,700	Finance costs	50,892	55,659	55,500	55,590	55,461	55,351	55,264	55,197	55,461	55,747
165,275	Internal Charges and Overheads applied	193,417	197,421	211,105	204,319	210,522	222,535	214,998	222,668	235,728	229,623
<b>1,071,992</b>	<b>Total Application of Operating Funding</b>	<b>1,273,094</b>	<b>1,274,346</b>	<b>1,322,947</b>	<b>1,331,062</b>	<b>1,361,171</b>	<b>1,420,310</b>	<b>1,415,498</b>	<b>1,450,079</b>	<b>1,510,205</b>	<b>1,516,411</b>
<b>98,893</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>48,826</b>	<b>72,121</b>	<b>63,234</b>	<b>70,761</b>	<b>70,883</b>	<b>48,470</b>	<b>70,488</b>	<b>70,278</b>	<b>47,838</b>	<b>68,579</b>
	<b>Total Sources of capital funding</b>										
	<b>Source of Capital Funding</b>										
-	Increase in Debt	-	-	-	-	-	-	-	-	-	-
-	<b>Total Source of Capital Funding</b>	-	-	-	-	-	-	-	-	-	-
	<b>Application of Capital Funding</b>										
228,100	Capital expenditure - to improve the level of s	150,000	76,683	27,812	34,723	29,976	31,022	32,121	33,273	42,289	43,908
(129,207)	Increase (Decrease) in reserves	101,174	4,562	35,422	36,038	40,907	17,448	38,367	37,005	5,549	24,671
<b>98,893</b>	<b>Total Application of Capital Funding</b>	<b>48,826</b>	<b>72,121</b>	<b>63,234</b>	<b>70,761</b>	<b>70,883</b>	<b>48,470</b>	<b>70,488</b>	<b>70,278</b>	<b>47,838</b>	<b>68,579</b>
<b>(98,893)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(48,826)</b>	<b>(72,121)</b>	<b>(63,234)</b>	<b>(70,761)</b>	<b>(70,883)</b>	<b>(48,470)</b>	<b>(70,488)</b>	<b>(70,278)</b>	<b>(47,838)</b>	<b>(68,579)</b>
-	<b>Funding Balance (General Rates)</b>	-	-	-	-	-	-	-	-	-	-

## WHAKAHAERE PARA ME NGĀ WHAKAREKĒ ITI NOA - WASTE MANAGEMENT AND MINIMISATION VARIATIONS

### LEGISLATION

In 2012, Council prepared a Waste Management and Minimisation Plan (WMMP) as required under section 43 of the Waste Minimisation Act 2008. The WMMP is required to be updated every six years. This has been done to coincide with this Long-term Plan (LTP). Schedule 10 of the Local Government Act 2002 requires Council to identify any significant variations between the WMMP and the proposals contained in the LTP.

There are no significant variations between the proposed 2018-28 Long-term Plan and Council's Waste Management and Minimisation Plan prepared in 2012.

### COUNCIL'S WASTE MANAGEMENT AND MINIMISATION PLAN

Council is required under the Waste Management Act 2008 to produce a WMMP that shows how it plans to manage waste in the district. Since the 2012-22 LTP, Council's continued initiative to reduce waste to landfill has changed the way people dispose of their waste. Continued education and more emphasis on diversion and recycling has meant a new infrastructure and a different way of operating.

In line with the focus, targets and actions included in the WMMP, Council continues to:

- Develop increasingly comprehensive recycling, recovery, and diversion services at the landfill, while still providing a high quality and environmentally responsible disposal option for the district.
- Reduce waste generation and likely increasing costs to operate the landfill, by investigating the sustainability of the waste service through a regional landfill initiative now being proposed through this LTP.
- Deliver a comprehensive education programme through various means.
- Augment rural waste disposal and recycling services to the Mahia area.
- Monitor waste streams primarily through the Waste Management Contract.

## TE TŌHAU NUI TUATORU RANGA - ACTIVITY GROUP THREE TRANSPORT

- Ranga Whenua
- Papa Rererangi
- Land Transport
- Airport



## RANGA WHENUA - LAND TRANSPORT

### WHAT THE COUNCIL DOES

Council manages and maintains a network of 875km of roads, 175 bridges, 346 retaining structures, 41km of footpaths, 844 streetlights, over 3,000 signs and 23,130 square meters of car parking and other road-related amenities.

Council manages this land transport infrastructure for the safe and efficient flow of all traffic, including motor vehicles, cycles and pedestrians, for a population of 8,210 people.

Council delivers agreed levels of service to the existing and future residents in the most cost-effective way possible, this includes policy to ensure an appropriate level of asset management is delivered.<sup>35</sup>

Accordingly, Council develops and implements a Land Transport Asset Management Plan to:

- assist the community to achieve its strategic goals
- bring asset management functions closer to physical works operations to achieve these objectives
- meet customer expectations and regulatory requirements
- present outline plans and options for the sustainable future management of assets
- understand the cost of providing the service over the long term and the best funding strategy
- provide transparency in decision-making.

### WHY THE COUNCIL DOES THIS

There is a statutory basis for Council's involvement in this activity. Current legislation and regulations, which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the land transport activity include:

- Local Government Act 2002
- Transit New Zealand Act 1989
- Resource Management Act 1991
- Building Act 1991
- Land Transport Management Act 2003
- Health and Safety in Employment Act 2002
- Civil Defence Emergency Management Act 2002
- Traffic Regulations Act 1976
- Public Works Act 1981
- Utilities Access Act 2010.<sup>36</sup>

### HOW LAND TRANSPORT IS FUNDED

Ratepayer contributions provide 25% of the direct funding towards the land transport system with 75% Government subsidy financial assistance rate.

**For more details:**

Refer to the relevant section of the Land Transport Asset Management Plan. Alternatively contact Council's Transport Asset Manager on (06) 838 7309 or visit our offices to discuss any queries you may have. Land transport information can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

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<sup>35</sup> Section 1

<sup>36</sup> Section 2

## COMMUNITY OUTCOMES AND HOW THE LAND TRANSPORT ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table LT1 shows the community outcomes of the land transport activity (please refer to page 28 for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

The overall network is in fair to good condition due to fit-for-purpose maintenance strategies and low traffic volumes.<sup>37</sup>

The performance of sealed roads is gradually deteriorating, evidenced via annual measurement. This deterioration is likely to continue, particularly as traffic loads increase. Unsealed road performance is far more variable with drainage, potholes and corrugations being the top three public complaints. Unsealed road performance is heavily influenced by environmental factors due to the lack of weatherproofing. Experienced engineers and contractors attempt to manage this variability, and renewals are effectively implemented to replace and repair assets at the right time.

The overall condition of critical bridge structures is good, however, a handful of bridges have been identified for upgrade. Bridge refurbishment will likely increase in the next three years, with several bridges requiring strengthening. Further improvement to the bridge stock data is required, particularly for assumed construction dates (averaging 47% through service lives), associated remaining useful life projections and an understanding of the impact of future high productivity motor vehicle routes and affected bridges.

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<sup>37</sup> Section 5

<sup>38</sup> Section 2

<sup>39</sup> Section 2.4

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'Provision of a safe and affordable land transport network that contributes to the outcomes of the Land Transport Management Act and the objectives of the Regional Land Transport Strategy.'*<sup>38</sup>

Council wants to know from its customers what land transport improvements can better be delivered in a cost-effective manner. Council intends to monitor this through the level of service and performance measurement framework. This framework utilises the customer service request system (CSR), annual surveys and submission service.

The following table details what Council promises to deliver as a level of service statement. The community outcomes that the specific statement contributes to and how Council will monitor progress as a performance measure are also detailed, together with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT THIRTY YEARS<sup>39</sup>

### RESILIENCE & IMPACT FROM FLOODING EVENTS

Wairoa has a history of storm events causing flooding, slips and dropouts on the road network. This is impacted by the geology and poor soils in some areas of the network, resulting in erosion and sediment risks. The investment in erosion protection, such as bank stabilisation and improved drainage facilities, requires increased investment to ensure the district remains economically viable and safe.

### INCREASING DEMAND

The current and future demand of heavy commercial vehicles (HCV) is proportionally high due to the rural commercial sector of our community on otherwise low volume roads.

Studies completed on forestry harvesting project tonnages from the Wairoa area alone would result in an almost fourfold increase to the current tonnage. The current introduction of the VDAM rule and high productivity motor vehicle routes is also placing a unique demand on roads and bridges, requiring increasing expenditure for specific strengthening works. Determining the appropriate allocation of cost to apply to the forestry industry is a significant issue, which Council is working on, in collaboration with other local authorities with similar concerns.

## ADDRESSING THE DISTRICT'S ECONOMICAL POTENTIAL & OPPORTUNITIES

The roading network and associated infrastructure such as footpaths, walkways, cycleways, rest areas, carparking and other roadside amenities can have a positive effect on attracting businesses and visitors to our district.

This infrastructure, can provide direct and immediate benefits, including ease of access and efficient, economical movement of goods and services. Sealing of roads will result in less dust hazards, reduces rental vehicle liability associated with unsealed roads that hampers tourism, and improves traction for HCV productivity.

## DEVELOPMENT OF FOOTPATHS, WALKWAYS & CYCLEWAYS

Increased investment in good quality walkway/cycleway facilities has significant advantages including health benefits and an improved people-friendly environment, encouraging tourism. Economic benefits stem from affordable travel choices, healthier communities, and reduced motor vehicle trips, resulting in lower road maintenance and fewer emissions.

## UNSEALED ROAD TRACTION DIFFICULTIES & DUST

Steep inclines on narrow, twisting roads continue to result in stock trucks and fertiliser units getting stuck and unable to efficiently move their commercial goods. Road dust presents a hazard to driver visibility and affects the health of adjacent residents. Tourist and other rental vehicles are also deterred from accessing our remote environments, and vehicles are increasingly heavier. These factors stifle the district's economic potential. While modest progress has been made with over 50km of roads sealed in the past decade,

there remain sites to treat. Funding this work is increasingly difficult with Government's investment criteria being urban-focused.

## SUBSIDISED ROADING PROJECTS

(Subject to NZTA subsidy approval)

Structural bridge strengthening	Over 10 Years	\$4.2M
Lucknow/Lahore Street intersection safety improvements	(2018/19)	\$500,000
River erosion protection	(per annum)	\$90,000
Mahia connectivity improvements	(per annum)	\$125,000
Black Beach resilience	over 3 years	\$825,000
Safety improvements – low volume roads	(per annum)	\$100,000
Footpath safety improvements	(per annum)	\$310,000
Nuhaka-Opoutama Road – Blow Hole repair	(2018/19)	\$1.6M
<b>Total:</b>		<b>\$7.75M</b>

## NON-SUBSIDISED ROADING PROJECTS

Footpath renewals	(per annum)	\$100,000
New footpaths	(per annum)	\$100,000
New streetlights	(per annum)	\$10,000
<b>Total:</b>		<b>\$210,000</b>

## CAR PARKING PROJECTS

Remark car parks	(2020/2021)	\$11,484
Whakamahi carpark development	(2018/2019)	\$25,000
<b>Total:</b>		<b>\$36,484</b>

Table LT1: Relevant community outcomes.

		LAND TRANSPORT ACTIVITY								
COMMUNITY OUTCOMES	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 2: A safe and integrated infrastructure.</i>	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 6: Strong distinct leadership and a sense of belonging.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>	
LAND TRANSPORT CONTRIBUTION	By providing 24/7 access for businesses and consumers for the efficient movement of people and goods, and provision for local contract procurement options.	By providing and maintaining the local roads that form a significant part of the regional transport system, and provision for local procurement options.	The land transport network will be protected, and all potential negative cultural and social effects will be identified and properly managed	By progressively and proactively improving safety features on the land transport network.	The whole land transport system and its management will be properly integrated and consulted on.	Council will lead initiatives to ensure communities are connected through its land transport network.	By progressively and proactively improving safety features on the land transport network.			The planning of the land transport activity is sustainable into the future.

Table LT2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<i>Council will manage the land transport system in a sustainable manner, sufficient to meet the current and projected demand</i>	1, 2, 3, 4, 5 & 9	<p>The percentage of the sealed local road network that is resurfaced, expressed as a number (<i>new mandatory performance measure</i>)</p> <p>All bridges on key industry transport routes meet HCV class 1 requirements. To ensure the network is accessible to the industries for the efficient movement of freight</p>	<p>The percentage of the sealed local road network that is resurfaced, expressed as a number.</p> <p>Year on year improvement</p>
<i>Customers will receive a prompt and efficient service</i>	1, 3, 5, 6, 7 & 9	The public and other road users satisfied with the overall level of service provided. Target is to have no less than 75% of respondents consider the land transport service to be 'fairly good, very good, or better', as measured by the annual public satisfaction survey	75% satisfaction rating
<i>When using the network, all road users will experience a "fair" ride quality on a well-maintained and managed asset (qualified to the extent that it has to be appreciated that over 66% of the network is unsealed)</i>	2, 3, 4, 8 & 9	Council's target is to provide a "fair" ride quality i.e. average sealed road NAASRA <110 for 'fair' ride quality ( <i>new mandatory performance measure</i> )	Average NAASRA of the sealed road network <110

## PAPA RERERANGI - AIRPORT

### WHAT THE COUNCIL DOES

The airport activity comprises of asset-based services such as:

- runway (includes lighting)
- taxiway
- buildings.

The airport provides a service for light aircraft and charter operations. Council is the controlling authority of the airport, and manages and funds the activity to ensure that an operational facility remains within the district to serve the needs of the community.

Council owns:

- the area of land that the Wairoa Airport is situated on
- the waiting lounge and toilets
- the rural land blocks immediately surrounding the airport.<sup>40</sup>

There are other assets on the land that are owned by others such as other buildings, the fertiliser bin and a fuel bowser.

Council develops and implements an Airport Asset Management Plan to ensure that these assets can deliver agreed levels of service to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure a high level of asset management is delivered.<sup>41</sup>

### WHY THE COUNCIL DOES THIS

The airport is a key strategic asset for the district, and while not self-sustaining economically, successive Councils have recognised the need to maintain the facility for the benefit of the whole district.

For all infrastructure assets, Council has a role to:

- provide a defined level of service and monitoring performance
- manage the impact of growth through demand management and asset development
- take a life cycle approach to development costs through effective management strategies
- identify, assess and appropriately control risks
- have a long-term financial plan which identifies required expenditure, and how it will be funded, seeking to achieve the lowest overall whole-of-life costs.

**For more details:**

Refer to the relevant section of the Airport Asset Management Plan. Alternatively contact Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have.

More information on the airport activity can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

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<sup>40</sup> Section 4.1

<sup>41</sup> Section 1

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision making
- sustainability.

There is also a statutory basis for Council's involvement in the airport activity.<sup>42</sup> Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the airport activity include:

- Airport Authorities Act 1966
- Civil Aviation Act 1990.

## COMMUNITY OUTCOMES AND HOW THE AIRPORT ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table AP1 shows the community outcomes of the airport activity (please refer to page 28 for a full list of community outcomes).

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<sup>42</sup> Section 2.1

<sup>43</sup> Section 4.5

<sup>44</sup> Section 4.5

<sup>45</sup> Section 6.4

<sup>46</sup> Section 1.2

## ASSET CONDITION AND PERFORMANCE

Council owns the following assets:

- Land
- operational airstrip
- sealed runway
- edge lighting
- terminal building
- other (includes wind socks and fencing).

A recent assessment of the runway identified that the runway is cracking and wearing with age. The taxiway and aprons are also showing signs of chip loss and will require remedial works in the next three years.<sup>43</sup>

Other than minor maintenance, the buildings are expected to have a remaining life in excess of ten years.<sup>44</sup>

A reactive maintenance regime in the past has generally meant that any performance issues have been dealt with effectively and efficiently. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.<sup>45</sup>

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'To provide a safe and cost-effective facility to meet current needs.'*<sup>46</sup> Council wants to know what customers need to better deliver the airport service as an effective solution. Council intends to monitor this through the level of

service and performance measure framework. This framework utilises the customer service request (CSR) system, annual surveys and submission service.<sup>47</sup>

Table AP2 below details what Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.<sup>48</sup>

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

Whilst it is recognised that the population is stagnant, the level of service required for the airport activity has increased. The arrival of Rocket Lab to the region has significantly boosted tourism opportunities for Wairoa and the airport will become a key gateway for future tourism and growth. The already important air ambulance service has welcomed a new jet engine aeroplane that offers considerable time and medical benefits, if the airport can be improved to accommodate the aircraft. For these reasons, Council has determined that the airport is a strategic asset that should be retained, and improved, to serve the needs of the Wairoa community.

As a result the following has been allocated to ensure the current and future demand is managed:

- \$60,000 has been allocated to the continued certification of the airport over 10 years.
- \$10,000 will be required for building renewals per annum over the next ten years.

*(Costs are based on current day rates).*

## AIRPORT SURFACES/RUNWAY

The condition of the airport surfaces/runway was recently assessed, and this includes:

- The runway is cracking and showing signs of wear due to age. The margins are showing signs of chip loss. A provision of \$411,300 in 2018/19 and \$198,000 in 2019/20 has been allocated to resurfacing works.
- \$150,000 has been allocated for the renewal of runway lighting in 2018/19.

*(Costs are based on current day rates).*

## RUNWAY EXTENSION

In order for the Wairoa Airport to service jet engines, a 300m runway extension has been proposed. The extension is expected to cost \$1m. Council will seek external funding for this and thus has excluded it from its financial forecasts.

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of assessment management will ensure that the airport's assets are managed in the most effective and efficient way, to give optimum solutions, delivering what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.<sup>49</sup>

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<sup>47</sup> Sections 2.2 and 2.3

<sup>48</sup> Section 2.5

<sup>49</sup> Section 8.2



Table AP1: Relevant community outcomes.

	AIRPORT ACTIVITY						
COMMUNITY OUTCOMES	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 2: A safe and integrated infrastructure.</i>	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
AIRPORT CONTRIBUTION	The airport contributes to the economy by providing a means for agricultural spraying.	The airport is a means of transport. Correct management will ensure a safe and effective service.	The recreational use of the airport encourages the culture of the district.	The airport is used for recreational activities. Correct management ensures safe facilities.	The airport is used in emergency events. Without the airport the district would suffer from isolation.	Future planning of the activity ensures a sustainable service over time.	Compliance with RMA and legislative requirements ensures a protected environment.

Table AP2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
Council will maintain the airport and associated facilities to ensure long term sustainability	1,4, 7 & 8	Maintenance, capital and renewal works are carried out in accordance with the plan	Works undertaken are in line with milestones outlined in airport plan (see the weblink on page 12)
Customers will receive a prompt and efficient service	2, 3, 4 & 9	Percentage of respondents 'very satisfied' or 'fairly satisfied' with airport service	80% achievement

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT TRANSPORT

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
4,480,774	Subsidies	4,804,571	5,170,206	5,332,708	5,406,788	5,682,717	5,972,333	6,162,108	6,041,891	6,395,080	6,546,164
4,036,715	Capital Subsidy	4,701,620	5,080,699	5,474,305	4,173,116	3,586,469	3,737,880	3,844,434	3,754,421	4,438,350	4,251,972
581,537	Fees and Charges	40,000	40,809	41,618	42,512	43,476	44,481	45,494	46,588	47,761	48,979
-	Reserves	-	-	-	-	-	-	-	-	-	-
<b>9,099,026</b>	<b>TOTAL INCOME</b>	<b>9,546,191</b>	<b>10,291,714</b>	<b>10,848,631</b>	<b>9,622,416</b>	<b>9,312,662</b>	<b>9,754,693</b>	<b>10,052,036</b>	<b>9,842,899</b>	<b>10,881,191</b>	<b>10,847,115</b>
	<b>EXPENDITURE</b>										
360,440	Employee Benefit Expenses	418,713	427,248	435,975	444,490	453,161	462,037	471,452	481,081	490,585	500,308
2,676,022	Depreciation and Amortisation	2,771,871	3,001,972	3,105,774	3,164,605	3,420,642	3,479,380	3,539,926	3,839,341	3,921,621	3,987,848
75,272	Finance Costs	3,679	7,713	12,744	12,787	12,852	12,944	13,065	13,221	13,417	13,611
7,189,802	Other Operating Expense	6,971,312	7,365,164	7,530,129	7,563,625	7,827,097	8,245,526	8,463,716	8,293,516	8,749,256	8,868,315
-											
<b>10,301,536</b>	<b>TOTAL EXPENDITURE</b>	<b>10,165,576</b>	<b>10,802,097</b>	<b>11,084,622</b>	<b>11,185,506</b>	<b>11,713,753</b>	<b>12,199,886</b>	<b>12,488,159</b>	<b>12,627,160</b>	<b>13,174,879</b>	<b>13,370,081</b>
<b>(1,202,510)</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>(619,385)</b>	<b>(510,383)</b>	<b>(235,991)</b>	<b>(1,563,091)</b>	<b>(2,401,091)</b>	<b>(2,445,193)</b>	<b>(2,436,123)</b>	<b>(2,784,260)</b>	<b>(2,293,688)</b>	<b>(2,522,966)</b>

## PROSPECTIVE FUNDING IMPACT STATEMENT TRANSPORT

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
3,751,812	Uniform, General and Targeted Rates	3,184,937	3,206,885	3,247,925	3,306,783	3,411,741	3,556,811	3,599,575	3,636,860	3,766,948	3,741,975
4,480,774	Subsidies and grants for operating purposes	4,804,571	5,170,206	5,332,708	5,406,788	5,682,717	5,972,333	6,162,108	6,041,891	6,395,080	6,546,164
581,537	Fees charges and targeted rates for water sup	40,000	40,809	41,618	42,512	43,476	44,481	45,494	46,588	47,761	48,979
<b>5,062,311</b>	<b>Total Source of Operating Funding</b>	<b>8,029,508</b>	<b>8,417,900</b>	<b>8,622,251</b>	<b>8,756,083</b>	<b>9,137,934</b>	<b>9,573,625</b>	<b>9,807,177</b>	<b>9,725,339</b>	<b>10,209,789</b>	<b>10,337,118</b>
<b>Application of Operating Funding</b>											
6,059,429	Payments to staff and suppliers	5,964,297	6,337,772	6,416,990	6,501,914	6,729,973	7,073,647	7,349,585	7,134,545	7,508,877	7,676,136
75,272	Finance costs	3,679	7,713	12,744	12,787	12,852	12,944	13,065	13,221	13,417	13,611
1,485,631	Internal Charges and Overheads applied	1,425,729	1,454,640	1,549,114	1,506,200	1,550,285	1,633,915	1,585,583	1,640,053	1,730,964	1,692,486
<b>7,620,332</b>	<b>Total Application of Operating Funding</b>	<b>7,393,705</b>	<b>7,800,125</b>	<b>7,978,848</b>	<b>8,020,901</b>	<b>8,293,110</b>	<b>8,720,506</b>	<b>8,948,233</b>	<b>8,787,819</b>	<b>9,253,258</b>	<b>9,382,233</b>
<b>1,193,791</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>635,803</b>	<b>617,775</b>	<b>643,403</b>	<b>735,182</b>	<b>844,824</b>	<b>853,119</b>	<b>858,944</b>	<b>937,520</b>	<b>956,531</b>	<b>954,885</b>
<b>Total Sources of capital funding</b>											
<b>Source of Capital Funding</b>											
-	Increase in Debt	-	-	-	-	-	-	-	-	-	-
4,036,715	Subsidies and grants for capital expenditure	4,701,620	5,080,699	5,474,305	4,173,116	3,586,469	3,737,880	3,844,434	3,754,421	4,438,350	4,251,972
<b>4,036,715</b>	<b>Total Source of Capital Funding</b>	<b>4,701,620</b>	<b>5,080,699</b>	<b>5,474,305</b>	<b>4,173,116</b>	<b>3,586,469</b>	<b>3,737,880</b>	<b>3,844,434</b>	<b>3,754,421</b>	<b>4,438,350</b>	<b>4,251,972</b>
<b>Application of Capital Funding</b>											
2,842,384	Capital expenditure - to improve the level of s	802,000	603,234	755,885	643,080	673,120	677,144	705,076	709,923	745,403	824,318
5,250,112	Capital expenditure - to replace existing asset	6,238,500	6,861,937	7,108,592	5,308,327	4,364,577	4,597,338	4,687,910	4,555,859	5,557,036	5,208,403
(2,861,990)	Increase (Decrease) in reserves	(1,703,077)	(1,766,697)	(1,746,769)	(1,043,109)	(606,404)	(683,483)	(689,608)	(573,841)	(907,558)	(825,864)
<b>5,230,506</b>	<b>Total Application of Capital Funding</b>	<b>5,337,423</b>	<b>5,698,474</b>	<b>6,117,708</b>	<b>4,908,298</b>	<b>4,431,293</b>	<b>4,590,999</b>	<b>4,703,378</b>	<b>4,691,941</b>	<b>5,394,881</b>	<b>5,206,857</b>
<b>(1,193,791)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>- 635,803 -</b>	<b>- 617,775 -</b>	<b>- 643,403 -</b>	<b>- 735,182 -</b>	<b>- 844,824 -</b>	<b>- 853,119 -</b>	<b>- 858,944 -</b>	<b>- 937,520 -</b>	<b>- 956,531 -</b>	<b>- 954,885</b>
<b>-</b>	<b>Funding Balance (General Rates)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## TE TŌHAU NUI TUAWHĀ NGĀ TAPUTAPU HAPORI - ACTIVITY GROUP FOUR COMMUNITY FACILITIES

- Ngā Urupā
- Papa Tākaro me Whenua Tāpui
- Pātaka Pukapuka
- Taituarā Hapori
- Cemeteries
- Park & Reserves
- Library
- Community Support

## NGĀ URUPĀ - CEMETERIES

### WHAT THE COUNCIL DOES

The cemeteries are an asset and service-based activity that relies primarily on available land to function, along with a network of roading and utilities. Council owns the following public cemeteries:

- Wairoa
- Nuhaka (managed by others)
- Frasertown
- Ruakituri
- Mōre.

There are also private cemeteries and urupā across the district which do not form part of this activity. Council develops and implements an Open Spaces Activity Management Plan to ensure that these assets can deliver agreed levels of service to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure a high level of asset management is delivered.

### WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity

develop and implement the most cost-effective strategies for operating, maintaining, replacing and/or improving the assets develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision making
- sustainability.

There is also a statutory basis for Council's involvement in this activity. Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the cemeteries activity include:

- Burial and Cremation Act 1964.

**For more details:**

Please refer to the relevant section of the Open Spaces Activity Management Plan.

Alternatively contact Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have.

The cemeteries webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

## COMMUNITY OUTCOMES AND HOW THE CEMETERY ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table CE1 shows the community outcomes of the cemetery activity (please refer to page 28 for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

Assets within the public cemeteries include:

- access roads, water supply and drainage
- gates, seats, shelters and litter bins
- memorials (owned by others)
- concrete beams on burial plots.

Cemetery assets are generally considered to be in good condition. The replacement of these assets is driven when they are no longer economical to maintain or are incapable of delivering the required level of service.

A reactive maintenance regime in the past has generally meant that any performance issues are dealt with effectively and efficiently. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's strategic result for this activity is: *'Reliable and safe management and operation of public cemeteries.'* Council wants to know what customers need to better deliver the cemeteries service as an effective solution. Council intends to monitor this through the performance measurement framework. This framework utilises the annual survey process

and customer feedback. Table CE2 details what Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

Affordability and sustainability in an ageing population base are key factors to consider as well as the availability of land to suit demand.

## MAJOR PROJECTS

Major projects to be undertaken in the next ten years include:

- additional burial plot beams (\$15,000 every four years commencing 2018/19)
- stormwater drainage upgrade (\$5,000 in 2018/19).  
*(Costs are based on current day rates).*

## OPTION FOR A PUBLIC CEMETERY IN MAHIA

The option of a new public cemetery in Mahia has been discussed in the past. This will be considered in the next ten years, subject to the identification of a suitable location and the acceptance of the community.

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT

A core level of assessment management will ensure that the cemeteries' assets are managed in the most effective and efficient way to give optimum solutions, to deliver what the ratepayer wants in a cost-effective way. Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.

# WAIROA

Table CE1: Relevant community outcomes.

CEMETERIES ACTIVITY				
COMMUNITY OUTCOMES	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
CEMETERIES CONTRIBUTION	The cemeteries service encourages communities to value the district through provision of family/community resting places.	The cemeteries are considered accessible and safe.	Unique relationships with communities and church organisations create inclusive communities.	Sustainable management of this activity ensures a sustained environment going into the future.

Table CE2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018-2020
<i>Customers will receive a prompt and efficient service.</i>	5	Level of customer satisfaction through annual survey indicates a 'fairly good', 'very good' or better minimum 80% approval rating. How the service is delivered to the community will be monitored through the CSR system.	80% satisfaction rating.

## PAPA TĀKARO ME WHENUA TĀPUI - PARKS & RESERVES

### WHAT THE COUNCIL DOES

Council owns and operates parks and reserves in urban and rural locations across the district. This is an asset and service-based activity that relies primarily on available land to function.

The parks and reserves activity provides services in the form of:

- sports grounds
- public gardens and memorials
- neighbourhood parks and playgrounds
- access along riverbank reserves
- access along foreshore reserves
- public toilets.

Assets within the parks and reserves include but are not limited to:

- land/vegetation
- buildings
- walkways
- playground equipment
- fences, sealed areas and lighting
- boat ramps
- sports facilities such as lighting, seating, clubrooms
- seating, tables, litter bins and memorials.

Council develops and implements a Parks and Reserves Asset Management Plan to ensure that these assets can deliver agreed levels of service to existing and future residents in the most cost-effective way. This has involved the creation of policy to ensure a level of asset management is delivered.

### WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity
- develop and implement the most cost-effective strategies for operating, maintaining, replacing and/or improving the assets
- develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision-making
- sustainability.

There is also a statutory basis for Council's involvement in this activity. Current legislation and regulations which set the minimum service levels that must be provided and which affect asset operation, maintenance and development of the parks and reserves activity include:

- Forest and Rural Fires Act 1977
- Reserves Act 1977
- Litter Act 1979
- Building Act 1992.

**For more details:**

Please refer to the relevant section of the Open Spaces Activity Management Plan. Alternatively contact Council's Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have.



## COMMUNITY OUTCOMES AND HOW THE PARKS AND RESERVES ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table PR1 shows the community outcomes of the parks and reserves activity (please refer to page 28 for a full list of community outcomes).

## ASSET CONDITION AND PERFORMANCE

The majority of Council's parks and reserves' assets are considered to be fit for purpose, are in an acceptable to good condition, and are adequate for the foreseeable future.

A reactive maintenance regime in the past has generally meant that any performance issues are dealt with effectively and efficiently. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'Continued access to and sustainable management of parks and reserves.'*

Council wants to know what customers need to better deliver the parks and reserves service as an effective solution. Council intends to monitor this through the level of service and performance measure framework. This framework utilises the customer service request (CSR) system, annual surveys and submission service.

Table PR2 details what Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

Affordability and sustainability in a stagnant population base are key factors to consider.

## MAJOR PROJECTS

Major projects proposed for the next ten years include:

- public toilet renewals (\$400,000)
  - playground renewals (\$300,000)
  - new public toilets (\$125,000)
- (Costs are based on current day rates).*

## RESERVE MANAGEMENT PLANS

Council has developed a set of Reserve Management Plans. These plans identify the communities' ideas with regards to what people want and are willing to pay for.

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of assessment management will ensure that the parks and reserves' assets are managed in the most effective and efficient way to give optimum solutions, to deliver what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.

Table PR1: Relevant community outcomes.

PARKS AND RESERVE ACTIVITY						
COMMUNITY OUTCOMES	<i>Outcome 2: A safe and integrated infrastructure.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 6: Strong distinct leadership and a sense of belonging.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
<b>PARKS AND RESERVES CONTRIBUTION</b>	Correct management of property ensures safe and secure infrastructure.	Compliance with RMA and legislative requirements ensures a protected environment.	Good management of open spaces encourages local use and ownership.	Correct management of the reserves ensures a safe facility for the public.	Parks and reserves encourage team sports and the unique culture at a community level.	Future planning of the activity ensures a sustainable service over time.

Table PR2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018-2020
<i>Customers will receive a prompt and efficient service.</i>	9	Level of customer satisfaction through annual survey indicates a 'fairly good', 'very good' or better minimum 80% approval rating.	Achieve measure at 80% or higher.
<i>Provide playgrounds in line with standards and legislative requirements.</i>	2, 4 & 7	Record of inspection schedules as method of maintaining safety standards. Percentage of playground assets complying with safety standards.	Achieve measure at 85% or higher.
<i>Provide public toilets that are well maintained.</i>	2 & 7	Percentage of public toilets inspected and cleaned twice daily in all areas, to ensure faults and maintenance issues are recorded and dealt with promptly.	Achieve measure not less than 95%.
<i>Parks and reserve assets that are well maintained.</i>	2,4 & 7	Percentage of parks assets in satisfactory condition (condition grades 1, 2 or 3), to ensure faults and maintenance issues are recorded and dealt with promptly.  Percentage of playgrounds maintained in a safe and clean condition weekly (minimum) in all areas, to ensure faults and maintenance issues are recorded and dealt with promptly.	Achieve measure not less than 95%.  Achieve measure at 85% or higher.
<i>Provide prompt responses for service.</i>	9	Single response performance measure covering cemetery interment requests, public toilet, playground and parks related urgent customer enquiries. Percentage of open space requests responded to within 24 hours.	Achieve measure at 85% or higher.

## PĀTAKA PUKAPUKA – LIBRARY

### WHAT THE COUNCIL DOES

Library lending and information services are principally provided through the Wairoa Centennial Library building on Marine Parade, Wairoa. However, electronic resources and ebooks can be accessed directly through the library website and enquiries can be placed by phone, fax, email or Facebook.

The Library provides many services, including:

- access to a range of information resources, both paper and electronic
- loan of materials from a collection of more than 30,000 items to over 3,000 members
- inter-library loan of materials from other libraries
- Aotearoa People’s Network Kaharoa (APNK) computers and Wi-Fi giving free broadband internet access, scanning and cost recovery printing
- collecting and preserving, or providing access to material about the district, its culture and heritage
- programmes and events for all ages
- library and information professionals to assist customers with enquiries
- a community facility for reading, studying and relaxing.

The most successful annual programme the library runs is the Summer Reading Programme. This is a family orientated, incentive-based reading programme for young children and teenagers. It is made available free of charge due to a substantial grant from the Eastern and Central Community Trust. The aim of the programme is to encourage and stimulate children’s interest in reading through regular, fun and interactive use of the library.

Full membership of the library is required to borrow any item from the lending collection. eAccess cards to borrow ebooks and to access the electronic resources can be requested online via the library website. Full in-house use is open to anyone. The majority of the lending collection is available free of charge. However, there is a charge for newer items

in the bestseller collection, and fines are imposed for overdue, damaged and lost books. The Aotearoa People’s Network is a collaboration between the National Library of New Zealand, public libraries and businesses, with initial funding from the government’s Community Partnership Fund. This covers equipment, networking, training and access to web-based tools and services. Each computer also has a wide suite of software both licensed and open source. It is part of the government’s wider Digital Content Strategy to unlock the nation’s stock of content and build opportunities for New Zealanders to access it.

### WHY THE COUNCIL DOES THIS

The Council’s long-term purpose in operating a library service is to enhance the social and cultural well-being of the community. This is achieved through the provision of access to literature and other learning resources via books and electronic media. In the long term, the concept of libraries as just a receptacle for the written word will likely be invalid, as libraries become portals to vast public information and knowledge bases.

Improving literacy levels through the encouragement of reading may have positive effects on the long-term socio-economic status of residents. The community benefits from a better informed and more literate population. As libraries make information available to everyone in the community, many residents value this activity even though they may not use the service themselves.

**For more details:**

The library website can be accessed through [www.wairoalibrary.co.nz](http://www.wairoalibrary.co.nz)

**Library opening hours**

Monday to Thursday: 10:00 am – 5:00 pm  
 Friday: 9:30 am – 6:00 pm  
 Saturday: 10:00 am – 12:00 pm (noon)  
 Closed: Sundays & Statutory Public Holidays.

Having a library contributes to public pride. Council will continue to manage and operate the library, having in the past explored and rejected a number of alternative options. There is a strong statutory basis for Council's involvement in this activity and Council believes that there are positive advantages to the community.

The goals and principal objectives identified form the basis of our level of service statements, which are detailed below. There is a cost associated with delivering the levels of service described and those costs are presented in the ten-year budget that follows. Council also determines who should carry the cost. For the library, activity funding is sourced from rentals (user pays) and the uniform annual general charge.

## COMMUNITY OUTCOMES AND HOW THE LIBRARY ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table LI1 shows the community outcomes of the library activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

The purpose of the activity is to ensure basic library services are available to all people within the district, complemented by the professional assistance of skilled staff to provide easy access to material and to meet civic, cultural, educational, intellectual, and recreational needs.

The goals and principal objectives of the library are to:

- Promote the library to the wider community as a centre for information, ideas and works of the imagination.
- Explore and implement technologies that enhance communication, knowledge, and information sharing, locally, nationally, and internationally.
- Maintain collections, written and digital, to cater to the needs of the Wairoa

community, both current and for the future.

- Promote reading, and encourage and support lifelong learning and literacy.
- Provide a 'living room away from home' – a space that people can use and relax in, and utilise for debates, educational programmes, and activities.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

Council consulted on a significant upgrade to the library building. Following consultation the work is planned for 2022/23. The total cost is forecast to be close to \$1 million and is contingent in securing 2/3 of the funding via external contributions. There is a risk that the project will not proceed without this, but it's deferral to the middle phase of the LTP provides sufficient time to explore all avenues.

## REVIEW OF COMMUNITY NEEDS

The last ten years has seen constant change in what communities are looking for from their public libraries. In 2016, Public Libraries of New Zealand (PLNZ) hired policy and regulatory specialists Allen + Clarke to do some research. "The purpose of this research was to help PLNZ understand community expectations and needs in relation to library service provision in New Zealand. This information seeks to support PLNZ in ensuring that service delivery is aligned with community expectations and demands."<sup>1</sup>

While none of the focus groups matched the demographic of our community, the overall findings resonated with what the Library staff were being asked for and are a solid platform for some local research in our community.

The needs identified by the Allen + Clarke research were:

- develop social connections
- build a strong sense of community pride
- enable a central information hub
- engage community members, particularly those "at risk"
- foster lifelong learning
- foster well-being

- ensure the availability of resources that enhance health and well-being
- support financial well-being
- build economic-focussed connections
- build awareness of library services
- ensure accessibility.

The need for some local research is also supported by the Digital New Zealanders research: The Pulse of our Nation. They identified that, “Libraries are increasingly re-inventing themselves for the digital world.”<sup>2</sup>

“Libraries provide a natural ‘home’ for developing the digital skills of communities. Most now offer free Wi-Fi connectivity as well as access to internet-connected computers. Librarians are increasingly being asked for support around the use of technologies in the library, as well as the use of personal devices that people bring into the library to access the internet.”<sup>3</sup>

## REVIEW OF USE OF PHYSICAL SPACES

Graham Linwood Architects Ltd undertook a review of the library. The brief for the review was: “The objective of this project is to maximise the library to cope with the current needs of the community and allow flexibility to be able to adapt to the changing needs for a public library.”

Council sees that one of the major continuing changes is the digital world. Many local residents are now reliant on the library’s internet services to access online data and many of these people require assistance from library staff.

When combined, the need for traditional library services alongside the new digital platforms, challenges are created. More space is required for small meetings and where people can quietly download information or reading material.”<sup>4</sup>

“A good library layout that meets multiple community needs could include multiple-use areas, preferably in sufficient quantity that the differing needs of various groups can be simultaneously met. For example, quiet spaces as well as spaces where more noise is anticipated and acceptable; spaces for concentrated study as well as spaces for entertainment or recreational activities; spaces where children are welcomed and spaces where people can experience privacy.”<sup>5</sup>

## CAPITAL EXPENDITURE AND RENEWALS

Apart from the upgrade to the building discussed on Page 97, Council will continuously update its library collection and has included an amount of \$35,000 per year in its budget.

Table LI2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.

1. Research to support Public Library Services for PLNZ (Public Libraries of New Zealand), 1 April 2016 Final Report Allen + Clarke, p1
2. Digital New Zealanders: The Pulse of our Nation: A report to MBIE and DIA, May 2017, p3
3. Digital New Zealanders: The Pulse of our Nation: A report to MBIE and DIA, May 2017, p58
4. Council, Wairoa Centennial Library Proposed Extensions / Alterations Graham Linwood Architects Ltd, 3rd November 2016, p3
5. Research to support Public Library Services for PLNZ, 1 April 2016 Final Report Allen + Clarke, p7

# WAIROA

## LIBRARY ACTIVITY

COMMUNITY OUTCOMES	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>
LIBRARY CONTRIBUTION	<p>By the continual development of local history and Māori collections.</p> <p>By maintaining access to a modern collection of literature reflecting the interests and needs of the Wairoa community.</p>	<p>By providing a facility where people may read, study, relax and become informed.</p> <p>By providing a professional standard of library service that meets the needs of, and is accessible to, all residents of the district.</p>	<p>By forming partnerships and sharing resources with other providers.</p> <p>By supporting the social, cultural, recreational and educational needs of people, free from prejudice.</p>	<p>By providing access to books and electronic resources which assist residents in promoting good health and well-being.</p> <p>By the participation of people in lifelong learning experiences.</p> <p>By improving literacy levels with easy access to information. Encouraging the concept that regular reading is 'fun'.</p>

Table LI1: Relevant community outcomes.

Table LI2: Level of service with associated performance measures.

### LEVEL OF SERVICE STATEMENT

**DEMAND & CAPACITY:**

*Council will continue to provide library services for the district through the Wairoa Centennial Library.*

**CUSTOMER SERVICE & SATISFACTION:**

*Council will respond to all enquiries, requests, complaints, and identified issues in a timely manner.*

COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018-2020
-------------------	---------------------	------------------

3, 4, 5 and 8	One new initiative put in place in response to community needs for library services.	One new initiative annually.
3, 4, 5 and 8	Level of customer satisfaction through survey indicates a 'fairly good, very good or better' minimum 80% approval rating.	Achieve measure.

## TAITUARĀ HAPORI - COMMUNITY SUPPORT

### WHAT THE COUNCIL DOES

The Council believes it has a role to play in supporting community events and facilities by providing funding for community initiatives. Community support covers the activities associated with community funding.

The provision for grants is an integral component of Council's strategy to empower local communities and assist them in achieving their vision and strategic outcomes. Council's preferred mechanism for involvement is through funded service contracts, or advocacy on behalf of community groups and organisations.

There is public expectation for Council to contribute to the recreational and social aspects of the district. The Council provides funding to:

- Wairoa Community Centre
- Wairoa District Heritage & Museum Trust
- Sport Hawke's Bay
- Wairoa Mobility Bus
- RoadSafe Hawke's Bay
- Yroa Ynot!

Applications from other organisations engaged in the management of community facilities/events are currently considered on a case-by-case basis. Council is continuously working with regional partners to develop regional strategies.

### COMMUNITY OUTCOMES AND HOW THE COMMUNITY SUPPORT ACTIVITY CONTRIBUTES

The provision of community support to organisations and community groups, influences and contributes to Council's strategic goal of the provision of: *'Community Development*

*and Participation.'* Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses.

To enable this, Council has made a commitment to continue to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table CS1 shows the community outcomes of the community support activity (please refer to page 28 for a full list of community outcomes).

### HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal is to provide a co-ordinated response to the provision of recreational, health, safety, education and other community services. In order to achieve this goal, Council will:

- Ensure that community events, facilities and funding are available to foster community identity and participation, and to encourage the use of community facilities.
- Allocate Council funding to organisations where appropriate.
- Work co-operatively with other organisations to share information, and to develop and monitor indicators to measure progress towards the district's vision and community outcomes.
- Enter into partnerships for the provision of community facilities and services, to enhance the well-being of the district, as well as meet community outcomes.

Table CS2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.



## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### CONTINUAL SERVICES REVIEW

Changes to the district’s demographics may affect the future provision of funding to community facilities, organisations and/or services. Council intends to monitor demand and customer/ratepayer expectations in conjunction with operators of community facilities, by surveying existing customers with regard to satisfaction with the standard, quality and number of existing Council-supported facilities.

The split between Council-owned and Council-funded facilities and those owned and/or operated by private sector parties, government agencies, or community-based organisations, will be monitored and reviewed on an ongoing basis, to ensure that the Council’s involvement is enhancing the delivery of desired social outcomes and not competing with other existing or potential providers.

Table CS1: Relevant community outcomes.

COMMUNITY OUTCOMES	COMMUNITY SUPPORT ACTIVITY		
	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>
COMMUNITY SUPPORT CONTRIBUTION	By ensuring the community has access to, and a means to express cultural values and experiences.	By ensuring a high standard of sporting and recreational facilities are available to the community for all to enjoy.	By ensuring that community events, facilities, and funding are available to the community for all to enjoy.

Table CS2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018-2020
<p><b>DEMAND:</b>  <i>Council will assist in the provision of healthy, accessible and enjoyable community facilities and encourage community participation.</i></p>	3, 4 & 5	<p>Community facilities are user focused, reviewed, and improved/changed in direct response to feedback from the local community through:                      consultation                      needs analysis                      surveys</p>	<p>The numbers of customers visiting the Wairoa Community Centre and Wairoa Museum are the same or better than that of the previous year.</p>
<p><b>QUALITY:</b>  <i>Community facilities will provide a valuable resource for the creation of local communities of interest as meeting places and for passive and physical leisure.</i></p>	3, 4 & 5	<p>Overall 'user' satisfaction of community facilities through survey indicates a 'fairly good, very good or better' approval rating of not less than 80%.</p>	<p>Achieve measure.                      Councillors, managers and staff will have a broad level of awareness of local needs and ensure these are well represented in policy, plans, and provision of community facilities provided by the Council.                      Reports are received from the Wairoa Community Sports Centre, Wairoa Museum and Sport Hawke's Bay in accordance with funding contracts/agreements.                      Monthly reports are received from the Visitor Information Centre.</p>
<p><b>COSTS &amp; FUNDING:</b>  <i>Funds are provided for community facilities and initiatives in accordance with Council's community outcomes.</i></p>	3, 4 & 5	<p>Council grants to funded organisations are paid in accordance with funding contracts/agreements.</p> <p>Residents are satisfied with value for money through rates on supporting community facilities and organisations. Community organisations are assisted to build capabilities, resources and structures.</p> <p>Funding contract/agreements are reviewed annually/triennially in accordance with existing funding contract specifications</p>	<p>Funding is made available for distribution to community facilities and organisations within allocated timeframes                      Approval rating of not less than 80%                      Funded organisations achieve/exceed agreed service provision targets as specified in funding contracts/agreements.</p> <p>Council to review and approve the annual/triennial renewal of existing contracts/agreements.</p>

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT COMMUNITY FACILITIES

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
64,068	Subsidies	60,068	61,269	62,471	63,792	65,234	66,736	68,237	69,859	71,601	73,403
100,000	Capital Subsidy	-	-	-	-	651,600	-	-	-	-	-
146,566	Fees and Charges	65,110	61,356	67,821	69,280	76,330	78,082	91,339	93,585	107,928	110,683
-	Reserves	-	-	-	-	-	-	-	-	-	-
<b>310,634</b>	<b>TOTAL INCOME</b>	<b>125,178</b>	<b>122,625</b>	<b>130,292</b>	<b>133,073</b>	<b>793,164</b>	<b>144,818</b>	<b>159,576</b>	<b>163,444</b>	<b>179,529</b>	<b>184,086</b>
	<b>EXPENDITURE</b>										
276,908	Employee Benefit Expenses	284,679	290,153	295,746	303,621	309,506	315,525	323,893	330,592	337,062	345,823
188,198	Depreciation and Amortisation	256,435	271,450	280,431	292,575	293,890	310,747	324,879	334,924	347,476	358,327
62,700	Finance Costs	26,327	42,152	41,398	41,761	53,944	52,409	52,334	50,442	49,273	47,939
1,695,050	Other Operating Expense	1,691,123	1,721,098	1,760,321	1,829,712	1,874,184	1,936,765	1,959,957	2,011,751	2,082,533	2,111,218
-											
<b>2,222,856</b>	<b>TOTAL EXPENDITURE</b>	<b>2,258,564</b>	<b>2,324,853</b>	<b>2,377,896</b>	<b>2,467,669</b>	<b>2,531,525</b>	<b>2,615,446</b>	<b>2,661,062</b>	<b>2,727,710</b>	<b>2,816,343</b>	<b>2,863,307</b>
<b>(1,912,222)</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>(2,133,386)</b>	<b>(2,202,228)</b>	<b>(2,247,604)</b>	<b>(2,334,597)</b>	<b>(1,738,361)</b>	<b>(2,470,628)</b>	<b>(2,501,486)</b>	<b>(2,564,266)</b>	<b>(2,636,813)</b>	<b>(2,679,221)</b>

## PROSPECTIVE FUNDING IMPACT STATEMENT COMMUNITY FACILITIES

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>Total Sources of Operating Funding</b>										
	<b>Source of Operating Funding</b>										
1,930,729	Uniform, General and Targeted Rates	2,111,617	2,178,481	2,220,091	2,334,460	2,394,210	2,473,197	2,491,797	2,555,255	2,621,884	2,660,513
164,068	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
146,566	Fees charges and targeted rates for water supply	65,110	61,356	67,821	69,280	76,330	78,082	91,339	93,585	107,928	110,683
<b>2,241,363</b>	<b>Total Source of Operating Funding</b>	<b>2,176,727</b>	<b>2,239,837</b>	<b>2,287,912</b>	<b>2,403,740</b>	<b>2,470,540</b>	<b>2,551,279</b>	<b>2,583,136</b>	<b>2,648,840</b>	<b>2,729,812</b>	<b>2,771,196</b>
	<b>Application of Operating Funding</b>										
1,635,751	Payments to staff and suppliers	1,722,403	1,752,451	1,777,687	1,865,680	1,907,486	1,959,078	2,002,379	2,050,290	2,109,045	2,156,176
67,650	Finance costs	25,979	29,922	29,481	30,021	29,941	29,044	29,609	28,356	27,827	27,132
336,207	Internal Charges and Overheads applied	253,399	258,800	278,380	267,653	276,204	293,212	281,471	292,054	310,549	300,865
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>2,039,608</b>	<b>Total Application of Operating Funding</b>	<b>2,001,781</b>	<b>2,041,173</b>	<b>2,085,548</b>	<b>2,163,354</b>	<b>2,213,631</b>	<b>2,281,334</b>	<b>2,313,459</b>	<b>2,370,700</b>	<b>2,447,421</b>	<b>2,484,173</b>
<b>201,755</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>174,946</b>	<b>198,664</b>	<b>202,365</b>	<b>240,387</b>	<b>256,909</b>	<b>269,945</b>	<b>269,677</b>	<b>278,140</b>	<b>282,392</b>	<b>287,023</b>
	<b>Total Sources of capital funding</b>										
	<b>Source of Capital Funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	651,600	-	-	-	-	-
-	Increase in Debt	195,000	61,320	-	29,646	18,204	-	43,161	-	22,728	23,315
-	<b>Total Source of Capital Funding</b>	<b>195,000</b>	<b>61,320</b>	<b>-</b>	<b>29,646</b>	<b>669,804</b>	<b>-</b>	<b>43,161</b>	<b>-</b>	<b>22,728</b>	<b>23,315</b>
	<b>Application of Capital Funding</b>										
1,260,000	Capital expenditure - to improve the level of service	251,000	73,335	77,264	121,612	1,084,179	94,759	142,401	108,229	135,776	143,617
235,000	Capital expenditure - to replace existing assets	225,000	132,860	62,664	64,043	65,467	167,447	68,413	69,956	71,527	73,146
(1,293,245)	Increase (Decrease) in reserves	(106,054)	53,789	62,437	84,378	(222,933)	7,739	102,024	99,955	97,817	93,575
<b>201,755</b>	<b>Total Application of Capital Funding</b>	<b>263,892</b>	<b>313,774</b>	<b>264,801</b>	<b>354,410</b>	<b>703,780</b>	<b>277,684</b>	<b>414,862</b>	<b>378,094</b>	<b>402,937</b>	<b>403,912</b>
<b>(201,755)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(174,946)</b>	<b>(198,664)</b>	<b>(202,365)</b>	<b>(240,387)</b>	<b>(256,909)</b>	<b>(269,945)</b>	<b>(269,677)</b>	<b>(278,140)</b>	<b>(282,392)</b>	<b>(287,023)</b>
-	<b>Funding Balance</b>	-	-	-	-	-	-	-	-	-	-

## TE TŌHAU NUI TUARIMA MAHERE ME WAETURE - ACTIVITY GROUP FIVE PLANNING & REGULATORY

- Kaupapa Here Rauemi
- Oranga Taiao
- Whakararata Waihanga
- Whakararata Waipiro
- Pāero
  - Whakararata Kuri
  - Whakararata Kararehe
  - Whakauruhi Pāero
- Te Rākau Whakamarumarū
- Resource Planning
- Environmental Health
- Building Control
- Liquor Control
- Bylaw Compliance
  - Dog Control
  - Livestock Control
  - General Bylaw Enforcement
- Emergency Management

## KAUPAPA HERE RAUEMI - RESOURCE PLANNING

### WHAT THE COUNCIL DOES

In June 2005, Council adopted the Operative Wairoa District Plan. The Plan sets out the framework for the sustainable management of natural and physical resources in the district. Council is required to review the District Plan every ten years – the review of the current District Plan started in 2015.

The District Planner is primarily responsible for administration and implementation of the District Plan which includes processing resource consents (land use and subdivision) and other regulatory approvals.

### WHY THE COUNCIL DOES THIS

There is a strong statutory basis for Council's involvement in this activity. This activity is responsible for addressing resource management and planning responsibilities. These include Council's statutory requirements under the Resource Management Act 1991 (RMA) and the Local Government Act 2002, as well as addressing the expectations of the community outcomes process.

One aspect of the resource planning function undertaken by Council is to specifically manage potential and material negative effects. While this activity is focussed in its most direct form on environmental issues, failure by Council to carry out its role in resource planning could result in significant negative effects, not only in terms of the environmental well-being but also the economic, social and cultural well-being of the district and its residents. Such effects are taken into consideration in policy formulation and implementation.

### COMMUNITY OUTCOMES AND HOW THE RESOURCE PLANNING ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table RE1 shows the community outcomes of the resource planning activity (please refer to page 28 for a full list of community outcomes).

These objectives will be met by having a robust District Plan, which provides guidelines and certainty in terms of community expectations. The table below provides a level of service statement on how Council will monitor progress which is then detailed as performance measures with associated yearly targets.

**For more details:**

The resource consents webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz) along with the District Plan.

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council has the following objectives for this activity:

- To ensure that relevant legislation, regulations and bylaws are monitored and enforced, so Council meets its requirements.
- To have a District Plan that meets the needs of the community, provides some certainty to developers and meets the requirements of the RMA.
- To process and assess resource consent applications in accordance with statutory timeframes.
- To provide high quality information, advice and analysis to Council in order to facilitate the sustainable management of natural resources.
- To manage natural resources sustainably using available statutes, plans and processes.
- To monitor, review and revise the District Plan to ensure community outcomes are achieved and natural resources are managed in a sustainable manner.
- To ensure all resource consent applications are processed in accordance with statutory requirements so as to limit Council's potential exposure to litigation.
- To ensure that consenting and monitoring activities are carried out within budget.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### DISTRICT PLAN REVIEW

Section 73(1) of the RMA requires Council to have a District Plan to assist in the carrying out of its functions in order to achieve the purpose of the Act. Council has a District Plan that became operative in 2005. Section 79 of the RMA requires that a District Plan must be reviewed every ten years. The Wairoa District Plan is now under review.

Reviewing the District Plan is a significant project and must be undertaken by people skilled in policy formulation and analysis. A complete review of the plan including the extensive

consultation required by the RMA will take a great deal of time. When the plan was first formed consultants were used extensively. The use of consultants is not considered to be the best option as it limits Council's ability to engage directly with the community and reduces the direct input from the community and other Council staff in the formulation of policy objectives and rules. Additionally, it is often more costly to have consultants engaged over such long timeframes (the full District Plan review is estimated to take several years).

Council proposes to employ two policy planners to undertake the work required. These staff will be supported by subject matter experts where required.

Table RE1: Relevant community outcomes.

COMMUNITY OUTCOMES	RESOURCE PLANNING ACTIVITY		
	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
RESOURCE PLANNING CONTRIBUTION	Council requires the obtaining of a resource consent when proposing earthworks on heritage sites listed in the District Plan, or when any modification of a heritage site is proposed.	Resource management and planning via the Operative Wairoa District Plan 2005 and statutory planning via the Resource Management Act 1991 (& amendments).  Council requires resource and subdivision consents for specified proposed land use activities, and the development of policies and strategies relating to the district's future development.	

Table RE2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018-2020
<p><b>Legislative Obligations:</b></p> <p>a) <i>As required by the Resource Management Act 1991, the Council will maintain an Operative District Plan to guide the future development of the district.</i></p> <p><i>The present District Plan became operative in June 2005. A review of the District Plan began in 2015.</i></p> <p><i>The Council will also formulate development policies and strategies.</i></p> <p>b) <i>The Council will ensure that all subdivision and development in the district takes place in conformity with all of the requirements of the District Plan.</i></p>	3, 8 & 9	Council is committed to processing all applications within the statutory timeframes as set under the Resource Management Act.	Achieve measure.



## ORANGA TAIAO - ENVIRONMENTAL HEALTH

### WHAT THE COUNCIL DOES

Environmental health encompasses a range of activities aimed at protecting and improving public health of communities, and is closely linked with the prevention of ill health by promoting positive environmental factors. The Health Act requires that Councils retain the services of environmental health personnel for those purposes.

Council is approved as an organisation to undertake audits and approval of food control plans.

### HOW ENVIRONMENTAL HEALTH IS MANAGED

The Environmental Health Officer is responsible for a number of environmental health duties for the Council including:

- Registration, auditing and reporting on food premises registered under the Food Act 2014.
- Inspecting and licensing food premises in accordance with the Food Hygiene regulations 1974.
- Sampling of water quality under the Health Act 1956 and other statutes.
- Investigation of public health nuisances such as noise, pollution (air/water/land), odour, rodents and pests, sub-standard housing, sewage disposal, litter/fly dumping.
- General administration and implementation of public health regulatory frameworks i.e. bylaws, codes of practice, standards, Council policy, regulations and acts of parliament.

The Council provides an after-hours noise control service to deal with noise complaints and during office hours the Environmental Health Officer (EHO) deals with any noise complaints.

### WHY THE COUNCIL DOES THIS

Council's long-term focus for environmental health activities is to promote a safe living environment through education, the monitoring and enforcement of legislation, regulations and bylaws.

There is a strong statutory basis for Council's involvement in this activity and Council believes that there are positive advantages to the community well-being through this involvement.

Under Section 31 of the Resource Management Act, territorial authorities have a responsibility to control the emission of noise and to mitigate the effects of noise within their districts. Noise complaints generally fall into the category of unreasonable or excessive noise.

Under Section 23 of the Health Act, every local authority has a duty to promote and conserve the public health within its District. This is achieved through investigations and abatement of nuisances, the making and implementation of other public health controls through bylaws, codes of practice, standards, Council policy, regulations and acts. These relate to a wide range of activities e.g. camping grounds, hairdressers, funeral directors, noise and litter control etc.

**For more details:**

The Environmental Health webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

## COMMUNITY OUTCOMES AND HOW THE ENVIRONMENTAL HEALTH ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table EH1 shows the community outcomes of the environmental health activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council has a responsibility to safeguard community health and safety. To do this it is necessary for Council to ensure that environmental health services are provided and to ensure that certain objectives are met for this activity, in order to maintain a safe and healthy living environment for the district's communities.

Table EH2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.

Council objectives for this activity are to:

- Ensure that relevant legislation, regulations and bylaws are implemented, such that Council meets its requirements and statutory obligations.
- Ensure that all premises registered in terms of the Health Act are inspected on a regular basis, hygienic practices promoted, and that food for human consumption is safe, wholesome and free from adulteration.
- Provide efficient customer service, investigating and resolving complaints.
- Utilise and monitor external contractors to deliver key environmental services which the Council is not able to carry out.
- Fulfil an environmental health role within Council's structure in the event that

emergencies or other unusual circumstances arise.

- Undertake the activities required under the Food Act 2014 to optimise the provisions of safe, commercially produced food for customers.
- Minimise adverse effects on public health in the community.
- Ensure all functions are carried out within timeframe and budget.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### CHANGES TO FOOD SAFETY

Legislative changes have an impact on the future demand for environmental health services. For example:

#### HEALTH ACT (1956)

This is currently under review but it is understood that the proposed Act will contain many of the core elements, which underpin current environmental health principles and activities, including a requirement that local authorities retain the services of environmental health professionals. Global pandemics such as bird flu and Aids are likely to intensify the need for public health personnel.

#### FOOD HYGIENE REGULATIONS (1974)

These regulations, which currently provide the regulatory trail for the inspection and licensing of food premises, will be phased out as the provisions of the Food Act 2014 are introduced over a period ending 2019. The final outcome will be that the Ministry for Primary Industries (MPI) will have control of all food premises within the country by means of risk-based 'Food Control Plans and programmes.' Territorial local authorities are key components in the regulatory/administrative processes for the approval, monitoring or control of businesses operating under these provisions. There will be an ongoing requirement for environmental health officers to be involved in food regulation, for an indefinite period into the future. With an increasing emphasis on risk assessment and

quality management, the extent of the administrative component of this activity has increased and will continue to be a major component of food regulations in the district.

## **CHANGES TO HAZARDOUS SUBSTANCES AND NEW ORGANISMS ACT (1990)**

The Hazardous Substances and New Organisms Act 1990 (HSNO) places an obligation upon local authorities to:

- Enforce the provisions of the Act in public places. This means that where hazardous substances are used or escape in public places (e.g. fairs, flea markets, recreational areas, streets, reserves etc.) it is the duty of the local authority in whose area of jurisdiction this occurs.
- To ensure that the requirements of the HSNO Act are implemented. This can be a complicated process.
- Respond to emergencies involving hazardous substances, e.g. road, rail or air accidents, industrial accidents, methamphetamine laboratories that ignite or explode etc.

The EHO is required to assist Fire and Emergency New Zealand in emergency events and is available to assist in the event of an emergency occurring which has implications for public health.

These roles are likely to remain the responsibility of the local authority under the HSNO Act and other legislation, including: the Health and Safety at Work Act 2015 and Work Safe New Zealand Act 2013. It is considered that ongoing training in this field is vital to enable the EHO to respond in the most effective way and with the least personal risk. It is important that a range of appropriate protective clothing and equipment be kept on hand for use in emergencies.

## **NEW ZEALAND DRINKING WATER STANDARDS**

The Environmental Health Service is involved in water quality monitoring of Council drinking water supplies. This requires the identification and initiation of responses to transgressions, particularly in rural supplies, so that appropriate corrective action is taken to comply with the New Zealand Drinking Water Standards. The EHO is involved with the

maintenance of the quality system based on ISO 9000 and other standards for water testing laboratories. The EHO's role in these aspects of the Council's responsibilities is likely to increase as the required standards are raised by central government and as a result of population growth and pressure on resources (pollution/scarcity).

Table EH1: Relevant community outcomes.

<b>ENVIRONMENTAL ACTIVITY</b>			
<b>COMMUNITY OUTCOMES</b>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>
<b>ENVIRONMENTAL HEALTH CONTRIBUTION</b>	<p>Local communities working together to reduce the risk of hazards and providing for their own safety and well-being.</p> <p>Partnerships and co-ordination provide for effective responses.</p>	<p>Licensing, education, enforcement, complaint resolution and monitoring activity to avoid and mitigate adverse effect on public health.</p> <p>Provides a uniform system of control to promote the sale of food which is safe.</p>	

Table EH2: Level of service with associated performance measures.

<b>LEVEL OF SERVICE STATEMENT</b>	<b>COMMUNITY OUTCOME</b>	<b>PERFORMANCE MEASURE</b>	<b>TARGET 2018-2020</b>
<p><b>Legislative Obligations:</b></p> <p><i>(a) The Council will ensure all premises that are required to be registered under the Health Act 1956, the Food Act 2014, and the Food Hygiene Regulations 1974, comply with the relevant legislation, e.g.: food premises; hairdressers; funeral directors; and camping grounds.</i></p> <p><i>And it will take steps to ensure that all food workers are aware of their obligations.</i></p> <p><i>(b) It will also:</i></p> <p><i>i) monitor the community's water, wastewater, stormwater and sanitary services to ensure that they are being satisfactorily managed, and are performing satisfactorily, from the health point of view; and</i></p> <p><i>ii) maintain a general overview of the public health of the district and respond to public health complaints.</i></p>	5, 7 & 8.	<p>100% of premises registrations during the financial year have been completed.</p> <p>100% of all complaints about unreasonable noise are responded to in accordance with legislation, regulations and Council policy.</p>	<p>Achieve measure.</p> <p>Achieve measure.</p>

## WHAKARARATA WAIHANGA - BUILDING CONTROL

### WHAT THE COUNCIL DOES

Council undertakes a wide range of building-related functions including:

- administering the Building Act 2004 including its amendments and regulations
- ensuring compliance with the Building Code and regulations
- processing applications for building consents for compliance with the New Zealand Building Code within prescribed time frames
- issuing project information memoranda
- issuing code compliance certificates
- processing applications for a certificate of acceptance
- processing applications for a certificate of public use
- issuing notices to fix for illegal and non-compliant building work
- issuing compliance schedules
- recording building warrant of fitness details
- determining whether applications for waiver or modification of the Building Code, or documents for use on establishing compliance with the provision of the code should be granted or refused
- maintaining a building records system available for public access for the life of the building to which it relates
- investigating complaints relating to unauthorised building work
- providing information to the public on building-related matters
- protecting other property from physical damage from the construction, use and demolition of buildings
- any other function specified under the Building Act 2004 and its amendments.

### WHY THE COUNCIL DOES THIS

Council is required by law to carry out building control activities under the Building Act 2004. The purpose of this Act is to provide for the regulation of building work, the establishment of a licensing regime for building practitioners, and the setting of performance standards for buildings to ensure that:

- (a) people who use the buildings can do so safely and without endangering their health*
- (b) buildings have attributes that contribute appropriately to the health, physical independence, and well-being of the people who use them*
- (c) people who use a building can escape from the building if it is on fire*
- (d) buildings are designed, constructed, and able to be used in ways that promote sustainable development.*

Responsibilities under the Building Act 2004 can be clearly delineated into responsibilities as a building consent authority (BCA) and responsibilities as a territorial authority.

Council has chosen to register as a BCA and to complete the requirements for being accredited. The BCA must meet the standards outlined in the Building (Accreditation of Consent Authorities) Regulations 2007 and be reassessed every two years to maintain accreditation status.

As a BCA, Council has responsibilities under the Building Act 2004, including issuing building consents, inspecting building work, issuing notices to fix, code compliance certificates and compliance schedules.

**For more details:**

The building control webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz).

Council's responsibilities also include:

- Issuing project information memoranda, grant exemptions, waivers and modifications, certificates of acceptance.
- Amending compliance schedules.
- Administering and enforcing provisions for building warrants of fitness.
- Performing functions relating to dangerous, affected, and insanitary buildings.
- Ensuring that every swimming pool in the district is inspected every three years in accordance with the Building (Pools) Amendment Act 2016.
- Any other duties required under the Building Act 2004 or other legislation which impacts on building work in the district.

## COMMUNITY OUTCOMES AND HOW THE BUILDING CONTROL ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table BC1 shows the community outcomes of the building control activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is to provide: *'An acceptable standard of building development within the district through the positive application of the Building Act 2004.'*

In order to achieve this goal, Council has committed to the following objectives:

- To ensure that relevant legislation, regulations and bylaws are monitored and enforced such that Council meets its requirements.
- To ensure new and existing buildings within the district comply with the appropriate standards and codes.
- To ensure statutory deadlines are met for processing building consents under the Building Act 2004.
- To employ effective, user-friendly consent handling and associated administrative processes.
- Promote the construction of safe and healthy buildings and ensure they are maintained in a safe and sanitary state.
- To maintain a register of swimming pools within the district and ensure fences are checked three yearly.
- To ensure policies and procedures are in place for the completion of an audit on building warrants of fitness, to ensure that building owners are complying with the requirements of compliance schedules.
- To ensure adequate qualified staff are employed to complete all of the above.
- To ensure staff receive adequate training to enable them to complete work to an acceptable standard.
- To ensure that Council's role as a BCA is maintained by meeting the standards outlined in the Building (Accreditation of Consent Authorities) Regulations 2007.

Table BC2 below details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### BUILDING (EARTHQUAKE-PRONE BUILDINGS) AMENDMENT ACT 2016

New Zealand is extremely prone to seismic activity and ensuring the safety of people is paramount. Buildings need to be safe for occupants and users. The Building (Earthquake-prone Buildings) Amendment Act 2016 introduced major changes to the way earthquake-prone buildings are identified and managed under the Building Act. It uses knowledge learned from previous earthquakes in New Zealand and overseas.

The system is consistent across the country and focuses on the most vulnerable buildings in terms of people's safety. It categorises New Zealand into three seismic risk areas and sets time frames for identifying and taking action to strengthen or remove earthquake-prone buildings. It provides more information for people using buildings, such as nationally consistent notices with ratings for earthquake-prone buildings and a public earthquake-prone buildings register.

### BUILDING (POOLS) AMENDMENT ACT 2016

The Building Act 2004 (the Act) requires residential pools to have barriers that restrict access by unsupervised children under five years of age. This guidance describes the residential pool provisions of the Act that took effect on 1 January 2017, and aims to help Councils to enforce the barrier requirement for residential pools. Residential pools that are filled or partly filled with water must have physical barriers that restrict access by unsupervised children under five years of age. This requirement applies to pools that can be filled with water to a depth of 400mm or more.

Key changes include:

- A new requirement for mandatory inspections of swimming pools every three years.
- Allowing safety covers to be used as barriers for spa pools and hot tubs.
- Introducing additional enforcement tools for Councils, including notices to fix.

These changes took effect from 1 January 2017, but require resourcing to enforce appropriately.

Table BC1: Relevant community outcomes.

		<b>BUILDING CONTROL ACTIVITY</b>				
<b>COMMUNITY OUTCOMES</b>		<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 4: Safe and accessible recreational facilities.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
<b>BUILDING CONTROL CONTRIBUTIONS</b>	Streamlined building consents and full advantage taken of technology in processing and inspecting applications. Using drones for roofing and hard to access inspections.	To prevent accidental drowning, ensuring that all known swimming pools are fenced and checked every three years.	By providing help and guidance on the requirements of the Building Act.	By ensuring buildings in the district are constructed to be safe for occupants to use and built to be compliant with Building Code requirements.	Protecting current and future owners from the negative effects of poor building and plumbing practice.	

Table BC2: Level of service with performance measures.

<b>LEVEL OF SERVICE STATEMENT</b>	<b>COMMUNITY OUTCOME</b>	<b>PERFORMANCE MEASURE</b>	<b>TARGET 2018 - 2020</b>
<p><b>Legislative Obligations:</b></p> <p>(a) Council will monitor and exercise control over all building work that is undertaken in the District in accordance with its role as a BCA.</p> <p>(b) Council processing, inspection and certification of buildings meets the requirements of the Building Act 2004.</p> <p>(c) Ensure that all building work is monitored and addressed to an extent that offers assurance that people, places and property will not be significantly harmed.</p> <p>(d) Council will monitor and enforce the requirements of the Fencing of Swimming Pools Act 2016.</p> <p>(e) All applications for consent or other information will be processed within statutory time frames.</p>	1, 4, 7 & 9	<p>100% of building consents are processed within statutory time frames.</p> <p>100% of certificates of acceptance are processed within statutory time frames.</p>	<p>Achieve measure.</p> <p>Achieve measure.</p>



## WHAKARARATA WAIPIRO - LIQUOR CONTROL

### WHAT THE COUNCIL DOES

This activity is responsible for the licensing control and administration of liquor. Council uses the Wairoa District Licensing Committee as its agency to regulate the sale of liquor under the Sale and Supply of Alcohol Act 2012. The aim of this Act is that:

- (a) the sale, supply, and consumption of alcohol should be undertaken safely and responsibly
- (b) the harm caused by the excessive or inappropriate consumption of alcohol should be minimised.

Council has put in place a framework to meet its obligations through the District Licensing Committee. All licensing requirements for the district are processed by the Liquor Control Section within the Regulatory Department of Council. Council also undertakes monitoring of licensed premises under the Sale and Supply of Alcohol Act 2012.

### WHY THE COUNCIL DOES THIS

A liquor licence is required when selling alcohol, in any form. All liquor licences and managers certificates are processed by Council's District Licensing Committee.

Council's long-term focus for liquor control activities is to ensure a safe living environment is maintained through the promotion, monitoring and enforcement of legislation, regulations and bylaws.

### COMMUNITY OUTCOMES AND HOW THE LIQUOR CONTROL ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table LC1 shows the community outcomes of the liquor control activity (please refer to page 28 for a full list of community outcomes).

### HOW PEOPLE CAN JUDGE THE COUNCIL

Council is committed to maintaining a safe living environment for the district's communities.

Council's objectives for this activity are:

- To ensure that relevant legislation, regulations and bylaws are monitored and enforced such that Council meets its requirements.
- To ensure alcohol control produces positive health outcomes for the

**For more details:**

The liquor licensing webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

community as a whole, by working in conjunction with other agencies.

- To ensure appropriate resources are available to meet the legislative requirements of the activity.
- To monitor activity to ensure interventions result in the maintenance/improvement of a safe community.
- To ensure community outcomes are being met.

The Sale and Supply of Alcohol Act 2012 dictates a number of statutory requirements that place limitations upon Council as it prepares applications for submission to the District Licensing Committee, which acts as an independent impartial agency. Decisions on applications are made by the District Licensing Committee.

For example, liquor licences benefit the applicant and, therefore, these activities are funded through licence fees which are set by statute. These statutory fees may not cover the full costs of the licensing process, which includes monitoring and enforcement. Council does not have the legislative mandate to alter these fees. As a consequence, the balance can only be recovered from rates.

Table LC2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### ALCOHOL REFORM

The introduction of a Local Alcohol Policy under the Sale and Supply of Alcohol Act 2012 will introduce a “local component” designed to best serve the local community.

Table LC1: Relevant community outcomes.

LIQUOR CONTROL ACTIVITY			
COMMUNITY OUTCOMES	<i>Outcome 4: Safe and accessible recreation facilities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>
<b>LIQUOR CONTROL CONTRIBUTIONS</b>	Liquor ban areas are developed to minimise public drinking around sensitive facilities.	Carrying out licensing, monitoring and enforcement activities, to ensure that the sale and supply of liquor is properly managed and controlled, in order to protect public health and prevent anti-social community impacts.	

Table LC2: Level of service and associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<b>Legislative Obligations:</b>	4, 7 & 8	100% of management licences processed within 30 days in accordance with the legislation.	Achieve measure.
<i>The District Licensing Committee will issue 'on, off and club' licences that allow the sale and supply of liquor. Inspections will be carried out as required.</i>		100% of renewal and new licences processed within statutory time frames.	Achieve measure.
<i>It will also process applications for renewal licences and for special licences (which are licences that allow the sale and supply of liquor at events such as sporting occasions, street parties and other functions).</i>			

## PĀERO - BYLAW COMPLIANCE

### WHAKARARATA KŪRI - DOG CONTROL WHAKARARATA KARAREHE - LIVESTOCK CONTROL WHAKAURUHI PĀERO - GENERAL BYLAW ENFORCEMENT

#### WHAT THE COUNCIL DOES

The activity group covers the enforcement of many of the Council's bylaws. A bylaw is a regulatory instrument put into place under an Act of Parliament and enacted through Council. Bylaws are put into place for various reasons, some of which are:

- public health and safety
- animal control
- regulation of freedom camping
- environmental controls not covered by other regulatory instruments or legislation.

#### DOG CONTROL

This activity is responsible for the administration and enforcement of the Dog Control Act 1996 and its amendments as well as the associated Council Dog Control Bylaw and Dog Control Policy. The Dog Control Act requires dogs within the district to be registered, cared for and kept under proper control. Under the Dog Control Act, Council is also empowered to impound neglected, maltreated and uncontrolled dogs, as these have the potential to cause damage to people and property.

Council currently leases one dog pound located at the Quality Roading & Services depot in Kaimoana Road, Wairoa.

#### LIVESTOCK CONTROL

This activity is responsible for the retrieval and impounding of roaming animals on roads other than state highways. Impounding of stock is an activity required by the provisions of the Impounding Act 1955 and Council's bylaws.

Council also has a responsibility to resolve any complaints relating to animal nuisances. Council's long-term focus for livestock control activities is to ensure a safe living environment is maintained through the monitoring and enforcement of legislation, regulations and bylaws. There is a strong statutory basis for Council's involvement in this activity and Council believes that there are positive advantages to community well-being through this involvement.

**For more details:**

The dog control webpage can be accessed through Council's website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz).

A copy of the bylaws can be accessed through Council's website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz).

## GENERAL BYLAW ENFORCEMENT

This activity involves the investigation of complaints as well as the implementation of appropriate actions, to ensure bylaw compliance is achieved. Council enforces the following parts of the current Council Consolidated Bylaw:

*Part 1: Introductory Bylaw*

*Part 2: Land Transport Bylaw*

*Part 3: Public Safety Bylaw*

*Part 4: Urban Fire Prevention*

*Part 5: Water Supply*

*Part 6: Cemeteries Bylaw*

*Part 7: Dog Control and Related Dog Control Policy*

*Part 8: Trade Waste and Wastewater Bylaw.*

## WHY THE COUNCIL DOES THIS

There is a strong statutory basis for Council's involvement in this activity and Council believes that there are positive advantages to community well-being through Council's involvement in ensuring the community's safety and health are safeguarded.

## COMMUNITY OUTCOMES AND HOW THE BYLAW ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table BL1 shows the community outcomes of the bylaw activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's long-term focus for bylaw compliance is to ensure a safe living environment is maintained through the monitoring and enforcement of legislation, regulations and bylaws. In order for Council to achieve a safe living environment, it has set objectives for dog control as an overall measure of the activities within the bylaw compliance activity group.

Table BL2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.

## DOG CONTROL

Council objectives for this activity are:

- To apply the enforcement provisions of the Dog Control Act 1996 and its amendments, which may include infringement notices (instant fines), prosecutions, and other powers to enforce dog owners' obligations and the Act's requirements.
- To ensure that dogs are controlled so there is no threat to people or property.
- To ensure that complaints relating to dogs are responded to and suitable solutions found
- To ensure that dog owners are aware of the obligations of dog ownership.
- All statutory dog control functions are carried out within time frames and budgets.

## LIVESTOCK CONTROL

Council objectives for this activity are:

- To ensure that relevant legislation, regulations and bylaws are monitored and enforced such that Council meets its requirements.
- To ensure that livestock is controlled such that there is no threat to people or property.
- To ensure that complaints relating to animal nuisances are responded to and suitable solutions found.
- To ensure that Council-owned stock paddocks are maintained to an appropriate standard.
- All statutory livestock control functions are carried out within time frames and budgets.

## GENERAL BYLAW ENFORCEMENT

Council enforces bylaws to ensure that appropriate action is taken by residents and others in order to maintain a safe living environment.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### DOG CONTROL

No significant future variations in dog ownership and/or dog numbers are expected during the term of this plan.

Council has committed to upgrading the dog pound facilities to allow for an outdoor exercise area.

## LIVESTOCK CONTROL

The problem of controlling wandering and/or nuisance stock will continue to be an ongoing responsibility of Council due to the rural character of the district.

## GENERAL BYLAWS

Council will be required to review all its bylaws during the life of this LTP.

## FREEDOM CAMPING ACT

Council has a freedom camping bylaw in line with the Freedom Camping Act 2011. This bylaw is enforced nightly over the summer holiday season and periodically in other seasons.

Table BL1: Relevant community outcomes.

COMMUNITY OUTCOMES	BYLAW ACTIVITY		
	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
<b>DOG CONTROL CONTRIBUTION</b>	Ensuring immediate action is taken whenever problems relating to dangerous and menacing dogs come to Council’s notice. Imposing obligations on dog owners to ensure dogs do not cause a nuisance to any person, and do not injure, endanger or cause distress to any person, or cause distress to any stock, poultry, domestic animal or protected wildlife. Requiring dogs to be registered.		
<b>LIVESTOCK CONTROL CONTRIBUTION</b>	Council providing sufficient ranging services to ensure the prompt capture and either the return or impoundment of wandering stock, to ensure that the animals do not endanger the safety of motorists and others.		
<b>GENERAL BYLAWS CONTRIBUTION</b>	Council formulating and maintaining up-to-date bylaws, to enable it to enforce appropriate action by residents and others whenever the requirements of any particular bylaw are not being adhered to.		

Table BL2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<p><b>Legislative Obligations – DOG CONTROL:</b></p> <p><i>Council will exercise its responsibilities under the Dog Control Act 1996 and its amendments, including:</i></p> <ul style="list-style-type: none"> <li>• <i>the maintenance and regular review of a Dog Control Policy and of a Dog Control Bylaw;</i></li> <li>• <i>the maintenance of a register of all known dogs in the district and the National Dog Database;</i></li> <li>• <i>the promotion of responsible dog ownership;</i></li> <li>• <i>impounding (and, if not claimed, destroying) stray dogs; and</i></li> <li>• <i>responding to complaints about dangerous stray/barking/nuisance dogs etc.</i></li> </ul> <p><i>Council will issue a public report annually about the administration of its policy and dog control practices, including information relating to:</i></p> <ul style="list-style-type: none"> <li>• <i>the number of registered dogs in the district;</i></li> <li>• <i>the number of probationary owners and disqualified owners within the district;</i></li> <li>• <i>the number of dogs classified as dangerous and menacing;</i></li> <li>• <i>the number of infringement notices issued; and</i></li> <li>• <i>the number of complaints received, and the number of prosecutions taken.</i></li> </ul>	7, 8 & 9	<p>75% of all known dogs registered by 30 June each year.</p> <p>Annual Report about the administration of Council’s policy and dog control practices adopted by 30 August each year.</p>	<p>Achieve measure.</p> <p>Achieve measure.</p>



## TE RĀKAU WHAKAMARUMARU - EMERGENCY MANAGEMENT

### CIVIL DEFENCE

The Council is a member of the Hawke's Bay Civil Defence Emergency Management Group, which administers civil defence emergency functions in Hawke's Bay. The group is administered and funded by the Hawke's Bay Regional Council. The Hawke's Bay Regional Council's Long-term Plan contains information on the cost and implementation of civil defence in the district.

### RURAL FIRE

Rural fire activities are managed by Fire and Emergency New Zealand.

### HAZARDOUS SUBSTANCES

Council has a minor legislative responsibility requiring the management of hazardous substances. This responsibility is in relation to residential use of hazardous substances. Commercial and industrial uses of hazardous substances are managed by WorkSafe New Zealand and discharges are managed by the Hawke's Bay Regional Council. Please refer to the Hazardous Substances and New Organisms Act.

**For more details:**

The civil defence webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz).

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT PLANNING AND REGULATORY

2017/18 ANNUAL PLAN	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>INCOME</b>										
- Subsidies	-	-	-	-	-	-	-	-	-	-
559,161 Fees and Charges	421,530	429,961	438,391	447,665	457,782	468,320	478,858	490,239	502,464	515,110
- Investment Income	-	-	-	-	-	-	-	-	-	-
- Reserves	-	-	-	-	-	-	-	-	-	-
<b>559,161 TOTAL INCOME</b>	<b>421,530</b>	<b>429,961</b>	<b>438,391</b>	<b>447,665</b>	<b>457,782</b>	<b>468,320</b>	<b>478,858</b>	<b>490,239</b>	<b>502,464</b>	<b>515,110</b>
<b>EXPENDITURE</b>										
814,921 Employee Benefit Expenses	815,717	923,209	946,105	963,562	980,870	998,962	1,016,943	1,036,017	1,055,031	1,074,065
73,139 Depreciation and Amortisation	106,826	109,012	125,652	162,291	162,291	148,067	186,691	170,633	158,275	199,823
17,900 Finance Costs	22,496	22,746	22,915	23,455	23,775	24,111	24,722	25,094	25,502	26,219
1,367,137 Other Operating Expense	1,244,264	1,080,567	1,091,386	908,592	903,070	798,056	766,343	817,129	819,217	851,603
-	-	-	-	-	-	-	-	-	-	-
<b>2,273,097 TOTAL EXPENDITURE</b>	<b>2,189,303</b>	<b>2,135,534</b>	<b>2,186,057</b>	<b>2,057,900</b>	<b>2,070,006</b>	<b>1,969,197</b>	<b>1,994,699</b>	<b>2,048,873</b>	<b>2,058,024</b>	<b>2,151,710</b>
<b>(1,713,936) NET SURPLUS/(DEFICIT)</b>	<b>(1,767,773)</b>	<b>(1,705,573)</b>	<b>(1,747,666)</b>	<b>(1,610,235)</b>	<b>(1,612,225)</b>	<b>(1,500,877)</b>	<b>(1,515,841)</b>	<b>(1,558,634)</b>	<b>(1,555,560)</b>	<b>(1,636,600)</b>

## PROSPECTIVE FUNDING IMPACT STATEMENT PLANNING AND REGULATORY

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>Total Sources of Operating Funding</b>										
	<b>Source of Operating Funding</b>										
731,888	Uniform, General and Targeted Rates	1,221,261	1,333,691	1,370,970	1,447,611	1,457,273	1,494,381	1,521,855	1,549,528	1,559,403	1,619,927
559,161	Fees charges and targeted rates for water sup	421,530	429,961	438,391	447,665	457,782	468,320	478,858	490,239	502,464	515,110
-	Interest and Dividends from Investments	-	-	-	-	-	-	-	-	-	-
<b>1,291,049</b>	<b>Total Source of Operating Funding</b>	<b>1,642,791</b>	<b>1,763,652</b>	<b>1,809,361</b>	<b>1,895,276</b>	<b>1,915,055</b>	<b>1,962,701</b>	<b>2,000,713</b>	<b>2,039,767</b>	<b>2,061,867</b>	<b>2,135,037</b>
	<b>Application of Operating Funding</b>										
1,711,494	Payments to staff and suppliers	1,676,773	1,612,330	1,621,934	1,466,905	1,466,848	1,358,698	1,355,951	1,411,708	1,409,752	1,469,665
17,900	Finance costs	22,496	22,746	22,915	23,455	23,775	24,111	24,722	25,094	25,502	26,219
470,564	Internal Charges and Overheads applied	383,208	391,446	415,556	405,249	417,092	438,321	427,336	441,438	464,495	456,003
<b>2,199,958</b>	<b>Total Application of Operating Funding</b>	<b>2,082,477</b>	<b>2,026,522</b>	<b>2,060,405</b>	<b>1,895,609</b>	<b>1,907,715</b>	<b>1,821,130</b>	<b>1,808,009</b>	<b>1,878,240</b>	<b>1,899,749</b>	<b>1,951,887</b>
<b>(908,909)</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>(439,686)</b>	<b>(262,870)</b>	<b>(251,044)</b>	<b>(333)</b>	<b>7,340</b>	<b>141,571</b>	<b>192,704</b>	<b>161,527</b>	<b>162,118</b>	<b>183,150</b>
	<b>Total Sources of capital funding</b>										
	<b>Source of Capital Funding</b>										
-	Increase in Debt	6,000	-	-	6,372	-	-	6,816	-	-	7,332
-	<b>Total Source of Capital Funding</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>6,372</b>	<b>-</b>	<b>-</b>	<b>6,816</b>	<b>-</b>	<b>-</b>	<b>7,332</b>
	<b>Application of Capital Funding</b>										
65,000	Capital expenditure - to improve the level of s	141,000	17,300	4,186	92,332	2,186	2,186	94,202	4,512	20,066	98,982
60,000	Capital expenditure - to replace existing asset	85,000	-	83,200	90,270	-	88,880	96,560	-	95,360	103,870
(1,033,909)	Increase (Decrease) in reserves	(659,686)	(280,170)	(338,430)	(176,563)	5,154	50,505	8,758	157,015	46,692	(12,370)
<b>(908,909)</b>	<b>Total Application of Capital Funding</b>	<b>(433,686)</b>	<b>(262,870)</b>	<b>(251,044)</b>	<b>6,039</b>	<b>7,340</b>	<b>141,571</b>	<b>199,520</b>	<b>161,527</b>	<b>162,118</b>	<b>190,482</b>
<b>908,909</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>439,686</b>	<b>262,870</b>	<b>251,044</b>	<b>333</b>	<b>(7,340)</b>	<b>(141,571)</b>	<b>(192,704)</b>	<b>(161,527)</b>	<b>(162,118)</b>	<b>(183,150)</b>
-	<b>Funding Balance (General Rates)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## TE TŌHAU NUI TUAONO MANA WHAKATIPU ME KĀWANATANGA - ACTIVITY GROUP SIX LEADERSHIP & GOVERNANCE

- Whakahuahua Hapori
- Hononga Māori
- Whanake Ōhanga
- Community Representation
- Māori Relationships
- Economic Development

## WHAKAHUAHUA HAPORI - COMMUNITY REPRESENTATION

### WHAT THE COUNCIL DOES

As a unit of local government the Council is required to provide for the district's democratic representation, and overall governance and administration, for and on behalf of all the residents within the district.

Under community representation are the sub-activities of Council consultation and reporting, Council remuneration, and Council support. For the purpose of this plan, Council support has been expanded to include:

- Elections
- governance structure
- elected members' roles and the Code of Conduct
- policies
- Official Information requests
- Annual Report
- Annual Plan
- Long-term Plan.

For each of these sub-activities the Council is also required, under the Local Government Act 2002, to outline any significant negative effects under its Significance and Engagement Policy.

The district is currently represented, following the 2016 triennial elections, by a Council of the Mayor and six representatives elected at large.

In consultation with the community, the Council is required to review its representation arrangements and recommend the outcome of consultation to the Local Government Commission. This is being conducted in and will be finalised in August 2018.

Council's long-term leadership focus is to work with the community to assist them to achieve their vision for the future. Council believes the quality of representation, and the sustainability of the district, are critical outcomes to be achieved.

### WHY THE COUNCIL DOES THIS

Community representation activity goals are:

- To ensure participation in the provision of effective representation and governance for and on behalf of the district.
- To ensure the provision of triennially elected Council of one Mayor and six representatives.
- To ensure people participate in the decision-making processes of the elected Council and regular opportunities are provided for community involvement and participation.
- To ensure Council and Councillor representatives' roles are effectively and efficiently performed in the best interests of the whole community

#### **For more details:**

For detailed information on Council's roles and responsibilities and a detailed overview, refer to the Council's:

- Local Governance Statement
- Code of Conduct
- Significance and Engagement Policy.

The above documents are available on Council's website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz) or on request from the Council office in Wairoa.

- To ensure the effective and efficient servicing of the Council.
- To ensure the timely provision of advice and understanding on issues relevant to Māori and tangata whenua.
- To ensure the provision of continuing support and resources to community-specific functions and ceremonies and the encouragement of community participation.

Council manages a process for the community to identify its desired outcomes and that process is described in more detail elsewhere in this LTP. Having identified the desired outcomes the Council, in consultation with the community, decides how it will contribute to those outcomes. It is not all about Council, with some outcomes delivered by other organisations, however, for each outcome there will be an activity of Council that contributes in some way.

Having decided what activities it needs to be involved with, or what services it needs to provide, Council establishes the objectives it has for those activities or services. The goals and principal objectives identified form the basis of our statements of levels of service, which are detailed below.

There is a cost associated with delivering the levels of service described and those costs are what are presented in the ten-year budgets below. Council also determines who should carry the cost. The benefits for this activity accrue evenly to properties regardless of their value or size. Therefore, the activity is rated through the uniform annual general charge, which is a charge on every separately used or inhabited, portion of a rating unit in the district.

Council achieves different aspects of the community representation activity primarily through contracts with service providers.

## COMMUNITY OUTCOMES AND HOW THE COMMUNITY REPRESENTATION ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table CR1 shows the community outcomes of the community representation activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's principal objectives for this activity are:

- To ensure people are able to participate in and contribute to the representation and electoral process.
- To provide opportunities for the review of both the basis for representation and the electoral system that would best meet the requirements of the district.
- To provide adequate opportunities and capacity for the community to participate in the decision-making processes of Council.
- To provide appropriate opportunities, resources and capacity for Māori to effectively participate in the overall decision-making process and to ensure that issues relevant to Māori can be addressed.
- To have in place protocols and partnerships as appropriate to enable the public to continue to support and respect the recognised civic objectives and ceremonies.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### CONTINUAL SERVICES REVIEW

It is envisaged that there will be future demands for wider representation and greater public participation opportunities in the overall governance and decision-making processes. This will include specific provision for Māori representation and also the resourcing and capacity building for Māori to enable them to effectively participate in the process.

A poll was held during the 2016 local body elections on the establishment of Māori wards. The result of this poll was to establish a Māori ward for the 2019 and 2021 elections.

Council representation is required to be reviewed every six years. This review includes the number of wards and boundaries, number of members to be elected for each ward and communities of interest.

The most significant funding demands for this activity are envisaged to be within the areas of:

- community consultation and participation
- Māori capacity building
- new policy development
- employment and youth initiatives
- election costs
- elected members remuneration (set by the Remuneration Authority).

The cost of community representation is supported by the Chief Executive in ensuring Council is in a position to respond to new initiatives imposed, either through central government's current and future policies, and/or the district's economic development.

The most significant assumptions and uncertainties that underlie the overall approach of this activity are essentially linked to the local political climate and likely effects of new legislation. It is assumed that:

- Current level of service will remain the same in the short term.
- The current political climate will remain unchanged.
- The benefit and/or detriment of amalgamation with a neighbouring authority will be reviewed.
- There may be a review of the Local Government Act 2002, or another enactment affecting the operation of a local authority, which would require the Council to dramatically change community representation.

Table CR1: Relevant community outcomes

	<b>COMMUNITY REPRESENTATION ACTIVITY</b>								
<b>COMMUNITY OUTCOMES</b>	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 2: A safe and integrated infrastructure.</i>	<b>Outcome 3: A community that values and promotes its culture and heritage.</b>	<b>Outcome 4: Safe and accessible recreational facilities.</b>	<b>Outcome 5: Supportive, caring and valued communities.</b>	<b>Outcome 6: Strong distinct leadership and a sense of belonging.</b>	<b>Outcome 7: A safe and secure community.</b>	<b>Outcome 8: A lifetime of good health, education and well-being.</b>	<b>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</b>
<b>COMMUNITY REPRESENTATION CONTRIBUTION</b>	<p>By ensuring effective representation and democratic processes are in place so as to encourage community participation in the decision-making for, and on behalf of, the district community.</p> <p>By ensuring that the district is able to benefit from its available resources through sustainable economic growth and improving social and environmental standards, whilst also valuing our many cultural attributes.</p> <p>By ensuring the district has both personal and financial security through economic and social initiatives and recognition of our inherent cultural and environmental attributes and the implementation of appropriate policies to ensure their growth and sustainability.</p> <p>By ensuring there are effective communication and transport links throughout the district so as to enable all people to participate and contribute to the affairs of the district, and to support sustainable social and economic growth.</p> <p>By ensuring that policies and rules encourage positive attitudes and sustainable initiatives for economic, environmental, social growth, and multi-cultural strengths, within our district.</p>								



Table CR2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020
<p><b>ACCESSIBILITY</b></p> <p><i>The community has access to and knows how to access their elected representatives.</i></p>	All	More than 85% of respondents would know how to make contact with elected members and would do so	85% of the Communitrak survey respondents know how to make contact with elected members and would do so.
<p><b>CUSTOMER SERVICE &amp; SATISFACTION</b></p> <p><i>Council will respond to all enquiries, requests, complaints, and customers are happy with the Mayor and Councillors.</i></p>	All	Mayor and Councillors 'not very good or poor' rating in annual survey is less than 10%.	Achieve measure

## HONONGA MĀORI - MĀORI RELATIONSHIPS

### WHAT THE COUNCIL DOES

Council employs a full-time Māori Relationships Manager, who provides advice to and liaison between Council, committee members and the community, in regards to Council's relationship with, and impact on, tangata whenua. This is achieved through liaison with Council's Māori Standing Committee and a variety of administration support.

### MĀORI POLICY

The goal of Council's Māori policy is to maintain a high commitment to effective communication and consultation with tangata whenua of the district.

The purpose of this policy is to:

- Provide a framework to develop relationships between Council and tangata whenua, to achieve mutually beneficial outcomes for the community of Wairoa.
- Ensure the provision of processes and procedures that facilitate effective communication between Council and tangata whenua.
- Enable Māori views to be incorporated into local government decision-making, policies and procedures.
- Promote and facilitate Māori participation in Council activities.

The Council is committed to the Māori Policy for the following reasons:

- In recognition of the principles of the Treaty of Waitangi 1840, which provided the Crown with governance/kāwanatanga rights, while actively protecting the tino rangatiratanga/full sovereignty and authority of Māori, in respect of their natural physical and metaphysical resources.
- Legislative requirements of the Local Government Act 2002 and the Resource Management Act 1991, which requires consultation to be undertaken by those exercising responsibilities under the Act.

### TE REO MĀORI POLICY

The purpose of the Te Reo Māori Policy is to recognise the Council's commitment to promoting te reo Māori as the indigenous language of Aotearoa and as a taonga of Iwi and Māori. Council endeavours to encourage te reo Māori in communications, hui and day to day operations.

The purpose of this policy is to:

- Develop and promote the use of te reo Māori throughout the Council.
- Increase the opportunities to use te reo Māori by increasing the number of situations where it can be used.
- Foster positive attitudes and positive values about te reo Māori amongst staff so that the use of it becomes a valued part of the Council.
- Empower staff to use te reo Māori by providing access to tools and resources.

This policy will ensure that Council recognises tangata whenua preferences for place names within our district and will be included in our policies and planning documents. The Council will ensure that when Māori is used in official publications, letters, on the Council's official website, emails or reports, it is of a consistently high standard.

The Council will also refer to orthographic conventions for te reo Māori set out by Te Taura Whiri i te Reo Māori (Māori Language Commission), and local language preferences. The Council will promote and encourage Māori culture and values through the use of te reo Māori.

**For more details:**

The Māori Standing Committee webpage can be accessed through the Wairoa District Council website

[www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

The Council is committed to the Te Reo Māori Policy for the following reasons:

- the Te Ture mō Te Reo Māori 2016 / Māori Language Act 2016 reaffirms the status of te reo Māori as an official language of Aotearoa/New Zealand
- to strengthen the use of te reo Māori
- to recognise and value te reo Māori
- to demonstrate community leadership for the use of te reo Māori
- to promote the use of te reo Māori within the Council and, as far as practicable, support activities, events and training opportunities.

## WHY THE COUNCIL DOES THIS

The long-term aim of Council is to enhance the capacity of the Māori community to participate in decision-making. Council manages a process for the community to identify its desired outcomes and that process is described in more detail elsewhere in this LTP. Having identified the desired outcomes the Council, in consultation with the community, decides how it will contribute to those outcomes. It is not all about Council, with some outcomes delivered by other organisations. However, for each outcome there will be an activity of Council that contributes in some way.

Having decided what activities it needs to be involved with, or what services it needs to provide, Council establishes the objectives it has for those activities or services. The goals and principal objectives identified form the basis of our statements of level of service, which are detailed below.

There is a cost associated with delivering the levels of service described and those costs are what are presented in the ten- year budgets below. Council also determines who should carry the cost. The Māori Relationships Manager's activity funding is sourced from the uniform annual general charge which is described more fully below.

The provision of Māori Relationships Manager's activities to residents, ratepayers, and stakeholders, influences and contributes to Council's strategic goal of the provision of 'Community Development and Participation'. In particular the Māori Relationships Manager's activities are an integral part of achieving the following specified outcome, 'a community that values and promotes its culture and heritage.'

## HOW PEOPLE CAN JUDGE THE COUNCIL

The principle goal of Māori Relationships is to provide qualified strategic and social policy advice to Council and management, on matters that impact tangata whenua and the wider Māori Community, to make well-informed decisions.

The principal objectives of Māori Relationships are to ensure:

- all Council decisions on matters that impact on tangata whenua and the Māori community are supported by robust analysis
- decisions reference the four well-beings
- decisions are evidence based, transparent and future focussed
- tangata whenua and the Māori Community are included in Council decision-making processes
- decisions and policies of Council are clearly communicated internally and publicly regarding matters that impact on tangata whenua and the Māori community.

Table MR2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.

## COMMUNITY OUTCOMES AND HOW THE MĀORI RELATIONSHIP ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table MR1 shows the community outcomes of the Māori relationships activity (please refer to page 28 for a full list of community outcomes).

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

### CONTINUAL SERVICE REVIEW

In the immediate future, uncertainty exists around the legislative programme of central government and the volume of work it may impose on the Māori Relationships Manager. Assumptions include, but are not limited to:

- Greater community involvement in processes and decision-making under the Local Government Act 2002 requiring an increase in demand on the Māori Relationships Manager’s time and resources.
- The treaty claims process in the district is advancing and may require more time and resources for this activity.
- The frequency of submissions and a greater number of appeals under the Resource Management Act in the short to medium term.
- Fewer submissions and number of appeals under the Resource Management Act in the medium to long term with increased advocacy.
- An increased understanding of Māori and/or tangata whenua perspectives within Council and therefore more efficiently delivered services to Māori and/or tangata whenua, and lower cost related issues over the medium to long term with increased advocacy.

Table MR1: Relevant community outcomes.

### MĀORI RELATIONSHIPS

**COMMUNITY OUTCOMES**

**MĀORI RELATIONSHIPS CONTRIBUTION**

**Outcome 3: A lifetime of good health and well-being**

Tangata whenua and Māori feel connected and part of the district’s communities.

Māori have confidence in the decision-making process and are inspired to actively participate.

# WAIROA

Table MR2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018-2020
<p><b>DEMAND:</b> Council will ensure effective representation is maintained.</p>	3	The required number of nominations are received within established timeframes and appointments made to Council's Māori Standing Committee.	Achieve measure. Vacancies on the Māori Standing Committee are filled. Council to nominate two Councillors as representatives on the Māori Standing Committee.
<p><b>ACCESS:</b> Opportunities are provided for Māori to address Council on policy, report, submissions, and any other Council related business.</p>	3	No less than bi-monthly meetings of the Māori Standing Committee are scheduled, advertised, and conducted on the advertised day.	Achieve measure.
<p><b>CONSULTATION:</b> With respect to Council's Māori Policy, the Council will ensure that whenever an option relating to any proposed decision involves a significant decision in relation to land or a body of water, it will take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.</p>	3	Māori Standing Committee meetings, public meetings and special consultation meetings provide opportunities for Māori to contribute to the decision-making process.	Achieve measure.  Tangata whenua are actively involved in the design, implementation and evaluation of the consultation process.  Advice and analysis is provided in a timely manner and can be supported by appropriate sources/references.
<p><b>COSTS &amp; FUNDING:</b> Council will manage Māori relationships activities in a financially viable manner.</p>	3	Agreed levels of service are achieved within budget.	Achieve measure. Budgets clearly defined and accounted for.

## WHANAKE ŌHANGA - ECONOMIC DEVELOPMENT

### WHAT THE COUNCIL DOES

This activity group covers the range of activities related to economic development. These are:

- strategic planning and policy
- district promotion
- visitor information.

### STRATEGIC PLANNING & POLICY

Economic development is seen as a top priority for Council, as the Wairoa district of tomorrow will be materially affected by the current stationary population trend. This means that for Council to continue to maintain the level of service enjoyed by the district, let alone to improve these services, population decline must be halted or reversed. Increased business and employment opportunities will create a stronger and more varied local economy, while promoting a vibrant living environment.

In December 2017 Council adopted an Economic Development Plan which identified eight key outcomes. How Council responds to these challenging outcomes will influence economic development in the district.

### DISTRICT PROMOTION

The aim of district promotion is for potential residents, businesses, domestic and international tourists, to see Wairoa as an attractive place to visit, live, work, or invest in. Throughout the year, Council undertakes a small amount of general promotion, primarily with an emphasis on tourism.

Tourism is considered a sector that has potential to provide major economic value to the district as a whole. Our tourism activity is delivered at present by the Visitor Information

Centre (Wairoa i-Site) and with strong working relationships with Hawke's Bay Tourism and Activate Tairāwhiti.

The district's communities also contribute to tourism at the regional level through a targeted rate to the Hawke's Bay Regional Council.

### VISITOR INFORMATION

Wairoa i-SITE is responsible for:

- promoting the district to domestic and international tourists
- assisting in the co-ordination of events in the district that will attract additional visitors
- co-ordinating activities and promotions of the district
- operating and managing the Information Centre.

### WHY THE COUNCIL DOES THIS

Economic development and district promotion are the two activities that Wairoa communities believe the Council should do. Communitrak surveys repeatedly indicate that this is an area where people would like Council to do more.

**For more details:**

Council manages the Wairoa Visitor Information Centre (Wairoa i-SITE) which can be accessed through the website [www.visitwairoa.co.nz](http://www.visitwairoa.co.nz)

The economic development webpage can be accessed through the Wairoa District Council website [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

## COMMUNITY OUTCOMES AND HOW THE ECONOMIC ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table ED1 shows the community outcomes of the economic activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal is to provide an economic environment conducive to the growth of a strong and diverse economy, which enhances the community's values, resources, environment, and lifestyle. The Wairoa Economic Development Plan is aligned to Matariki REDS (the Hawke's Bay Regional Economic Development Strategy), which details how Council contributes to this activity under seven key outcomes:

- Population decline is halted or reversed:
  - Population decline is a significant challenge to economic development in regional communities. Council will work collaboratively to implement strategies to increase the district's population as this is a priority for Council.
- Increase our share of the national tourism GDP:
  - Council will explore the opportunities to utilise the abundant natural environment resources available in the district, as well as initiatives like rocket launch tourism to promote and develop a robust and sustainable visitor industry within the district.
- Increase the district's Māori Economy:
  - Council will seek to partner with local iwi, marae, communities and other interested organisations to increase the value of the local Māori economy.

- Support existing business and community organisations:
  - Council will continue to work with local businesses and community organisations, to offer appropriate and relevant support services.
- Regional collaboration to achieve better outcomes for our district:
  - Council will continue to be an active participant in Matariki REDS and will also work alongside the Tairāwhiti Economic Action Plan to achieve good outcomes for the district.
- Decrease in the percentage of our working population that are unemployed:
  - Council will work with relevant agencies (central government), regional and local organisations and businesses, to support opportunities for employment creation in the district. Council is a lead agency in the Wairoa Community Partnerships Group, and will also work with education and training organisations, and local businesses, to develop cadetships and apprenticeships to support employment pathways.
- Increase our share of the National GDP:
  - Council will continue to work locally, regionally and nationally in a collaborative way, to secure opportunities to increase our share of the national GDP. Council will also work with interested agencies, businesses and organisations, to attract, retain and support business in the Wairoa District.
- Provision of sustainable, high quality infrastructure to meet our current and future needs:
  - The right infrastructure, such as transport and telecommunications, is vital to enabling economic growth and prosperity. The Council will continue to maintain the district roading network to a high standard, and work with third parties, such as NZTA and telecommunication providers, to continue to improve services to the district.

Table ED2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also included. How Council will monitor progress is then detailed as performance measures, with associated yearly targets.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

Please refer to the Project Updates section of this plan for details relating to economic development projects.

The next ten years will be some of the most important for us in deciding the future of Wairoa. There are many challenges including economic development, infrastructure, social and cultural imperatives, and this Plan seeks to address those in an innovative and cost-effective way.

Throughout the Plan's development, Council has sought to consider transformation and investment into the community. The need to arrest and reverse population decline and build our economic capabilities remain vital; economic development is a key priority. Our goal is to partner with others to develop further a Council environment which assists businesses to bring about real change for Wairoa.

The Council has a number of initiatives already underway that are targeted directly at contributing to the opportunities our community has to engage with employment and education, and to promote Wairoa as a genuine location for business to be based and to prosper. Council cannot succeed alone. Broad community support and being able to successfully partner with other organisations is critical.



Table ED1: Relevant community outcomes.

## ECONOMIC ACTIVITY

### COMMUNITY OUTCOMES

**Outcome 1: A strong prosperous and thriving economy.**

### ECONOMIC CONTRIBUTIONS

The principal way in which the activity contributes towards the achievement of this outcome is by the Council maintaining a general overview of trends in the economic well-being of the district and, either alone or in conjunction with others, initiating action for its enhancement whenever potential opportunities come to its notice, and it is appropriate and practicable to do so.

Table ED2: Level of service with associated performance measure

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOME	PERFORMANCE MEASURE	TARGET 2018 - 2020		
<b>STRATEGY PLANNING AND POLICY</b>	1	Number of actions completed in the Economic Development Plan and Action Plan.	40% of actions completed	60% of actions completed	80% of actions completed
<i>Funding of the net cost of the activity (after any financial assistance that may be available from the Government or other sources) by way of the general rate.</i>	1	The cost related to this activity did not exceed the approved budget.	Achieve measure		

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT LEADERSHIP AND GOVERNANCE

2017/18 ANNUAL PLAN	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>INCOME</b>										
- Subsidies	-	-	-	-	-	-	-	-	-	-
(14,530) Fees and Charges	35,334	61,541	36,747	37,525	65,523	39,256	40,139	70,168	42,118	43,178
- Investment Income	-	-	-	-	-	-	-	-	-	-
- Reserves	-	-	-	-	-	-	-	-	-	-
<b>(14,530) TOTAL INCOME</b>	<b>35,334</b>	<b>61,541</b>	<b>36,747</b>	<b>37,525</b>	<b>65,523</b>	<b>39,256</b>	<b>40,139</b>	<b>70,168</b>	<b>42,118</b>	<b>43,178</b>
<b>EXPENDITURE</b>										
810,033 Employee Benefit Expenses	821,541	841,490	851,628	865,597	883,020	890,011	902,651	921,256	929,272	942,814
18,070 Depreciation and Amortisation	25,587	27,887	33,087	33,087	26,682	27,037	27,037	29,218	29,623	29,623
5,835 Finance Costs	6,398	6,245	6,092	5,946	5,807	5,672	5,536	5,408	5,287	5,169
1,860,010 Other Operating Expense	1,757,501	1,839,178	1,926,968	1,853,792	1,963,627	2,044,383	1,955,928	2,082,696	2,159,130	2,098,681
-										
<b>2,693,948 TOTAL EXPENDITURE</b>	<b>2,611,027</b>	<b>2,714,799</b>	<b>2,817,775</b>	<b>2,758,422</b>	<b>2,879,136</b>	<b>2,967,103</b>	<b>2,891,152</b>	<b>3,038,577</b>	<b>3,123,312</b>	<b>3,076,286</b>
<b>(2,708,478) NET SURPLUS/(DEFICIT)</b>	<b>(2,575,693)</b>	<b>(2,653,259)</b>	<b>(2,781,027)</b>	<b>(2,720,897)</b>	<b>(2,813,613)</b>	<b>(2,927,847)</b>	<b>(2,851,013)</b>	<b>(2,968,408)</b>	<b>(3,081,193)</b>	<b>(3,033,108)</b>

# WAIROA

## PROSPECTIVE FUNDING IMPACT STATEMENT LEADERSHIP AND GOVERNANCE

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
2,706,498	Uniform, General and Targeted Rates	2,555,722	2,634,448	2,762,016	2,710,277	2,807,285	2,921,269	2,844,185	2,961,310	3,073,805	3,025,420
14,530	Fees charges and targeted rates for water sup	35,334	61,541	36,747	37,525	65,523	39,256	40,139	70,168	42,118	43,178
<b>2,691,968</b>	<b>Total Source of Operating Funding</b>	<b>2,591,056</b>	<b>2,695,989</b>	<b>2,798,763</b>	<b>2,747,802</b>	<b>2,872,808</b>	<b>2,960,525</b>	<b>2,884,324</b>	<b>3,031,478</b>	<b>3,115,923</b>	<b>3,068,598</b>
<b>Application of Operating Funding</b>											
1,317,321	Payments to staff and suppliers	1,307,936	1,379,959	1,352,945	1,377,243	1,454,752	1,436,631	1,449,920	1,533,559	1,502,833	1,531,774
885	Finance costs	6,398	6,245	6,092	5,946	5,807	5,672	5,536	5,408	5,287	5,169
1,352,722	Internal Charges and Overheads applied	1,271,106	1,300,709	1,425,651	1,342,146	1,391,895	1,497,763	1,408,659	1,470,393	1,585,568	1,509,721
<b>2,670,928</b>	<b>Total Application of Operating Funding</b>	<b>2,585,440</b>	<b>2,686,913</b>	<b>2,784,688</b>	<b>2,725,335</b>	<b>2,852,454</b>	<b>2,940,066</b>	<b>2,864,115</b>	<b>3,009,360</b>	<b>3,093,688</b>	<b>3,046,664</b>
<b>21,040</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>5,616</b>	<b>9,076</b>	<b>14,075</b>	<b>22,467</b>	<b>20,354</b>	<b>20,459</b>	<b>20,209</b>	<b>22,119</b>	<b>22,235</b>	<b>21,934</b>
<b>- Total Source of Capital Funding</b>											
<b>Application of Capital Funding</b>											
-	Finance costs	-	-	-	-	-	-	-	-	-	-
135,500	Capital expenditure - to improve the level of s	-	7,650	26,000	-	8,145	27,775	-	8,723	29,800	-
-	Capital expenditure - to replace existing asset -	-	-	-	-	-	-	-	-	-	-
(114,460)	Increase (Decrease) in reserves	5,616	1,426	(11,925)	22,467	12,209	(7,316)	20,209	13,396	(7,565)	21,934
<b>21,040</b>	<b>Total Application of Capital Funding</b>	<b>5,616</b>	<b>9,076</b>	<b>14,075</b>	<b>22,467</b>	<b>20,354</b>	<b>20,459</b>	<b>20,209</b>	<b>22,119</b>	<b>22,235</b>	<b>21,934</b>
<b>(21,040)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(5,616)</b>	<b>(9,076)</b>	<b>(14,075)</b>	<b>(22,467)</b>	<b>(20,354)</b>	<b>(20,459)</b>	<b>(20,209)</b>	<b>(22,119)</b>	<b>(22,235)</b>	<b>(21,934)</b>
<b>- Funding Balance (General Rates)</b>											
<b>-</b>											

## TE TŌHAU NUI TUAWHITU RANGAPŪ - ACTIVITY GROUP SEVEN CORPORATE FUNCTIONS

- Āhuatanga Ōkiko
- Whakahaere Rangapū me Pūtea
- Whakahaere-a-Kaunihera
- Property
- Corporate & Funds Management
- Council-controlled Organisation

# ĀHUATANGA ŌKIKO – PROPERTY

## WHAT THE COUNCIL DOES

Council provides a range of services within the Property activity:

- Campground
- Visitor Information Centre
- corporate property such as Council’s offices
- community halls
- pensioner and staff housing
- commercial property
- land investments (not part of the property AMP)
- Wairoa Community Centre
- Wairoa Library.

An arrangement with Sport Hawke’s Bay and Council has been developed to deliver the community centre service. Council has created a Built Spaces Activity Management Plan (AMP). The intention of the AMP is to become a facilities management document that deals with the sustainability of the physical structures of Council’s property assets.

The aim is to provide our tenants/lessees with a single point of contact and communication. The Property Manager is effectively the ‘landlord’ on behalf of Council and the property maintenance contractor.

## WHY THE COUNCIL DOES THIS

For all infrastructure assets, Council has a role to:

- identify levels of service and monitor performance
- manage the impact of growth through demand management and asset development
- identify, assess and manage risks that may impact on the activity

- develop and implement the most cost-effective strategies for operating, maintaining, replacing and/or improving the assets
- develop a long-term financial plan which identifies required expenditure and how it will be funded.

The benefits of understanding the asset/service environment are:

- improved cost efficiency and reduced costs
- increased customer satisfaction
- transparency in decision-making
- sustainability.

There is also a statutory basis for Council’s involvement in this activity. Current legislation and regulations which set the minimum service levels that must be provided, and which affect asset operation, maintenance and development of the property activity include:

- Building Act 2004
- Plumber, Gas Fitters and Drainlayers Act 1976
- Health Act 1956
- Fencing Act 1978
- Fencing of Swimming Pools Act 1987
- Property Law Act 2007
- Residential Tenancies Act 1986.

**For more details:**  
Please refer to the relevant section of the Built Spaces Activity Management Plan. Alternatively contact Council’s Asset Management Department on (06) 838 7309 or visit our offices to discuss any queries you may have.

## COMMUNITY OUTCOMES AND HOW THE BUILT SPACES ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to deliver the services currently provided and to continue to focus on the previously adopted community outcomes. Table PY1 shows the community outcomes of the property activity (please refer to page 28 for a full list of community outcomes).

## HOW PEOPLE CAN JUDGE THE COUNCIL

Council's goal for this activity is: *'Reliable, cost-effective, sustainable and safe provision of property assets.'* Council wants to know what customers need to better deliver the property service as an effective activity. Council intends to monitor this through the level of service and performance measure framework. This framework utilises the customer service request system (CSR), annual surveys and submission service.

Table PY2 details what the Council will deliver as a level of service statement. The community outcomes that the specific statement contributes to are also detailed. How Council will monitor progress is then included as performance measures, with associated yearly targets.

## ASSET CONDITION AND PERFORMANCE

The Built Spaces AMP provides details of the facilities and Council holds an inventory of all assets within those facilities. The majority of Council's property assets are considered to be fit for purpose, in acceptable to good condition and adequate for the foreseeable future.

A reactive maintenance regime in the past has generally meant that any performance issues are dealt with effectively and efficiently. However, a move to a proactive approach for longer term renewals is deemed best practice. This will involve a more formal condition assessment and replacement programme to best meet the levels of service adopted.

## MAJOR ISSUES AND PROJECTS IN THE NEXT TEN YEARS

Affordability and sustainability in a stationary population base are key factors to consider, as well as the projected changes in demographics.

## OTHER WORKS

Other specific works that have been identified over the next ten years for property facilities include:

- exterior painting of pensioner housing (\$50,000)
  - various renewals and upgrade works at the community centre both on the building and the pool (\$700,000), continuing work from LTP 2015-25
  - development of new archives facility (\$1 million), continuing work from LTP 2015-25
- (Costs are based on current day rates).*

## ACHIEVEMENT OF CORE LEVEL ASSET MANAGEMENT PRACTICE

A core level of asset management will ensure that the property assets are managed in the most effective and efficient way to give optimum solutions, to deliver what the ratepayer wants in a cost-effective way.

Core asset management entails a proactive approach for which Council needs to have a good understanding of the asset. This is done through collecting condition information and integrating risk options into core business. Council is developing processes to ensure this is implemented.

Table PY1: Relevant community outcomes.

COMMUNITY OUTCOMES	PROPERTY ACTIVITY						
	<i>Outcome 1: A strong, prosperous and thriving economy.</i>	<i>Outcome 2: A safe and integrated infrastructure.</i>	<i>Outcome 3: A community that values and promotes its culture and heritage.</i>	<i>Outcome 5: Supportive, caring and valued communities.</i>	<i>Outcome 7: A safe and secure community.</i>	<i>Outcome 8: A lifetime of good health, education and well-being.</i>	<i>Outcome 9: An environment that is appreciated, protected and sustained for future generations.</i>
PROPERTY CONTRIBUTION	Provision is made for property services at less than market rates.	Future planning of the activity ensures a sustainable service over time.	Community halls managed and operated by local groups encourages unique culture at a community level.	Community halls managed and operated by local groups encourages an inclusive community.	Correct management of property ensures safe and secure communities.	Correct management of the community centre ensures a safe facility for the public.	Compliance with RMA and legislative requirements ensures a protected environment.

Table PY2: Level of service with associated performance measures.

LEVEL OF SERVICE STATEMENT	COMMUNITY OUTCOMES	PERFORMANCE MEASURE	TARGET 2018 - 2020
<i>To provide Council buildings that are compliant with legislative requirements.</i>	2 & 3	Full compliance with legislative requirements through annual building warrant of fitness (BWOFF). Full compliance with legislative requirements when undertaking repairs, refurbishment or demolition of buildings including asbestos material. Safety defect requests attended and made safe at building within 4 hours. All pensioner housing units are inspected six monthly.	Achieve measure.
<i>To provide a well-resourced swimming pool facility.</i>	2 & 3	Compliance with ACC pool safe accreditation.	100% compliance with pool safe requirements.
<i>To provide Council buildings that are well maintained.</i>	2 & 3	Percentage of Council buildings in satisfactory condition (condition grades 1, 2 or 3).	80%.
<i>To provide prompt responses for service.</i>	5	Percentage of requests responded to within 3 days (excluding safety defects).	80%.

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT PROPERTY

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
-	Capital Subsidy	-	-	-	-	-	-	-	-	-	-
90,000	Fees and Charges	90,000	91,800	93,600	95,580	97,740	99,990	102,240	104,670	107,280	109,980
39,003	Investment Income	47,607	48,576	49,546	50,602	51,753	52,943	54,150	55,453	56,834	58,270
<b>129,003</b>	<b>TOTAL INCOME</b>	<b>137,607</b>	<b>140,376</b>	<b>143,146</b>	<b>146,182</b>	<b>149,493</b>	<b>152,933</b>	<b>156,390</b>	<b>160,123</b>	<b>164,114</b>	<b>168,250</b>
	<b>EXPENDITURE</b>										
2,084	Employee Benefit Expenses	10,000	10,220	10,440	10,670	10,920	11,170	11,440	11,730	12,020	12,330
479,432	Depreciation and Amortisation	516,122	525,806	530,490	536,073	566,822	576,226	581,076	585,732	598,318	601,856
9,303	Finance Costs	56,042	53,675	49,007	47,118	45,229	43,340	41,451	39,561	37,672	35,783
347,830	Other Operating Expense	373,570	355,836	354,711	359,912	368,547	378,573	384,694	394,620	406,089	413,946
(171,734)	Internal Recoveries	(148,678)	(151,805)	(150,970)	(153,006)	(155,011)	(161,143)	(163,551)	(166,144)	(168,738)	(177,021)
<b>666,915</b>	<b>TOTAL EXPENDITURE</b>	<b>807,056</b>	<b>793,731</b>	<b>793,678</b>	<b>800,767</b>	<b>836,507</b>	<b>848,166</b>	<b>855,111</b>	<b>865,498</b>	<b>885,362</b>	<b>886,894</b>
<b>(537,912)</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>(669,449)</b>	<b>(653,355)</b>	<b>(650,533)</b>	<b>(654,586)</b>	<b>(687,014)</b>	<b>(695,233)</b>	<b>(698,720)</b>	<b>(705,375)</b>	<b>(721,248)</b>	<b>(718,644)</b>



**PROSPECTIVE FUNDING IMPACT STATEMENT  
PROPERTY**

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>Total Sources of Operating Funding</b>										
	<b>Source of Operating Funding</b>										
129,003	Fees charges and targeted rates for water supply	364,678	375,747	381,638	397,942	425,744	444,019	448,930	457,823	475,555	478,622
<b>129,003</b>	<b>Total Source of Operating Funding</b>	<b>364,678</b>	<b>375,747</b>	<b>381,638</b>	<b>397,942</b>	<b>425,744</b>	<b>444,019</b>	<b>448,930</b>	<b>457,823</b>	<b>475,555</b>	<b>478,622</b>
	<b>Application of Operating Funding</b>										
329,159	Payments to staff and suppliers	383,570	366,055	365,144	370,572	379,453	389,730	396,121	406,338	418,098	426,265
9,303	Finance costs	56,390	65,905	60,924	58,859	69,232	66,704	64,176	61,647	59,118	56,590
150,979	Internal Charges and Overheads applied	148,678	151,805	150,970	153,006	155,011	161,143	163,551	166,144	168,738	177,021
<b>187,483</b>	<b>Total Application of Operating Funding</b>	<b>291,282</b>	<b>280,155</b>	<b>275,098</b>	<b>276,425</b>	<b>293,674</b>	<b>295,291</b>	<b>296,746</b>	<b>301,841</b>	<b>308,478</b>	<b>305,834</b>
<b>(58,480)</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>73,396</b>	<b>95,592</b>	<b>106,540</b>	<b>121,516</b>	<b>132,070</b>	<b>148,728</b>	<b>152,184</b>	<b>155,982</b>	<b>167,077</b>	<b>172,788</b>
	<b>Total Sources of capital funding</b>										
	<b>Source of Capital Funding</b>										
-	Increase in Debt	120,000	-	-	-	-	-	-	-	-	-
-	<b>Total Source of Capital Funding</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Application of Capital Funding</b>										
265,000	Capital expenditure - to improve the level of service	222,200	12,250	19,750	73,100	101,738	111,677	27,902	27,902	27,902	27,902
397,484	Capital expenditure - to replace existing assets	372,984	112,420	57,420	53,350	60,060	94,945	62,920	58,650	138,230	117,135
(720,964)	Increase (Decrease) in reserves	(401,788)	(29,078)	29,370	(4,934)	(29,728)	(57,894)	61,362	69,430	945	27,751
<b>(58,480)</b>	<b>Total Application of Capital Funding</b>	<b>193,396</b>	<b>95,592</b>	<b>106,540</b>	<b>121,516</b>	<b>132,070</b>	<b>148,728</b>	<b>152,184</b>	<b>155,982</b>	<b>167,077</b>	<b>172,788</b>
<b>58,480</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(73,396)</b>	<b>(95,592)</b>	<b>(106,540)</b>	<b>(121,516)</b>	<b>(132,070)</b>	<b>(148,728)</b>	<b>(152,184)</b>	<b>(155,982)</b>	<b>(167,077)</b>	<b>(172,788)</b>
-	<b>Funding Balance</b>	-	-	-	-	-	-	-	-	-	-

# WHAKAHAERE RANGAPŪ ME PŪTEA - CORPORATE & FUNDS MANAGEMENT

## WHAT THE COUNCIL DOES

This activity covers the management of corporate funds derived from Council investment in the following financial assets:

- equity investments and loan advances
- property investments
- treasury investments.

These investments generate interest revenue for Council that can be used to offset expenditure associated with day-to-day operations. These investments represent accumulated surpluses and depreciation reserves to be used to fund future projects that will provide sustainable infrastructure and services into the future. When there are excess balances in Special Funds, Council may authorise an internal advance to particular Council capital projects.

The management of Council's investment funds is guided by its Investment Policy, Revenue and Financing Policy and Financial Strategy.

## WHY THE COUNCIL DOES THIS

**Council's holds investments in order to provide:**

- lower cost secure funding for capital projects
- immediate funds in the event of civil defence emergencies
- a source of regular revenue to contribute to its operating costs and reduce the rates requirement.

## HOW PEOPLE CAN JUDGE THE COUNCIL

In its treasury investment activity, Council's primary objective when investing is the protection of its investment. Accordingly, the Investment Policy prescribes the level of risk that Council deems acceptable.

## COMMUNITY OUTCOMES AND HOW THE CORPORATE & FUNDS MANAGEMENT ACTIVITY CONTRIBUTES

Council has an obligation to meet the current and future needs of communities for good quality local infrastructure, local public services and the performance of regulatory functions in a way that is most cost effective for households and businesses. To enable this, Council has made a commitment to continue to deliver the services currently provided with a focus on the previously adopted community outcomes. Table CF1 shows the community outcomes of the corporate and funds activity (please refer to page 28 for a full list of community outcomes).

Table CF1: Relevant community outcomes.

## CORPORATE & FUNDS MANAGEMENT ACTIVITY

### COMMUNITY OUTCOMES

<i>Outcome 1:</i> <i>A strong, prosperous and thriving economy.</i>	<i>Outcome 2:</i> <i>A safe and integrated infrastructure.</i>	<i>Outcome 3:</i> <i>A community that values and promotes its culture and heritage.</i>	<i>Outcome 4:</i> <i>Safe and accessible recreational facilities.</i>	<i>Outcome 5:</i> <i>Supportive, caring and valued communities.</i>	<i>Outcome 6:</i> <i>Strong distinct leadership and a sense of belonging.</i>	<i>Outcome 7:</i> <i>A safe and secure community.</i>	<i>Outcome 8:</i> <i>A lifetime of good health, education and well-being.</i>	<i>Outcome 9:</i> <i>An environment that is appreciated, protected and sustained for future generations.</i>
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### CORPORATE & FUNDS MANAGEMENT CONTRIBUTION

By monitoring economic trends and markets, and by exercising prudence, this activity provides Council with financial security and all of its activities that support these community outcomes with certainty of funding and therefore sustainability.

Through careful investment management Council earns a return that contributes to the cost effective delivery of these outcomes.

# WAIROA

## PROSPECTIVE ACTIVITY STATEMENT FUNDS MANAGEMENT

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
12,509,912	Rates	12,073,378	12,659,613	13,273,508	13,904,533	14,414,857	14,785,034	15,161,936	15,457,810	15,776,017	16,188,259
68,000	Petrol Tax	85,000	86,700	88,400	90,270	92,310	94,435	96,560	98,855	101,320	103,870
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
856,171	Investment Income	646,917	502,289	394,805	349,866	333,925	291,048	277,568	285,539	231,212	224,236
-	Other Income	-	-	-	-	-	-	-	-	-	-
<b>13,434,083</b>	<b>TOTAL INCOME</b>	<b>12,805,295</b>	<b>13,248,602</b>	<b>13,756,713</b>	<b>14,344,670</b>	<b>14,841,092</b>	<b>15,170,517</b>	<b>15,536,063</b>	<b>15,842,204</b>	<b>16,108,550</b>	<b>16,516,365</b>
	<b>EXPENDITURE</b>										
-	Employee Benefit Expenses	12,057	9,634	12,686	11,221	9,830	12,760	13,763	12,239	(32,609)	3,374
-	Depreciation and Amortisation	-	-	-	-	-	-	-	-	-	-
512,358	Finance Costs	383,959	383,412	399,389	411,531	419,629	419,614	427,479	431,122	436,440	444,303
90,000	Other Operating Expense	20,000	20,400	83,200	21,240	21,720	88,880	22,720	23,260	95,360	24,440
-											
<b>602,358</b>	<b>TOTAL EXPENDITURE</b>	<b>416,016</b>	<b>413,446</b>	<b>495,275</b>	<b>443,992</b>	<b>451,179</b>	<b>521,254</b>	<b>463,962</b>	<b>466,621</b>	<b>499,191</b>	<b>472,117</b>
<b>12,831,725</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>12,389,279</b>	<b>12,835,156</b>	<b>13,261,438</b>	<b>13,900,678</b>	<b>14,389,914</b>	<b>14,649,262</b>	<b>15,072,101</b>	<b>15,375,583</b>	<b>15,609,359</b>	<b>16,044,248</b>

# WAIROA

## PROSPECTIVE FUNDING IMPACT STATEMENT PROPERTY

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
129,003	Fees charges and targeted rates for water sup	364,678	375,747	381,638	397,942	425,744	444,019	448,930	457,823	475,555	478,622
<b>129,003</b>	<b>Total Source of Operating Funding</b>	<b>364,678</b>	<b>375,747</b>	<b>381,638</b>	<b>397,942</b>	<b>425,744</b>	<b>444,019</b>	<b>448,930</b>	<b>457,823</b>	<b>475,555</b>	<b>478,622</b>
<b>Application of Operating Funding</b>											
329,159	Payments to staff and suppliers	383,570	366,055	365,144	370,572	379,453	389,730	396,121	406,338	418,098	426,265
9,303	Finance costs	56,390	65,905	60,924	58,859	69,232	66,704	64,176	61,647	59,118	56,590
150,979	Internal Charges and Overheads applied	148,678	151,805	150,970	153,006	155,011	161,143	163,551	166,144	168,738	177,021
<b>187,483</b>	<b>Total Application of Operating Funding</b>	<b>291,282</b>	<b>280,155</b>	<b>275,098</b>	<b>276,425</b>	<b>293,674</b>	<b>295,291</b>	<b>296,746</b>	<b>301,841</b>	<b>308,478</b>	<b>305,834</b>
<b>(58,480)</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>73,396</b>	<b>95,592</b>	<b>106,540</b>	<b>121,516</b>	<b>132,070</b>	<b>148,728</b>	<b>152,184</b>	<b>155,982</b>	<b>167,077</b>	<b>172,788</b>
<b>Total Sources of capital funding</b>											
<b>Source of Capital Funding</b>											
-	Increase in Debt	120,000	-	-	-	-	-	-	-	-	-
<b>-</b>	<b>Total Source of Capital Funding</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Application of Capital Funding</b>											
265,000	Capital expenditure - to improve the level of s	222,200	12,250	19,750	83,720	1,079,138	111,677	27,902	27,902	27,902	27,902
397,484	Capital expenditure - to replace existing asset	372,984	112,420	57,420	53,350	60,060	94,945	62,920	58,650	138,230	117,135
(720,964)	Increase (Decrease) in reserves	(401,788)	(29,078)	29,370	(15,554)	(1,007,128)	(57,894)	61,362	69,430	945	27,751
<b>(58,480)</b>	<b>Total Application of Capital Funding</b>	<b>193,396</b>	<b>95,592</b>	<b>106,540</b>	<b>121,516</b>	<b>132,070</b>	<b>148,728</b>	<b>152,184</b>	<b>155,982</b>	<b>167,077</b>	<b>172,788</b>
<b>58,480</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(73,396)</b>	<b>(95,592)</b>	<b>(106,540)</b>	<b>(121,516)</b>	<b>(132,070)</b>	<b>(148,728)</b>	<b>(152,184)</b>	<b>(155,982)</b>	<b>(167,077)</b>	<b>(172,788)</b>
<b>-</b>	<b>Funding Balance (General Rates)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# WAIROA

## HAKAHAERE RANGAPŪ ME PŪTEA - CORPORATE SUPPORT SERVICES

### PROSPECTIVE ACTIVITY STATEMENT SUPPORT SERVICES

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
	<b>INCOME</b>										
12,129	Fees and Charges	11,100	11,322	11,544	11,788	12,055	12,332	12,610	12,909	13,231	13,564
-	Reserves	-	-	-	-	-	-	-	-	-	-
<b>12,129</b>	<b>TOTAL INCOME</b>	<b>11,100</b>	<b>11,322</b>	<b>11,544</b>	<b>11,788</b>	<b>12,055</b>	<b>12,332</b>	<b>12,610</b>	<b>12,909</b>	<b>13,231</b>	<b>13,564</b>
	<b>EXPENDITURE</b>										
2,630,052	Employee Benefit Expenses	2,844,409	2,901,322	2,961,632	3,020,337	3,121,129	3,139,298	3,200,560	3,263,468	3,327,507	3,439,091
226,614	Depreciation and Amortisation	219,213	235,199	282,394	287,492	260,138	258,995	260,131	255,054	257,326	258,548
82,862	Finance Costs	38,941	55,762	79,907	79,772	79,709	79,681	79,654	79,699	79,815	79,968
1,776,415	Other Operating Expense	381,543	381,259	579,914	312,226	367,317	624,771	346,032	450,711	681,220	388,261
(4,624,532)	Internal Recoveries	(3,363,161)	(3,440,799)	(3,757,820)	(3,551,745)	(3,680,219)	(3,949,643)	(3,729,764)	(3,888,593)	(4,181,666)	(3,995,358)
<b>91,411</b>	<b>TOTAL EXPENDITURE</b>	<b>120,945</b>	<b>132,743</b>	<b>146,027</b>	<b>148,083</b>	<b>148,074</b>	<b>153,103</b>	<b>156,614</b>	<b>160,339</b>	<b>164,203</b>	<b>170,510</b>
<b>(79,282)</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>(109,845)</b>	<b>(121,421)</b>	<b>(134,483)</b>	<b>(136,294)</b>	<b>(136,019)</b>	<b>(140,771)</b>	<b>(144,004)</b>	<b>(147,430)</b>	<b>(150,972)</b>	<b>(156,946)</b>

# WAIROA

## PROSPECTIVE FUNDING IMPACT STATEMENT SUPPORT SERVICES

2017/18 ANNUAL PLAN		2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET
<b>Total Sources of Operating Funding</b>											
<b>Source of Operating Funding</b>											
12,129	Fees charges and targeted rates for water sup	11,100	11,322	11,544	11,788	12,055	12,332	12,610	12,909	13,231	13,564
<b>12,129</b>	<b>Total Source of Operating Funding</b>	<b>11,100</b>	<b>11,322</b>	<b>11,544</b>	<b>11,788</b>	<b>12,055</b>	<b>12,332</b>	<b>12,610</b>	<b>12,909</b>	<b>13,231</b>	<b>13,564</b>
<b>Application of Operating Funding</b>											
4,343,368	Payments to staff and suppliers	4,165,897	4,237,262	4,512,507	4,326,358	4,499,502	4,794,884	4,597,536	4,786,150	5,102,077	4,942,274
82,862	Finance costs	38,941	55,762	79,907	79,772	79,709	79,681	79,654	79,699	79,815	79,968
4,624,532	Internal Charges and Overheads applied	3,363,161	3,440,703	3,756,924	3,550,551	3,678,613	3,948,036	3,728,158	3,887,227	4,180,300	3,993,992
63,099	Other operating funding applications	939,945	954,681	970,962	993,794	1,011,056	1,030,815	1,050,943	1,071,971	1,093,349	1,114,922
<b>135,203</b>	<b>Total Application of Operating Funding</b>	<b>98,268</b>	<b>102,360</b>	<b>135,472</b>	<b>138,215</b>	<b>110,458</b>	<b>104,286</b>	<b>101,911</b>	<b>93,349</b>	<b>91,757</b>	<b>86,672</b>
<b>147,332</b>	<b>Surplus (Deficit) from Operating Funding</b>	<b>109,368</b>	<b>113,682</b>	<b>147,016</b>	<b>150,004</b>	<b>122,512</b>	<b>116,619</b>	<b>114,521</b>	<b>106,258</b>	<b>104,988</b>	<b>100,237</b>
<b>Total Sources of capital funding</b>											
<b>Source of Capital Funding</b>											
-	Increase in Debt	-	419,020	626,400	-	-	-	-	-	-	-
-	<b>Total Source of Capital Funding</b>	-	<b>419,020</b>	<b>626,400</b>	-	-	-	-	-	-	-
<b>Application of Capital Funding</b>											
227,000	Capital expenditure - to improve the level of s	115,000	-	49,980	20,908	20,908	65,348	20,908	20,908	68,588	20,908
488,073	Capital expenditure - to replace existing asset	40,000	453,020	726,400	24,000	34,000	34,000	34,000	34,000	34,000	34,000
(567,741)	Increase (Decrease) in reserves	(45,632)	79,682	(2,964)	105,096	67,604	17,271	59,613	51,350	2,400	45,329
<b>147,332</b>	<b>Total Application of Capital Funding</b>	<b>109,368</b>	<b>532,702</b>	<b>773,416</b>	<b>150,004</b>	<b>122,512</b>	<b>116,619</b>	<b>114,521</b>	<b>106,258</b>	<b>104,988</b>	<b>100,237</b>
<b>(147,332)</b>	<b>Surplus (Deficit) from Capital Funding</b>	<b>(109,368)</b>	<b>(113,682)</b>	<b>(147,016)</b>	<b>(150,004)</b>	<b>(122,512)</b>	<b>(116,619)</b>	<b>(114,521)</b>	<b>(106,258)</b>	<b>(104,988)</b>	<b>(100,237)</b>
-	<b>Funding Balance (General Rates)</b>	-	-	-	-	-	-	-	-	-	-

# WHAKAHAERE-A-KAUNIHERA - COUNCIL CONTROLLED ORGANISATIONS



## QUALITY ROADING SERVICES (WAIROA) LTD

Quality Roding and Services (Wairoa) or QRS is a Council-controlled organisation 100% owned by Council.

## COUNCIL-CONTROLLED ORGANISATIONS (CCOS)

Council-controlled organisations (CCOs) can be an effective, efficient and financially viable way for Council to deliver services and activities. The Local Government Act 2002 defines CCOs as entities in which the Council has more than fifty per cent shareholding, or the ability to appoint more than fifty per cent of the directors.

There are trading and non-trading CCOs. Council-controlled trading organisations (CCTOs) operate as or like a company, undertaking trading for the purpose of making a profit. QRS is a CCO, and also classified as a CCTO.

## REASONS FOR OWNING A CCO

Council believes it's important to maintain expertise in construction, roading and maintenance in the district, balanced with an intent to reduce ratepayer costs by providing effective competition. Providing community support is also a primary reason for Council owning QRS. Not only is QRS one of the biggest employers in the district offering many employment opportunities with low barriers of entry, it also supports a number of community initiatives.

QRS gets in behind many sports, and is a strategic sponsor of the Wairoa A&P Show. It also donates services in kind such as site preparation, mowing and earthworks around the district to ensure community events are a success. While staying well out of the spotlight QRS has also quietly supported Wairoa's Gaiety Cinema and Theatre to the tune of thousands of dollars since 2015.

## ACCOUNTABILITY

CCOs are accountable to the Council, which determines the objectives for each CCO and monitors its performance. The Council is accountable to its ratepayers and residents for the performance of the CCOs, to the extent that they deliver community outcomes in the most cost efficient way.

Each year the CCO is required to agree to a publicly available Statement of Corporate Intent with Council. It sets out the CCO's nature and scope of activities, key performance targets and reporting requirements, along with other matters. At the end of each financial year the CCO must report on its performance against the Statement.

Section 59 of the Local Government Act 2002 states that the principal objective of a CCO is to:

- achieve the objectives of its shareholders, both commercial and non-commercial, as specified in the Statement of Intent
- be a good employer
- exhibit a sense of social and environmental responsibility, by having regard to the



interests of the community in which it operates, and by endeavouring to accommodate or encourage these when able to do so

- if the CCO is a CCTO, to conduct its affairs in accordance with sound business practice.

The Local Government Act 2002 requires the Council to include in the Long-term Plan information on CCOs. The following section summarises information derived from QRS' Statement of Corporate Intent 2017-2018.

## NATURE AND SCOPE OF ACTIVITIES

QRS' specialities are roading maintenance, civil construction, and quarrying. It offers a full range of civil engineering skills, experience and equipment. Principal activities are:

- roading maintenance and associated construction
- civil construction
- quarrying
- heavy transport
- reserves maintenance
- waste management.

Surplus profits generated by QRS are provided to Council (a hundred per cent shareholder) by way of dividends and community support. More information is available at [www.qrs.co.nz](http://www.qrs.co.nz).

## OWNERSHIP POLICY AND OBJECTIVES

Council does not intend to change the ownership or control of QRS over the term of this plan. Council's objectives for QRS are:

- to ensure the company is profitable, and all financial targets are met
- to ensure the company has a positive cash flow
- to ensure the governance of the company is effective.

## KEY PERFORMANCE TARGETS

The following performance targets are the measures by which the company's performance will be judged.

	<b>2018/ 19</b>	<b>2019/ 20</b>	<b>2020/ 21</b>
<b>Net profit pre-tax as a percentage of opening shareholder funds</b>	6%	6%	6%
<b>Total cost of public debt servicing not to exceed 20% of operating revenue</b>	20%	20%	20%
<b>Ratio of shareholder funds to total assets – not less than.</b>	45%	45%	45%